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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Plan outline**

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* A/80/50.

** In keeping with paragraph 11 of resolution 72/266 A, the part consisting of the plan outline is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

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I. Background

1. In keeping with guidance received from the General Assembly, the longer-term objectives of the Organization set out in the present document reflect the legislative mandates of Member States in all areas of the activities of the United Nations. Mandates are referenced in parts II and III of each programme budget section. They collectively form the basis for the preparation of the proposed programme budget, which translates legislative mandates into long-term priorities and objectives and work programmes. The plan outline (part I) and programme plan (part II) are the principal policy directives of the United Nations and serve as the basis for programme planning, budgeting, evaluation and monitoring (General Assembly resolution 72/266 A).

II. Longer-term objectives of the Organization

2. The longer-term objectives of the Organization continue to be grounded in the Charter of the United Nations and its Articles and revolve around the mandates established by Member States, including, most recently, General Assembly resolution 79/1, entitled "The Pact for the Future". On the promotion of sustained economic growth and sustainable development, climate change and environmental issues, these include the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), the decade of action and delivery for sustainable development (resolution 74/4), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (resolutions 69/313 and 75/322), Agenda 21: Programme of Action for Sustainable Development (resolution 73/227), the Beijing Declaration and Platform for Action (resolutions 50/42 and 78/182), the Doha Programme of Action for the Least Developed Countries (resolutions 76/258 and 79/218), the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (resolution 59/311), the Monterrey Consensus (resolution 56/210 B), the New Urban Agenda (resolution 71/256), Our ocean, our future: call for action (resolution 71/312), the Paris Agreement (FCCC/CP/2015/10/Add.1, as referenced in resolution 71/228), the protection of global climate for present and future generations of humankind (resolution 73/232), the SIDS Accelerated Modalities of Action (SAMOA) Pathway (resolutions 69/15 and 79/203), the Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity (resolution 78/317), the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034 (resolution 79/233), the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review (resolutions 72/279, 79/226 and 79/258 (sect. XVIII)), and the importance of the full, effective, meaningful, constructive and inclusive participation of youth in society, including engagement in policymaking and decision-making processes (resolutions 76/306 and 78/179). On the maintenance of international peace and security, they include the Security Council resolution on developing a comprehensive and integrated performance policy framework for United Nations peacekeeping operations (resolution 2436 (2018)), peacebuilding and sustaining peace (Assembly resolutions 70/262, 72/276 and 75/201 and Council resolution 2282 (2016)), the review of the United Nations peacebuilding architecture (Assembly resolutions 70/262 and 75/201), women and peace and security (Council resolution 1325 (2000)) and youth and peace and security (Council resolution 2535 (2020)). On the development of Africa, they include Agenda 2063: The Africa We Want of the African Union (as recognized in Assembly resolution 71/254), the New Partnership for Africa's Development: progress in implementation and international support (resolution 79/263), the Framework for a Renewed United Nations-African Union

Partnership on Africa's Integration and Development Agenda 2017–2027 (resolution 71/254) and the promotion of durable peace and sustainable development in Africa (resolutions 75/327 and 79/264). On the promotion of human rights, they include the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the Assembly in resolution 48/121. On the effective coordination of humanitarian assistance, they include strengthening the coordination of emergency humanitarian assistance of the United Nations and international cooperation on humanitarian assistance in the field of natural disasters (resolutions 46/182, 79/139 and 79/140), the Sendai Framework for Disaster Risk Reduction 2015–2030 and the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030 (resolutions 69/283, 77/289 and 79/205), the Global Compact on Refugees (resolutions 73/151 and 79/156) and the Global Compact for Safe, Orderly and Regular Migration (resolution 73/195). On the development of international justice and international law, they include Articles 13, 98, 102, 104, 105 and other relevant provisions of the Charter. On disarmament, they include preventing the proliferation of weapons of mass destruction, combating the illicit trade in small arms and light weapons and analysis of emerging issues, including new technologies (resolution S-10/2). On drugs control, crime prevention and combating international terrorism in all its forms and manifestations, they include the outcome document entitled "Our joint commitment to effectively addressing and countering the world drug problem" (resolution S-30/1), the Kyoto Declaration on Advancing Crime Prevention, Criminal Justice and the Rule of Law: Towards the Achievement of the 2030 Agenda for Sustainable Development (resolution 76/181), the United Nations Global Counter-Terrorism Strategy (resolution 77/298) and the United Nations Convention against Cybercrime (resolution 79/243). On the effective functioning of the Organization, they include shifting the management paradigm in the United Nations (resolution 72/266 B) and promoting a culture of effectiveness and cost-efficiency (resolution 79/257). Finally, in its delivery of the mandates given by Member States, the Organization will strive to carry out these long-term objectives efficiently.

Promotion of sustained economic growth and sustainable development

3. The 2030 Agenda remains the plan of action for Member States to "promote higher standards of living, full employment, and conditions of economic and social progress and development" (Article 55 of the Charter). Following their call to action at the high-level political forum on sustainable development in 2023 (General Assembly resolution 78/1), Member States reaffirmed their enduring commitment to the 2030 Agenda and recognized that sustainable development in all its dimensions is a central goal in itself (resolution 79/1). While Member States are progressing towards many of the 17 Sustainable Development Goals (E/2018/64), they have placed the eradication of poverty at the centre of their efforts to achieve the 2030 Agenda. The Organization will continue to support Member States to take comprehensive and targeted measures to address the root causes and challenges of poverty in all its forms and dimensions (resolution 79/221).

4. The Organization will continue to focus on repositioning the United Nations development system to better support Member States in the implementation of the 2030 Agenda (General Assembly resolutions 72/279 and 79/258 (sect. XVIII)). Building on guidance from the quadrennial comprehensive policy review (resolution 79/226) and the review of the resident coordinator system (resolutions 76/4 and 79/258 (sect. XVIII)), the United Nations development system, with the reinvigorated resident coordinator system at its centre, will help countries to accelerate progress towards the 2030 Agenda, in alignment with national priorities, as set out in the

United Nations Sustainable Development Cooperation Frameworks (resolution 72/279). This will continue to be realized through the provision of evidence-based and integrated policy advice and programmatic support to national Governments, and the contribution of the expertise, tools and platforms of the United Nations country teams in consultation and coordination with national Governments.

5. The Organization will complement support in realizing the 2030 Agenda with follow-up to the Paris Agreement, the Sendai Framework, the Addis Ababa Action Agenda, Agenda 21, the Beijing Declaration and Platform for Action (General Assembly resolution S-23/2) and the New Urban Agenda. Furthermore, it will continue its assistance to countries with the highest needs and support the implementation and mainstreaming of the Doha Programme of Action for the Least Developed Countries, the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034 (resolution 79/233), the SIDS Accelerated Modalities of Action (SAMOA) Pathway (resolutions 69/15 and 79/203) and the Antigua and Barbuda Agenda (resolution 78/317).

6. The Organization will continue to bolster its efforts to assist Member States in leaving no one behind and reaching the furthest behind first (General Assembly resolution 79/221). It will support Member States in giving due consideration to the issue of agriculture development, food security and nutrition (resolutions 72/239 and 79/227). It will continue to assist Member States in addressing the challenges and opportunities arising from international trade, finance, technology and investment to ensure that their benefits are widely shared (resolution 79/195).

7. The Organization will support Member States in addressing the threat posed by climate change and environmental degradation, recognizing that the global nature of climate change calls for the widest possible international cooperation to accelerate the reduction of global greenhouse gas emissions, address adaptation to the adverse impacts of climate change and close the gap between the aggregate effect of Parties' mitigation pledges and aggregate emission pathways (General Assembly resolution 79/206 and FCCC/CP/2015/10/Add.1).

8. The Organization will continue to assist Member States in advancing the global environmental agenda, strengthen coherence within the United Nations system and serve as an authoritative advocate for the global environment (General Assembly resolution 73/260). It will also support Member States in adopting innovative pathways to achieve sustainable consumption and production (United Nations Environment Assembly resolution 4/1) through, inter alia, the environmental dimension of a sustainable, resilient and inclusive post-pandemic recovery, innovative technology (Environment Assembly resolution 5/10) and circular economy approaches (Environment Assembly resolution 5/11). The Organization will support efforts to implement immediate actions towards the sound management of chemicals and waste (Environment Assembly resolutions 5/7 and 6/9), the long-term elimination of plastic pollution in marine and other environments (Environment Assembly resolution 5/14) and the conservation and sustainable use of biological diversity and the fair and equitable sharing of benefits arising from the use of genetic resources (General Assembly resolution 57/260).

9. Recognizing that gender equality and the empowerment of all women and girls are crucial to progress across all the Sustainable Development Goals and targets, the Organization will support Member States in ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (General Assembly resolutions 78/150 and 78/182) and addressing all forms of discrimination and violence against women and girls, in particular by improving strategies for prevention (resolutions 69/147 and 79/152).

10. The Organization will continue to ensure a more coherent, comprehensive and integrated approach to youth development, and to support local, national, regional and international efforts in addressing challenges hindering youth development and involvement, by working closely with Member States, civil society, youth organizations, academia and the media (General Assembly resolutions 76/306 and 78/179). It will support Member States in strengthening meaningful youth participation at the national and international levels.

11. The Organization will continue to work closely with Member States in promoting international cooperation to address the impact of demographic trends in the context of sustainable development, including changes in population growth or decline, age structures, urbanization and international migration (General Assembly resolutions 49/128, S-21/2, 65/234 and 73/195). The Organization will also assist Member States in addressing the way in which cities and human settlements are planned, designed, financed, developed, governed and managed (resolution 71/256).

12. Capitalizing on the repositioning of the United Nations development system, the Organization will continue to support countries, upon their request, in the acceleration of the implementation, follow-up and review of the 2030 Agenda, including by focusing on addressing the gaps and challenges, including those identified by voluntary national reviews. In application of the principle of common but differentiated responsibilities, the Organization will do so bearing in mind that the Sustainable Development Goals and targets are integrated and indivisible, global in nature and universally applicable, taking into account the different national realities, capacities and levels of development and respecting national policies and priorities (General Assembly resolution 79/226). Multi-stakeholder platforms, regional road maps for the implementation of the 2030 Agenda, rapid response facilities to assist Member States and innovative policy tools to strengthen planning and economic governance will continue to play a critical role in this context (resolution 72/279).

Maintenance of international peace and security

13. The prevention and peaceful settlement of disputes are among the purposes of the United Nations (Article 1 of the Charter), and the Organization arose from conflict to "save succeeding generations from the scourge of war" (Preamble to the Charter). Its Member States have been determined to establish a just and lasting peace all over the world in accordance with the purposes and principles of the Charter (General Assembly resolution 60/1). Armed conflict continues to have a high human cost and cause suffering, and the world is facing a significant number of simultaneous security and humanitarian crises (resolutions 70/262 and 75/201). Member States recognize that a whole range of threats require urgent, collective and more determined responses (resolutions 60/1, 70/262 and 75/201).

14. In the pursuit by Member States of the 2030 Agenda, a key focus of the United Nations will be to better serve nations in sustaining peace (General Assembly resolution 70/262 and Security Council resolution 2282 (2016)). As national Governments and authorities exercise their primary responsibility in this regard, the United Nations will support and complement their efforts to prevent the outbreak, escalation, continuation and recurrence of conflict, addressing root causes of conflict, assisting parties to conflict to end hostilities and ensuring national reconciliation (Council resolution 2594 (2021)). In this context, the Organization will also work with Member States to strengthen the peacebuilding architecture and its partnership with international financial institutions in crisis-affected situations, in line with Assembly resolution 70/262 and Council resolution 2282 (2016) and subsequent requests (Assembly resolutions 72/276 and 75/201 and Council resolution 2558

(2020)). The Organization will also continue to advance international cooperation in the peaceful uses of outer space (Assembly resolutions 1472 (XIV) and 78/72).

15. The primacy of politics will be the hallmark of the United Nations approach to conflict resolution, including through mediation, good offices, the monitoring of ceasefires and assistance in the implementation of peace accords (S/PRST/2018/10). Recognizing the important role that special political missions play as a flexible tool for the maintenance of international peace and security, the Organization will continue to work to strengthen the role of these missions in mediation, conflict prevention, conflict resolution and peacebuilding and sustaining peace, in partnership with regional and subregional organizations and other relevant stakeholders (General Assembly resolutions 76/83 and 78/257).

16. The Organization will continue to focus on improving its peacekeeping capabilities and enhancing the effective and efficient deployment of its peacekeeping operations (General Assembly resolutions 72/304, 76/274 and 78/291). Recognizing that peacekeeping benefits from collective engagement, the Organization will work with all partners and stakeholders to adapt peacekeeping operations to today's complex and high-risk environments (S/PRST/2018/10 and Council resolution 2436 (2018)), in particular by strengthening safety and security (resolution 2518 (2020)), the performance of uniformed personnel in United Nations peacekeeping operations (resolutions 2382 (2017) and 2436 (2018)), security sector governance (resolution 2553 (2020)), system-wide coherence in justice and rule of law support (resolution 2447 (2018)), regional and subregional partnerships (resolutions 2457 (2019) and 2719 (2023)) and proper conduct with zero tolerance for all forms of sexual exploitation and abuse (Assembly resolution 78/331 and Council resolution 2272 (2016)), as well as to strengthen the planning and management of transition processes and to further enhance organizational learning and guidance on transitions (Council resolutions 2594 (2021) and 2686 (2023)).

17. In all its efforts to support the maintenance of international peace and security, the United Nations will continue to promote the protection of civilians in armed conflicts, in particular of children (Security Council resolutions 2417 (2018) and 2427 (2018)), the protection and rights of women and their participation in conflict prevention, resolution of armed conflict, peacebuilding and post-conflict situations (resolution 2242 (2015)) and action against conflict-related sexual violence (Council resolutions 1820 (2008) and 2467 (2019) and General Assembly resolution 78/331). It will support the important role of young people (Council resolutions 2419 (2018) and 2535 (2020)).

18. In support of the achievement of Member State objectives, the Organization will continue to sustain its focus on prevention efforts and sustaining peace, on enhancing the effectiveness and coherence of peacekeeping operations and special political missions, on consolidating the integration of political and operational responsibilities in a "whole-of-pillar" approach and on aligning the peace and security pillar more closely with the Organization's development and human rights work (General Assembly resolutions 72/199 and 72/262 C).

Development of Africa

19. The development of Africa will continue to be a priority for the United Nations. In the coming years, efforts will be centred on digitalization and improving data and statistics, enhancing economic transformation and diversification, harnessing the demographic dividend, strengthening quality education and health systems, leveraging new technologies for inclusive development, achieving universal access to affordable, reliable, sustainable and modern energy for all, promoting investment in climate action, and strengthening and financing climate change mitigation and

adaptation in Africa (General Assembly resolutions 76/205, 76/210, 76/213 and 79/226). The Organization will also continue to support Member States to reduce disaster risk (resolutions 69/283 and 79/205) and the industrialization of Africa (resolution 79/222), including by advancing the African Continental Free Trade Area, promoting strong and efficient institutions and ensuring the sustainability of development financing through enhanced national resource mobilization and the implementation of the Addis Ababa Action Agenda (resolutions 69/313 and 79/263) to accelerate implementation of the Goals (resolutions 74/4 and 78/1).

20. The United Nations will continue to support the implementation of Agenda 2063, through the joint African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and the joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (General Assembly resolution 72/311, S/2021/763 and Security Council resolution 2719 (2023)). The Organization will continue to promote a coherent and integrated approach to the international community's support for Africa with the aim of achieving sustainable development and durable peace in the continent (Assembly resolutions 75/327 and 79/264). It will support the promotion of young people and ensuring their inclusion in the strategies of implementation of the 2030 Agenda and Agenda 2063 (resolution 79/264). The Organization will also continue its efforts to assist Member States in the strengthening of State institutions and governance systems, including through fellowships for young Africans at United Nations Headquarters in New York to strengthen institutional capacities in policy analysis, design and monitoring (resolution 79/264).

Promotion of human rights

21. Promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion is a purpose of the United Nations set out in its Charter and anchored in the Universal Declaration of Human Rights (General Assembly resolution 217 (III)). The responsibility of all Member States to respect, protect and promote human rights is reaffirmed in the 2030 Agenda and in the Pact for the Future. The Organization will continue to support Member States and treaty bodies in advancing these objectives, including promoting the right to development, advancing knowledge, awareness and understanding of human rights, combating discrimination and inequalities and strengthening the rule of law and democratic institutions (Assembly resolutions 48/141, 67/1, 70/1, 70/155, 76/1, 77/223, 78/213 and 79/160 and Human Rights Council resolution 47/21).

22. In support of Member States, the Organization will continue to help to rationalize, adapt, strengthen and streamline the United Nations human rights machinery, with a view to improving its efficiency and effectiveness (General Assembly resolution 48/141). In this context, the Organization will support Member States in building the capacity to implement their treaty obligations and will provide, in this regard, advisory services, technical assistance and capacity-building (resolution 68/268). The Organization will also continue to facilitate and support the Human Rights Council, including during the undertaking of universal periodic reviews (resolutions 60/251 and 65/281). In this context, the Organization will, on the basis of consultations, continue to inform the Council on a regular basis of the practical applications of prevention in the promotion and protection of human rights (Council resolutions 42/6 and 51/14).

Effective coordination of humanitarian assistance efforts

23. Over the past years, an unprecedented number of people have been affected by humanitarian emergencies. Member States have recognized that complex trends –

including armed conflicts, natural hazards, climate change, epidemics, environmental degradation, financial and economic crises, food and energy insecurity, food crises and risk of famine, water scarcity, unplanned urbanization, gender-based violence, violence against children and acts of terrorism – are increasing the vulnerability of people while reducing their ability to cope with humanitarian crises (General Assembly resolutions 78/205 and 79/140).

24. Given the number of people affected by humanitarian emergencies, the effective coordination of humanitarian assistance is a long-term priority of the United Nations, as is early, rapid, predictable and flexible humanitarian financing through the Central Emergency Response Fund and humanitarian country-based and regional pooled funds (General Assembly resolutions 46/182, 79/139 and 79/140). The Organization will continue to enhance the coordination, effectiveness and efficiency of humanitarian assistance and strengthen preparedness and response efforts, including in support of national and regional capacities, in line with humanitarian principles (Assembly resolutions 79/139 and 79/140 and Economic and Social Council resolution 2024/18).

25. The Organization will continue to strengthen efforts to integrate disaster risk reduction into its work (General Assembly resolutions 79/139 and 79/226). It will support Member States in developing and implementing national and local disaster risk reduction strategies supported by comprehensive disaster risk reduction financing strategies, in line with the midterm review of the Sendai Framework (resolutions 77/289 and 79/205), and will support Member States in strengthening early warning mechanisms (E/HLS/2024/1).

26. The Organization will also promote closer cooperation and collaboration between humanitarian, development and other actors to enable complementary responses that meet urgent humanitarian needs and tackle the root causes of need, risk and vulnerability (General Assembly resolution 79/140). This contributes to the 2030 Agenda and to leaving no one behind, including internally displaced persons and refugees (resolutions 70/1, 76/78, 78/185, 78/205 and 79/156).

27. Challenges for humanitarian efforts are expected to continue, including disregard for international humanitarian law, violence and attacks and threats against humanitarian and medical personnel, which underscore the importance of ensuring their safe and unhindered access and of respecting and protecting them (General Assembly resolutions 79/138 and 79/140). The Organization will thus strengthen efforts to enhance its security management system and the stay-and-deliver strategy and mobilize partners to support the effective and principled delivery of humanitarian assistance and to finance humanitarian response (resolutions 79/138 and 79/140).

Promotion of justice and international law

28. The Organization will continue to act in conformity with the principles of justice and international law and assist in the settlement of international disputes by peaceful means, including through judicial settlement. It will also continue to support Member States in the progressive development of international law and its codification.

29. The Organization will continue to support Member States in maintaining, administering and strengthening international legal frameworks in such areas as international peace and security, international trade, human rights, international humanitarian law, counter-terrorism and international crimes. In this context, the Organization will also assist Member States in strengthening and promoting the international treaty framework, including by improving the effective dissemination of and access to treaties (General Assembly resolutions 73/210 and 78/236) through the use of electronic resources.

30. The Organization will continue to provide support to intergovernmental processes on oceans and the law of the sea and sustainable fisheries (General Assembly resolutions 79/144 and 79/145), such as the intergovernmental conference on the development of an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction (resolution 72/249).

31. In support of the peaceful settlement of disputes, the Organization will continue to cooperate with international courts and tribunals and accountability mechanisms, in line with General Assembly and Security Council resolutions.

Disarmament

32. The Organization will continue its long-standing support for multilateral efforts dedicated to disarmament, non-proliferation and arms control (General Assembly resolution S-10/2), including for weapons of mass destruction. In a context where nuclear weapons, in particular, continue to be a source of primary concern, given their destructive power and existential threat to humanity, the United Nations will continue to support the multilateral nuclear disarmament and non-proliferation regime, including new mandates (resolutions 79/238, 79/240 and 79/241). The Organization will also continue to support Member States in addressing the use of biological weapons (resolution 79/78) and chemical weapons (resolutions 79/56 and 79/134), the regulation and limitation of conventional weapons, including small arms and light weapons (resolution 79/40), and the humanitarian consequences of various categories of conventional weapons (resolutions 79/34, 79/58 and 79/75), as well as reporting on current developments in science and technology and their potential impact on international security and disarmament efforts (resolution 79/23).

33. The United Nations will also continue to promote the universalization and implementation of multilateral disarmament, non-proliferation and arms control instruments and support regional approaches to disarmament, non-proliferation and arms control through dialogue and confidence-building (General Assembly resolutions 79/25, 79/27 and 79/59). The Organization will facilitate increased opportunities for youth participation in disarmament (resolution 78/31) and enhance the awareness, understanding and knowledge of a wide range of audiences (resolutions 79/28 and 79/69). Through these tasks, Securing Our Common Future: An Agenda for Disarmament will continue to facilitate the internal integration of disarmament issues into the Organization’s work, especially in the area of prevention, thereby laying the groundwork for new partnerships and greater collaboration and effectiveness.

Drug control, crime prevention and combating international terrorism in all its forms and manifestations

34. Trade in illicit drugs, trafficking in persons, corruption, transnational organized crime and related illicit financial flows, and terrorism (General Assembly resolutions 60/288, 76/188, 77/298, 78/229 and 79/234 and Security Council resolution 2617 (2021)) continue to pose a serious threat to peace and security, human rights and sustainable development by undermining the security, stability, governance and social, economic and cultural development of affected States. The United Nations will continue to support Member States in addressing these threats by providing comprehensive, innovative and tailored initiatives to challenges posed by drugs, crime, corruption and terrorism.

35. The Organization will continue to provide coordinated and evidence-based assistance to Member States, at their request, in support of a comprehensive, integrated and balanced approach to addressing and countering the world drug problem (General Assembly resolution 76/188). It will sustain its support for

preventing and countering transnational organized crime, including trafficking in persons (resolution 78/228), and crimes that affect the environment and have a negative impact on economies, public health, human safety, food security, livelihoods and habitats, including illicit trafficking in wildlife (resolution 77/325), as well as corruption and money-laundering related to such crimes (resolution 76/185). The Organization will also promote international and multisectoral cooperation in preventing and countering corruption (Assembly resolutions S-32/1 and 58/4, Conference of the States Parties to the United Nations Convention against Corruption resolution 9/2 and Economic and Social Council resolution 2006/24) and in combating illicit financial flows and strengthening good practices on asset recovery (Assembly resolution 79/190). With the adoption of the United Nations Convention against Cybercrime, the first comprehensive global treaty on this matter, in December 2024, the Organization will support Member States in strengthening international cooperation for combating crimes committed by means of information and communications technology systems (resolution 79/243).

36. The Organization will continue, at the request of Member States, to assist justice, law enforcement and corrections institutions in promoting and reinforcing the rule of law, crime prevention and reform efforts for accessible, effective, fair, humane, transparent and accountable criminal justice systems that contribute to the promotion of peaceful and inclusive societies that empower women and young people for sustainable development (General Assembly resolution 78/229 and Security Council resolution 2447 (2018)).

37. The Organization will support Member States in pursuing a future free from terrorism. It will continue to assist Member States, at their request, in implementing the United Nations Global Counter-Terrorism Strategy by, inter alia, enhancing coordination and coherence among stakeholders to support the counter-terrorism efforts of Member States, countering terrorist use of weapons and enhancing national counter-terrorism capabilities (General Assembly resolutions 77/64 and 77/298 and Security Council resolutions 2462 (2019), 2482 (2019) and 2617 (2021)). The United Nations Global Counter-Terrorism Coordination Compact will continue to strengthen a common-action approach to coordination and coherence in the work of the United Nations system to prevent and counter terrorism and to strengthen support to Member States, at their request and in cooperation with relevant stakeholders (Assembly resolution 77/298).

Effective functioning of the Organization

38. With support of Member States for ongoing reforms (General Assembly resolution 75/1), including the request to continue the programme budget submission according to an annual cycle (resolution 77/267), the Secretary-General will continue to improve the ability of the Organization to deliver on its mandates (resolution 72/266 B), notably by fostering a culture of efficiency and achieving a more agile, responsive and resilient United Nations, in particular by enhancing the Organization's capabilities (resolution 79/1). The Organization will continue to improve the implementation of results-based budgeting and management, strengthen internal controls and promote a culture of effectiveness, cost-efficiency and accountability (resolution 79/257). It will leverage strategic communications to support Organizational objectives (resolutions 79/93 A–B). The Secretary-General will continue to make efforts to ensure a workplace where discrimination, harassment, including sexual harassment, and abuse of authority are not tolerated, perpetrators are held accountable and staff feel safe to report misconduct (resolution 77/280) and will continue to refine and implement the strategic action plan for addressing racism and promoting dignity for all in the United Nations Secretariat (resolution 77/278) and the United Nations Disability Inclusion Strategy (resolution 79/149). The

Organization will ensure respect for data protection and privacy in the use and processing of personal data by Secretariat entities (resolutions 77/211 and 78/265).

39. Reaffirming that the staff is an invaluable asset (General Assembly resolution 78/275), the Secretary-General will improve overall human resources management, intensify strategic workforce planning and nurture a culture of staff mobility (resolutions 73/281 and 77/278). The Organization will accelerate progress towards the goals of reaching a 50/50 gender balance throughout the United Nations system by 2028 (resolution 78/182), rejuvenating the Organization and achieving geographical diversity through recruiting staff on as wide a geographical basis as possible at all levels (resolutions 76/240, 77/278 and 79/252 A–B).

40. Through integrated end-to-end supply chain management, more agile, responsive, efficient and effective client-oriented services will be provided within the Organization (General Assembly resolution 72/266 B), giving due consideration to best value for money; fairness, integrity and transparency; effective international competition, including intensifying efforts to promote procurement from developing countries and countries with economies in transition (resolution 69/273); and the interest of the United Nations (resolution 67/246).

41. The Organization will continue to pursue multilingualism as a means of promoting, protecting and preserving the diverse character of the United Nations workforce in terms of languages and cultures globally, as well as of improving the efficiency, performance and transparency of the Organization (General Assembly resolution 78/330).

42. Across its conferencing support functions, the Organization will further optimize the utilization of conference service resources, enhance their integrated global management and continue to leverage technology to preserve and enhance the quality and scope of conference services (General Assembly resolution 79/248).

III. Priorities

43. The plan outlines for the periods 1998–2001, 2002–2005, 2006–2007, 2008–2009, 2010–2011, 2012–2013, 2014–2015, 2016–2017, 2018–2019, 2020–2022 and 2023–2025 identified eight priority areas that covered the bulk of the substantive activities of the Organization. Given that the conditions that led to those priorities persist, the Assembly may wish to consider reaffirming or amending, as appropriate, the following priorities:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

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Part I
Overall policymaking, direction and coordination

Section 1
Overall policymaking, direction and coordination

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

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Annexes to the proposed post and non-post resource requirements for 2026**

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Overview of resources for the regular budget

1.1 The proposed regular budget resources for 2026 for all policymaking organs and entities under section 1, including the breakdown of resource changes, as applicable, are reflected in tables 1.1 to 1.3, and the summary of resources by component and funding source is contained in annex III. Detailed information on the proposed programme budget for 2026 is provided under each policymaking organ and entity. The proposed resource level under section 1 provides for the full, efficient and effective implementation of mandates of all relevant entities and offices.

Table 1.1
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	49 142.8	56 683.8	288.9	435.7	1 028.6	1 753.2	3.1	58 437.0
Other staff costs	2 621.7	4 317.1	–	–	(11.3)	(11.3)	(0.3)	4 305.8
Non-staff compensation	2 685.5	3 411.8	–	–	–	–	–	3 411.8
Hospitality	105.4	126.8	–	–	–	–	–	126.8
Consultants	867.4	675.9	(65.7)	73.9	–	8.2	1.2	684.1
Travel of representatives	6 126.3	7 460.6	–	–	–	–	–	7 460.6
Travel of staff	2 319.8	2 187.5	–	–	96.0	96.0	4.4	2 283.5
Contractual services	4 262.5	5 695.3	(35.1)	9.1	(33.1)	(59.1)	(1.0)	5 636.2
General operating expenses	637.7	807.5	–	2.2	(66.2)	(64.0)	(7.9)	743.5
Supplies and materials	37.2	104.1	–	0.9	1.2	2.1	2.0	106.2
Furniture and equipment	140.0	149.3	(6.0)	8.1	26.9	29.0	19.4	178.3
Improvement of premises	3.7	–	–	–	–	–	–	–
Grants and contributions	18 794.9	17 326.7	–	471.3	–	471.3	2.7	17 798.0
Total	**87 744.9**	**98 946.4**	**182.1**	**1 001.2**	**1 042.1**	**2 225.4**	**2.2**	**101 171.8**

Table 1.2
Overall: proposed posts and post changes for 2026[a]
(Number of posts)

	Number	*Details*
Approved for 2025	284	1 DSG, 9 USG, 5 ASG, 9 D-2, 17 D-1, 41 P-5, 38 P-4, 42 P-3, 15 P-2/1, 18 GS (PL), 79 GS (OL), 10 LL
Establishment	7	1 P-5, 3 P-4, 2 P-3, 1 P-2/1
Conversion	3	1 USG, 1 P-3, 1 GS (OL)
Proposed for 2026	294	1 DSG, 10 USG, 5 ASG, 9 D-2, 17 D-1, 42 P-5, 41 P-4, 45 P-3, 16 P-2/1, 18 GS (PL), 80 GS (OL), 10 LL

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

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

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

		Changes				
Category and grade	*2025 approved*[a]	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
DSG	1	–	–	–	–	1
USG	9	–	–	1	1	10
ASG	5	–	–	–	–	5
D-2	9	–	–	–	–	9
D-1	17	–	–	–	–	17
P-5	41	–	–	1	1	42
P-4	38	–	2	1	3	41
P-3	42	–	2	1	3	45
P-2/1	15	–	–	1	1	16
Subtotal	**177**	–	**4**	**5**	**9**	**186**
General Service and related						
GS (PL)	18	–	–	–	–	18
GS (OL)	79	–	–	1	1	80
LL	10	–	–	–	–	10
Subtotal	**107**	**–**	**–**	**1**	**1**	**108**
Total	**284**	–	**4**	**6**	**10**	**294**

[a] Includes 12 temporary posts (1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL) and 2 GS (OL).

I. Policymaking organs

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

Table 1.4
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
1. General Assembly			
(a) Travel of representatives of Member States that are least developed countries	Mandate: General Assembly resolutions 1798 (XVII) and 41/213	1 599.3	1 599.3
(b) Presidents of the General Assembly	Mandate: General Assembly resolutions 52/220, 32/214 and 54/249 and the report of the Secretary-General (A/52/303, para. IB.10)	264.4	264.4
	Eightieth resumed and eighty-first main sessions		
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	Mandate: General Assembly resolutions 58/126, 59/313, 72/261 and 78/252	2 578.2	2 578.2
	Eightieth resumed and eighty-first main sessions		
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	Mandate: rules 155 to 157 of the rules of procedure of the General Assembly and Assembly resolutions 14 (I) and 74/267 (amending the rules of procedure of the Assembly)	7 725.5	7 725.5
	Membership: 21 experts		
	Number of sessions in 2026: 3		
3. Committee on Contributions	Mandate: General Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly	410.3	410.3
	Membership: 18 experts		
	Number of sessions in 2026: 1		
4. Board of Auditors (including its secretariat)	Mandate: General Assembly resolution 74 (I), as amended pursuant to resolution 55/248	4 306.3	4 164.2
	Membership: 3 experts		
	Number of sessions in 2026: 4		
5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	Mandate: General Assembly resolution 248 (III)	3 461.5	3 461.5
	Membership: 33 experts		
	Number of sessions in 2026: 1		
6. Committee for Programme and Coordination	Mandate: General Assembly decision 42/450 and resolutions 31/93 and 79/247	653.3	653.3
	Membership: 34 Member States		
	Number of sessions in 2026: 1		
7. Independent Audit Advisory Committee (including its secretariat)	Mandate: General Assembly resolutions 60/248 and 61/275 and decision 62/413	667.5	799.2
	Membership: 5 experts		
	Number of sessions in 2026: 4		
Total		**21 666.3**	**21 655.9**

1. General Assembly

B. Proposed post and non-post resource requirements for 2026

Overview

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

1.3 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.5.

Table 1.5
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	19.4	–	–	–	–	–	–	–
Travel of representatives	1 309.3	1 599.3	–	–	–	–	–	1 599.3
Travel of staff	5.6	–	–	–	–	–	–	–
Grants and contributions	35.6	–	–	–	–	–	–	–
Total	**1 369.9**	**1 599.3**	**–**	**–**	**–**	**–**	**–**	**1 599.3**

1.4 The overall resources proposed for 2026 amount to $1,599,300, reflecting no change compared with the approved budget for 2025.

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

Table 1.6
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	38	69	75	100	100

(b) Presidents of the General Assembly

1.6 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.7.

Table 1.7
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Hospitality	31.5	33.3	–	–	–	–	–	33.3
Consultants	2.7	–	–	–	–	–	–	–
Travel of staff	182.0	126.2	–	–	–	–	–	126.2
Contractual services	19.7	83.3	–	–	–	–	–	83.3
General operating expenses	16.1	20.1	–	–	(12.0)	(12.0)	(59.7)	8.1
Supplies and materials	0.5	0.5	–	–	–	–	–	0.5
Furniture and equipment	6.6	1.0	–	–	12.0	12.0	(1 200.0)	13.0
Grants and contributions	–	–	–	–	–	–	–	–
Total	**259.1**	**264.4**	**–**	**–**	**–**	**–**	**–**	**264.4**

1.7 Additional details on the distribution of the proposed resources for 2026 are reflected in table 1.8 and figure 1.I.

1.8 As shown in tables 1.7 and 1.8 (1), the overall resources proposed for 2026 amount to $264,400, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.8
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

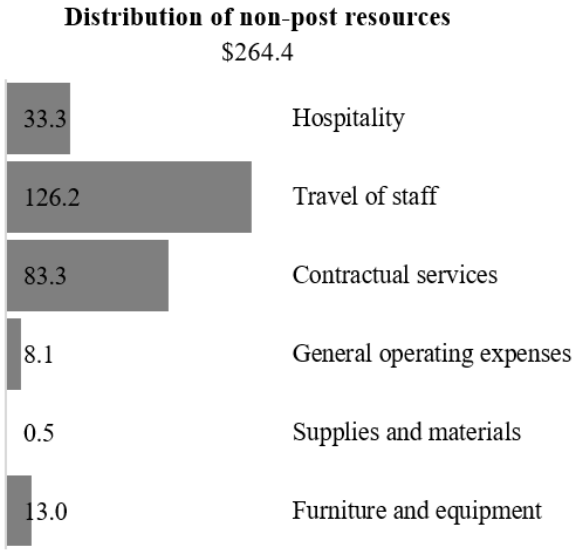
(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Presidents of the General Assembly	259.1	264.4	–	–	–	–	–	264.4
Subtotal, 1	**259.1**	**264.4**	**–**	**–**	**–**	**–**	**–**	**264.4**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Presidents of the General Assembly	2 676.2	2 867.8	–	–	2 867.8
Subtotal, 2	**2 676.2**	**2 867.8**	**–**	**–**	**2 867.8**
Total (1+2)	**2 935.3**	**3 132.2**	**–**	**–**	**3 132.2**

Figure 1.I
Distribution of proposed resources for 2026
(Thousands of United States dollars)



Extrabudgetary resources

1.9 As reflected in table 1.8 (2), extrabudgetary resources amount to $2,867,800. The non-post resources would complement regular budget resources and would be used mainly to complement the programme of work and facilitate funding for a broad range of projects and activities implemented by the Office, at the discretion of the Presidents of the General Assembly.

1.10 The extrabudgetary resources under the present section are subject to the oversight of the Department for General Assembly and Conference Management, which has delegated authority from the Secretary-General.

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

Table 1.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	14	11	1	100	100

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

1.12 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.10.

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

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	1 584.9	2 578.2	–	–	–	–	–	2 578.2
Contractual services	1.6	–	–	–	–	–	–	–
Total	**1 586.5**	**2 578.2**	**–**	**–**	**–**	**–**	**–**	**2 578.2**

1.13 The overall resources proposed for 2026 amount to $2,578,200, reflecting no change compared with the approved budget for 2025.

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.14 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.11 to 1.13.

Table 1.11
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 785.1	2 671.9	–	–	–	–	–	2 671.9
Other staff costs	9.4	102.9	–	–	–	–	–	102.9
Non-staff compensation	364.0	329.6	–	–	–	–	–	329.6
Travel of representatives	3 551.4	4 474.2	–	–	–	–	–	4 474.2
Travel of staff	321.1	23.9	–	–	–	–	–	23.9
Contractual services	59.6	70.2	–	–	–	–	–	70.2
General operating expenses	12.7	38.1	–	–	–	–	–	38.1
Supplies and materials	0.2	6.2	–	–	–	–	–	6.2
Furniture and equipment	5.9	8.5	–	–	–	–	–	8.5
Total	**7 109.4**	**7 725.5**	**–**	–	–	–	–	**7 725.5**

Table 1.12
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)
Proposed for 2026	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)

Table 1.13
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	**8**	**–**	**–**	**–**	**–**	**8**
General Service and related						
GS (PL)	2	–	–	–	–	2
GS (OL)	2	–	–	–	–	2
Subtotal	**4**	**–**	**–**	**–**	**–**	**4**
Total	**12**	**–**	**–**	**–**	**–**	**12**

1.15 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.14 to 1.16 and figure 1.II.

1.16 As shown in tables 1.14 (1) and 1.15 (1), the overall resources proposed for 2026 amount to $7,725,500, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.14
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	7 109.4	7 725.5	–	–	–	–	–	7 725.5
Subtotal, 1	**7 109.4**	**7 725.5**	**–**	**–**	**–**	**–**	**–**	**7 725.5**

(2) *Other assessed*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	744.9	862.7	75.9	8.8	938.6
Subtotal, 2	**744.9**	**862.7**	**75.9**	**8.8**	**938.6**
Total (1+2)	**7 854.3**	**8 588.2**	**75.9**	**0.9**	**8 664.1**

Table 1.15
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	–	–	–	–	12
Subtotal, 1	**12**	**–**	**–**	**–**	**–**	**12**

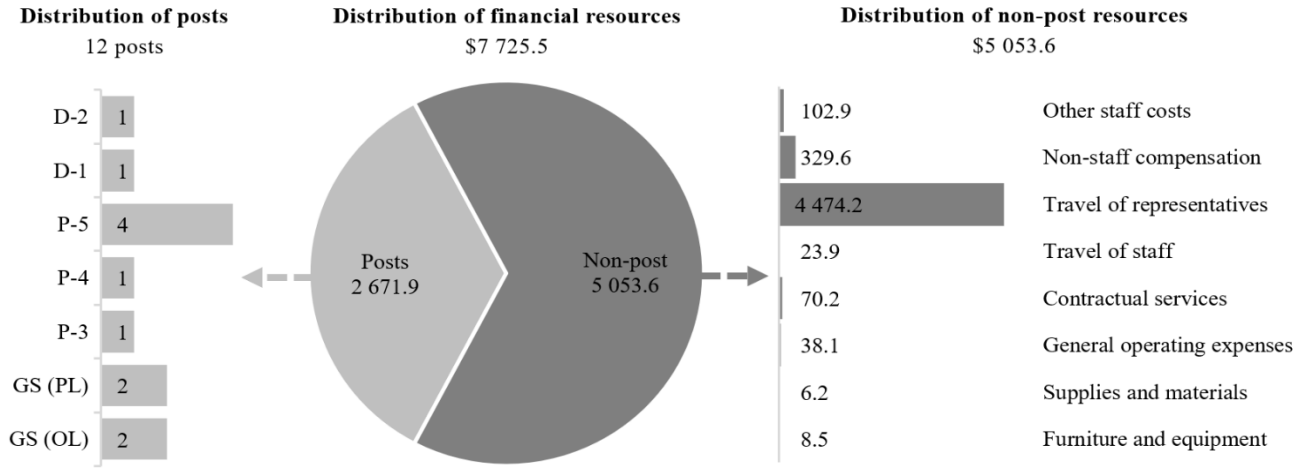
(2) *Other assessed*

Component	*2025 estimate*	*Change*	*2026 estimate*
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	3	–	3
Subtotal, 2	**3**	**–**	**3**
Total (1+2)	**15**	**–**	**15**

Table 1.16
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 785.1	2 671.9	–	–	–	–	–	2 671.9
Non-post	4 324.3	5 053.6	–	–	–	–	–	5 053.6
Total	**7 109.4**	**7 725.5**	–	–	**–**	–	–	**7 725.5**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 1.II
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Other assessed resources

1.17 As reflected in tables 1.14 (2) and 1.15 (2), other assessed resources amount to $938,600. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

1.18 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.17.

1.19 The compliance rate for travel of the members of the Advisory Committee to their countries of origin is affected by national policies and route changes, which can affect advance travel planning undertaken by the secretariat of the Committee to make travel arrangements within the specified notice period. Despite a 23 per cent improvement in compliance compared with the 2023 budget period, delays in ticketing for the Committee's annual field trip and complications in the onboarding of new members continued to affect the processing of travel arrangements. The Secretariat continues to review all relevant factors as it continues to optimize its support to the work of the Committee with a view to achieving the target compliance rate.

Table 1.17
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	47	48	59	100	100

3. Committee on Contributions

B. Proposed post and non-post resource requirements for 2026

Overview

1.20 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.18.

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

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Travel of representatives	414.6	410.3	–	–	–	–	–	410.3
Total	**414.6**	**410.3**	**–**	**–**	**–**	**–**	**–**	**410.3**

1.21 As shown in table 1.18, the overall resources proposed for 2026 amount to $410,300, reflecting no change compared with the approved budget for 2025.

1.22 Information on the advance booking for air travel is reflected in table 1.19. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.19
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	75	100	100	100	100

4. Board of Auditors (including its secretariat)

B. Proposed post and non-post resource requirements for 2026

Overview

1.23 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.20 to 1.22.

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

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	864.2	1 000.7	–	–	–	–	–	1 000.7
Other staff costs	–	11.3	–	–	(11.3)	(11.3)	(100.0)	–
Travel of staff	42.8	34.2	–	–	14.1	14.1	41.2	48.3
Contractual services	2 910.5	3 186.2	–	–	(117.6)	(117.6)	(3.7)	3 068.6
General operating expenses	12.4	54.3	–	–	(27.3)	(27.3)	(50.3)	27.0
Supplies and materials	–	5.1	–	–	–	–	–	5.1
Furniture and equipment	12.8	14.5	–	–	–	–	–	14.5
Total	**3 842.7**	**4 306.3**	**–**	**–**	**(142.1)**	**(142.1)**	**(3.3)**	**4 164.2**

Table 1.21
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)
Proposed for 2026	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)

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

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-1	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	3	–	–	–	–	3
Subtotal	**4**	**–**	**–**	**–**	**–**	**4**
Total	**6**	**–**	**–**	**–**	**–**	**6**

1.24 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.23 to 1.25 and figure 1.III.

1.25 As shown in table 1.23 (1), the overall resources proposed for 2026 amount to $4,164,200, reflecting a net decrease of $142,100 (or 3.3 per cent) compared with the approved budget for 2025. Resource changes result from other changes.

Table 1.23
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Board of Auditors (including its secretariat)	3 842.7	4 306.3	–	–	(142.1)	(142.1)	(3.3)	4 164.2
Subtotal, 1	**3 842.7**	**4 306.3**	**–**	**–**	**(142.1)**	**(142.1)**	**(3.3)**	**4 164.2**

(2) *Other assessed*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Board of Auditors (including its secretariat)	4 056.9	4 056.9	(385.1)	(9.5)	3 671.8
Subtotal, 2	**4 056.9**	**4 056.9**	**(385.1)**	**(9.5)**	**3 671.8**

(3) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Board of Auditors (including its secretariat)	6 621.8	6 643.2	322.6	4.9	6 965.8
Subtotal, 3	**6 621.8**	**6 643.2**	**322.6**	**4.9**	**6 965.8**
Total (1+2+3)	**14 521.4**	**15 006.4**	**(204.6)**	**(1.4)**	**14 801.8**

Table 1.24
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Board of Auditors (including its secretariat)	6	–	–	–	–	6
Subtotal, 1	**6**	**–**	**–**	**–**	**–**	**6**

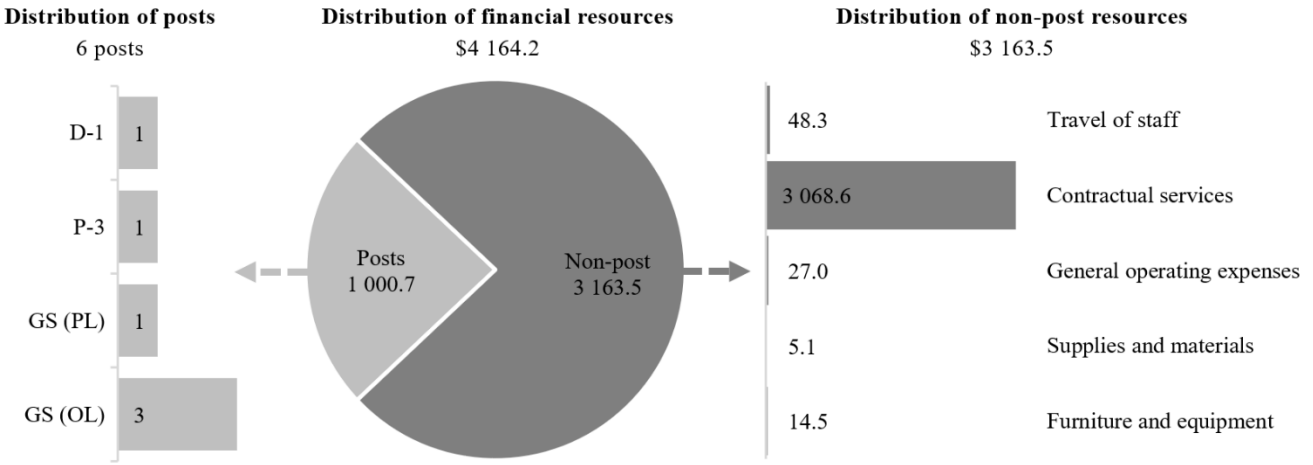
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Board of Auditors (including its secretariat)	1	–	1
Subtotal, 2	**1**	**–**	**1**
Total (1+2)	**7**	**–**	**7**

Table 1.25
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	864.2	1 000.7	–	–	–	–	–	1 000.7
Non-post	2 978.5	3 305.6	–	–	(142.1)	(142.1)	(3.3)	3 163.5
Total	**3 842.7**	**4 306.30**	–	–	**(142.1)**	**(142.1)**	**(3.3)**	**4 164.2**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		4	–	–	–	–	–	4
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 1.III
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.26 As shown in tables 1.23 (1) and 1.24 (1), resource changes reflect a net decrease of $142,100, comprising decreases of $11,300 under other staff costs, $117,600 under contractual services, and $27,300 under general operating expenses, in line with recent expenditure patterns, offset in part by an increase of $14,100 under travel of staff related to an orientation programme for a new Board of Auditors member.

Other assessed resources

1.27 As reflected in table 1.23 (2), other assessed resources amount to $3,671,800. The resources would complement regular budget resources and provide for the requirements indicated in the report of the

Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.28 As reflected in tables 1.23 (3) and 1.24 (2), extrabudgetary resources amount to $6,965,800. The resources would complement regular budget resources and would be used mainly to provide for one post (General Service (Other level)) and non-post resources that would be used to support the audit of technical cooperation projects undertaken by the Department of Economic and Social Affairs, the regional commissions and the Office of the United Nations High Commissioner for Human Rights (OHCHR), as well as trust fund-related audits included in United Nations entities and the full range of activities, entities and programmes falling under the auspices of the Secretariat (see A/79/5 (Vol. I)).

1.29 The extrabudgetary resources under the present section are subject to the oversight of the Board.

1.30 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.26. The Board secretariat will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.26
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	80	100	100
Air tickets purchased at least two weeks before the commencement of travel	100	100	100	100	100

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.31 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Pension Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Pension Board and each such committee.

1.32 The expenses incurred by the staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, given that the central secretariat of the Pension Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the Pension Board. For those services, the United Nations reimburses the Pension Fund in accordance with the cost-sharing arrangement, as approved by the General Assembly in its resolution 75/246.

1.33 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2026 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2026 and action taken by the General Assembly at its eightieth session on the basis of the recommendations that the Pension Board may make in 2025 with respect to that budget. A statement of administrative and budgetary implications will be

submitted to the Assembly at its eightieth session should the Pension Board's recommendations involve resources different from those estimated in the present report.

1.34 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.27.

Table 1.27
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Travel of representatives	53.4	72.6	–	–	–	–	–	72.6
Travel of staff	51.6	46.2	–	–	–	–	–	46.2
Grants and contributions	5 188.6	3 342.7	–	–	–	–	–	3 342.7
Total	**5 293.6**	**3 461.5**	**–**	**–**	**–**	**–**	**–**	**3 461.5**

1.35 Additional details on the distribution of the proposed resources for 2026 are reflected in table 1.28 and figure 1.IV.

1.36 As shown in table 1.28 (1), the overall resources proposed for 2026 amount to $3,461,500, reflecting no change compared with the approved budget for 2025.

Table 1.28
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

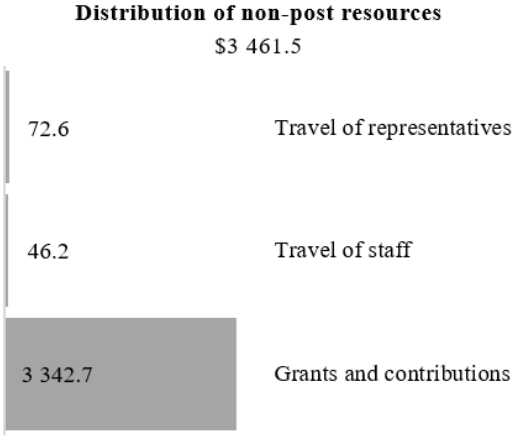
(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	5 293.6	3 461.5	–	–	–	–	–	3 461.5
Subtotal, 1	**5 293.6**	**3 461.5**	**–**	**–**	**–**	**–**	**–**	**3 461.5**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	3 234.5	2 146.1	–	–	2 146.1
Subtotal, 2	**3 234.5**	**2 146.1**	**–**	**–**	**2 146.1**
Total (1+2)	**8 528.1**	**5 607.6**	**–**	**–**	**5 607.6**

Figure 1.IV
Distribution of proposed resources for 2026
(Thousands of United States dollars)



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

Table 1.29
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	100	80	94	100	100

6. Committee for Programme and Coordination

B. Proposed post and non-post resource requirements for 2026

Overview

1.38 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.30.

Table 1.30
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Travel of representatives	655.7	653.3	–	–	–	–	–	653.3
Total	**655.7**	**653.3**	**–**	**–**	**–**	**–**	**–**	**653.3**

1.39 As shown in table 1.30, the overall resources proposed for 2026 amount to $653,300, reflecting no change compared with the approved budget for 2025.

1.40 Information on the advance booking for air travel is reflected in table 1.31. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.31
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	56	89	89	100	100

7. Independent Audit Advisory Committee

B. Proposed post and non-post resource requirements for 2026

Overview

1.41 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.32 to 1.34.

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

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	439.2	371.5	–	–	127.3	127.3	34.3	498.8
Other staff costs	0.8	14.5	–	–	–	–	–	14.5
Consultants	9.4	7.3	–	–	–	–	–	7.3
Travel of representatives	141.9	250.9	–	–	–	–	–	250.9
Travel of staff	24.5	13.6	–	–	–	–	–	13.6
Contractual services	4.5	4.5	–	–	1.9	1.9	42.2	6.4
General operating expenses	1.8	3.9	–	–	0.4	0.4	10.3	4.3
Supplies and materials	–	0.9	–	–	0.2	0.2	22.2	1.1
Furniture and equipment	–	0.4	–	–	1.9	1.9	475.0	2.3
Total	**622.1**	**667.5**	**–**	**–**	**131.7**	**131.7**	**19.7**	**799.2**

Table 1.33
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	2	1 P-5, 1 GS (OL)
Establishment	1	1 P-4
Proposed for 2026	3	1 P-5, 1 P-4, 1 GS (OL)

Table 1.34
Proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Professional and higher						
P-5	1	–	–	–	–	1
P-4	–	–	–	1	1	1
Subtotal	**1**	**–**	**–**	**1**	**1**	**2**
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	**1**	**–**	**–**	**1**	**1**	**1**
Total	**2**	**–**	**–**	**1**	**1**	**3**

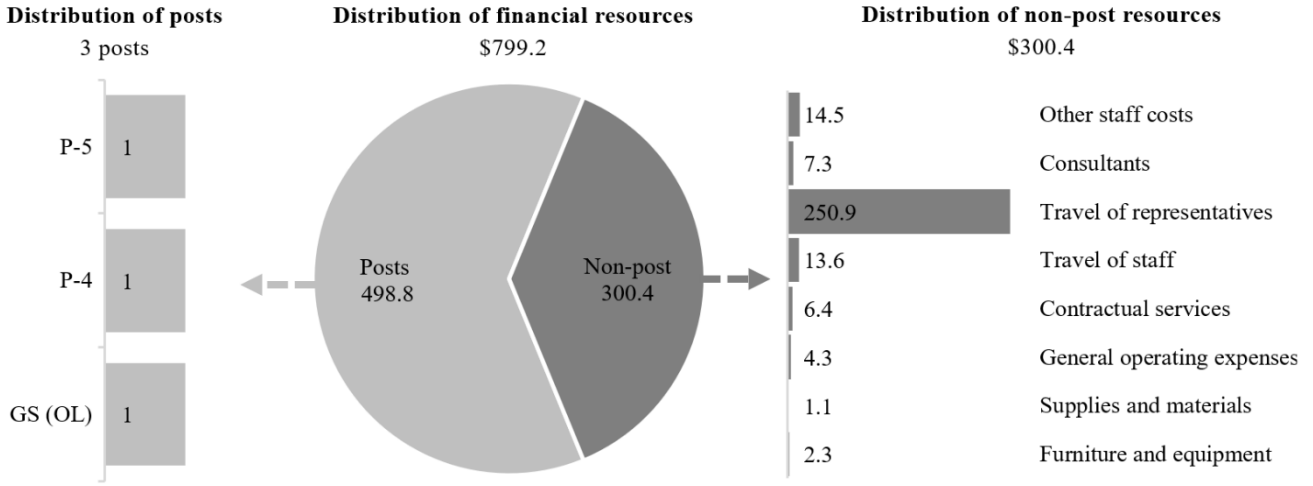
1.42 Additional details on the distribution of proposed resources for 2026 are reflected in table 1.35 and figure 1.V.

1.43 As shown in table 1.35, the overall resources proposed for 2026 amount to $799,200, reflecting an increase of $131,700 (19.7 per cent) compared with the approved budget for 2025. Resource changes result from other changes.

Table 1.35
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Financial resources by main category of expenditure								
Posts	439.2	371.5	–	–	127.3	127.3	34.3	498.8
Non-post	182.9	296.0	–	–	4.4	4.4	1.5	300.4
Total	**622.1**	**667.5**	**–**	**–**	**131.7**	**131.7**	**19.7**	**799.2**
Post resources by category								
Professional and higher		1	–	–	1	1	100.0	2
General Service and related		1	–	–	–	–	–	1
Total		**2**	**–**	**–**	**1**	**1**	**50.0**	**3**

Figure 1.V
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.44 As shown in table 1.32, resource changes reflect an increase of $127,300 under posts owing to the proposed establishment of one post of Administrative Officer (P-4) (see annex II to the present report) and an increase of $4,400 under non-post resources associated with the proposed establishment of the post, under contractual services ($1,900), general operating expenses ($400), supplies and materials ($200), and furniture and equipment ($1,900).

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

Table 1.36
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	67	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	33	100	91	100	100

II. Secretary-General

B. Proposed post and non-post resource requirements for 2026

Overview

1.46 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.

1.47 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination (CEB), the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2026 will be directed towards the achievement of the priorities of the Organization.

1.48 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.37 to 1.39.

Table 1.37
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	429.3	468.0	–	–	–	–	–	468.0
Hospitality	66.7	70.7	–	–	–	–	–	70.7
Travel of staff	236.1	244.1	–	–	–	–	–	244.1
General operating expenses	227.0	236.0	–	–	–	–	–	236.0
Total	**959.1**	**1 018.8**	**–**	**–**	**–**	**–**	**–**	**1 018.8**

Table 1.38
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	1	Secretary-General
Proposed for 2026	1	Secretary-General

Table 1.39
Proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Professional and higher						
Secretary-General	1	–	–	–	–	1
Total	**1**	**–**	**–**	**–**	**–**	**1**

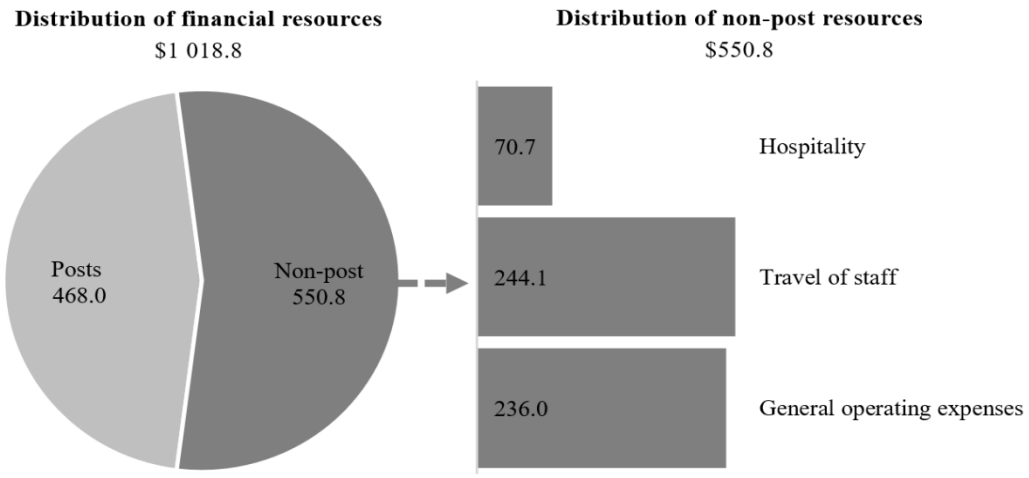
1.49 Additional details on the distribution of the proposed resources for 2026 are reflected in table 1.40 and figure 1.VI.

1.50 As shown in table 1.40, the overall resources proposed for 2026 amount to $1,018,800, reflecting no change compared with the approved budget for 2025.

Table 1.40
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Financial resources by main category of expenditure								
Posts	429.3	468.0	–	–	–	–	–	468.0
Non-post	529.8	550.8	–	–	–	–	–	550.8
Total	**959.1**	**1 018.8**	**–**	**–**	**–**	**–**	**–**	**1 018.8**
Post resources by category								
Secretary-General		1	–	–	–	–	–	1
Total		**1**	**–**	**–**	**–**	**–**	**–**	**1**

Figure 1.VI
Distribution of proposed resources for 2026
(Thousands of United States dollars)



III. Executive direction and management

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

1. Executive Office of the Secretary-General

B. Proposed post and non-post resource requirements for 2026

Overview

1.52 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General in strategic planning, the preparation of the annual report of the Organization and the annual report on the rule of law, political, economic and inter-agency affairs, liaison and representation functions and the fulfilment of the priorities and mandates set out by the General Assembly. The resources for the Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution 52/12 B.

1.53 The Executive Office functions as an integrated office, with reporting lines through the Deputy Secretary-General, Chef de Cabinet and the Under-Secretary-General for Policy to the Secretary-General. The Assistant Secretary-General will undertake assignments and perform functions in support of the Secretary-General's mandate. The units within the Executive Office work as a team to support the Secretary-General and the activities of the principals regardless of their direct reporting lines. The resources for the Office provide for post and non-post resources in support of the activities of the Secretary-General. The overall number of posts proposed for 2026 remains unchanged compared with the number of posts approved for 2025.

1.54 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Executive Office has continued to integrate environmental management practices into its operations to ensure resource efficiencies, waste reduction and system-wide behavioural changes across the United Nations. In 2024, the Office continued to implement changes to lower its carbon and resource footprint, by further streamlining correspondence and document processing workflows, and incentivizing a more limited use of print material as a good office practice. The recycling of event content and media branding was also promoted. Following Assembly resolution 77/161 on promoting zero-waste initiatives to advance the 2030 Agenda, the Office has helped to raise awareness of waste reduction measures across daily processes, while advocating for more circularity and resource efficiency in Office initiatives and procurement of services.

1.55 The Executive Office strives to make the reports of the Secretary-General issued by the Office accessible to persons with disabilities. For example, the report of the Secretary-General on the work

of the Organization was published in accessible formats, including ePub and Easy Read. In addition to being published in those formats, the report of the Secretary-General on disability inclusion in the United Nations system also included an executive summary in International Sign. In 2026, the Office will continue its efforts to facilitate the issuance of reports and communications of the Secretary-General in accessible formats where feasible. In 2024, the Office enhanced the accessibility of the Summit of the Future and the associated Action Days by providing International Sign interpretation and live captioning. The Office is also taking active steps to ensure the provision of reasonable accommodation to staff members with disabilities and will continue such efforts in 2026.

Deputy Secretary-General

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

Chef de Cabinet

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

Under-Secretary-General for Policy

1.58 The Under-Secretary-General for Policy supports the Secretary-General in maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations, including leading and coordinating the follow-up to the Summit of the Future and the implementation of the Pact for the Future and its annexes. He also oversees the Secretary-General's call to action for human rights. The Under-Secretary-General initiates and leads horizontal and vertical integration for system-wide coherence on conflict prevention policies, tools and operations; monitors emerging global issues and brewing crises and advises the Secretary-General on appropriate options and responses; and ensures that fresh thinking and outside perspectives are introduced. The Under-

Secretary-General is the Secretary of the Senior Management Group and the Executive Committee and chairs the Deputies Committee and coordinates closely on matters related to CEB. The Under-Secretary-General also directly oversees the Strategic Planning and Monitoring Unit, the Rule of Law Unit and the Pact for the Future implementation team (which has been placed in the Under-Secretary-General's office), and ensures strategic coordination and coherence in the work of the Strategic Planning and Monitoring Unit, the Rule of Law Unit, the Pact for the Future Implementation Team, the Political, Peacekeeping, Humanitarian and Human Rights Unit, which reports to the Chef de Cabinet, and the Sustainable Development Unit, which reports to the Deputy Secretary-General.

Office of the Secretary-General

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

Management and Administrative Unit

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

Office of the Spokesperson

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

Political, Peacekeeping, Humanitarian and Human Rights Unit

1.62 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include working closely with the relevant line departments to provide situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern; ensuring policy oversight and quality assurance of various communications and reports of the Secretary-General on political, peacekeeping, humanitarian or human rights issues; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work. The Unit also plays a critical role in supporting the Secretary-General in the implementation of the relevant actions in the Pact for the Future relating to peace and security.

Rule of Law Unit

1.63 The Rule of Law Unit acts as a catalyst of action in strengthening United Nations activities to promote the rule of law. The Unit serves as the focal point in the Executive Office for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and

accountability, organized crime and drugs, transitional justice and anti-corruption, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It develops system-wide strategies, policy direction, best practice materials and guidance for the Organization in promoting the fundamental importance of the rule of law. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out the tasks set out in the related report of the Secretary-General (A/61/636-S/2006/980) and implementing the New Vision of the Secretary-General for the Rule of Law and leads the preparation of the Secretary-General's annual report on the rule of law.

Scheduling and Travel Unit

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

Strategic Communication and Speechwriting Unit

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

Strategic Planning and Monitoring Unit

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

Sustainable Development Unit

1.67 The Sustainable Development Unit supports strategic engagement on sustainable development, guided by the Sustainable Development Goals, the Addis Ababa Action Agenda, the Paris Agreement and other intergovernmentally agreed sustainable development commitments, as well as the reform of the United Nations development system. The Unit supports the Secretary-General and the Deputy Secretary-General in mobilizing ambition and action to achieve policy breakthroughs aligned with acceleration of the Goals. At a time when the global development agenda needs to be given significant political impetus to fully implement the 2030 Agenda, the Unit has helped to sharpen the focus of the United Nations system on catalytic Sustainable Development Goal transitions at all levels to unlock transformative policy changes through a repositioned United Nations development system. The Unit's work has also contributed to expanded multi-stakeholder engagement and partnerships. Financing for development, climate action and environmental sustainability, digitalization, energy and food security, jobs and social protection, global health, water and sanitation, education, migration and development, cross-pillar collaboration and transitions from crisis and conflict to sustainable development are priority areas under the responsibility of the Unit. The inclusion agenda – gender equality, youth engagement and inclusion of persons with disabilities, Indigenous Peoples and local communities, among others – receives priority attention to ensure that no one is left behind. The Unit provides substantive input on sustainable development for decision-making and contributes to the follow-up and implementation of the Pact for the Future.

1.68 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.41 to 1.43.

Table 1.41
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	16 609.0	17 809.2	–	–	–	–	–	17 809.2
Other staff costs	137.4	135.2	–	–	–	–	–	135.2
Hospitality	1.4	1.7	–	–	–	–	–	1.7
Travel of staff	529.0	515.6	–	–	–	–	–	515.6
Contractual services	177.4	224.5	(35.1)	–	10.8	(24.3)	(10.8)	200.2
General operating expenses	87.0	104.2	–	–	(23.8)	(23.8)	(22.8)	80.4
Supplies and materials	24.3	32.6	–	–	–	–	–	32.6
Furniture and equipment	21.6	18.6	–	–	–	–	–	18.6
Total	**17 587.1**	**18 841.6**	**(35.1)**	**–**	**(13.0)**	**(48.1)**	**(0.3)**	**18 793.5**

Table 1.42
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 12 P-4, 6 P-3, 2 P-2/1, 9 GS (PL), 37 GS (OL)
Proposed for 2026	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 12 P-4, 6 P-3, 2 P-2/1, 9 GS (PL), 37 GS (OL)

Table 1.43
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
DSG	1	–	–	–	–	1
USG	2	–	–	–	–	2
ASG	1	–	–	–	–	1
D-2	6	–	–	–	–	6
D-1	7	–	–	–	–	7
P-5	9	–	–	–	–	9
P-4	12	–	–	–	–	12
P-3	6	–	–	–	–	6
P-2/1	2	–	–	–	–	2
Subtotal	**46**	**–**	**–**	**–**	**–**	**46**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (PL)	9	–	–	–	–	9
GS (OL)	37	–	–	–	–	37
Subtotal	**46**	**–**	**–**	**–**	**–**	**46**
Total	**92**	**–**	**–**	**–**	**–**	**92**

1.69 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.44 to 1.46 and figure 1.VII.

1.70 As shown in table 1.44 (1), the overall resources proposed for 2026 amount to $18,793,500, reflecting a decrease of $48,100 (or 0.3 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.44
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Executive direction and management	17 587.1	18 841.6	(35.1)	–	(13.0)	(48.1)	(0.3)	18 793.5
Subtotal, 1	**17 587.1**	**18 841.6**	**(35.1)**	**–**	**(13.0)**	**(48.1)**	**(0.3)**	**18 793.5**

(2) *Other assessed*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Executive direction and management	1 238.1	1 322.7	102.4	7.7	1 425.1
Subtotal, 2	**1 238.1**	**1 322.7**	**102.4**	**7.7**	**1 425.1**

(3) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Executive direction and management	38 361.2	33 277.2	2 146.9	6.5	35 424.1
Subtotal, 3	**38 361.2**	**33 277.2**	**2 146.9**	**6.5**	**35 424.1**
Total (1+2+3)	**57 186.4**	**53 441.5**	**2 201.2**	**4.1**	**55 642.7**

Table 1.45
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	92	–	–	–	–	92
Subtotal, 1	**92**	**–**	**–**	**–**	**–**	**92**

(2) *Other assessed*

Component	2025 estimate	Change	2026 estimate
Executive direction and management	5	–	5
Subtotal, 2	**5**	**–**	**5**

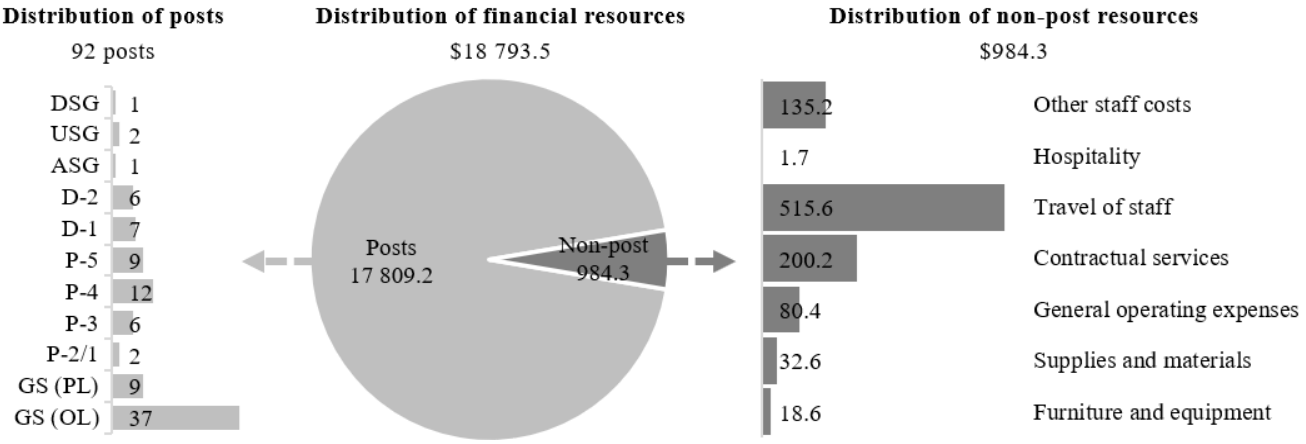
(3) *Extrabudgetary*

Component	2025 estimate	Change	2026 estimate
Executive direction and management	39	–	39
Subtotal, 3	**39**	**–**	**39**
Total (1+2+3)	**136**	**–**	**136**

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

	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	16 609.0	17 809.2	–	–	–	–	–	17 809.2
Non-post	978.1	1 032.4	(35.1)	–	(13.0)	(48.1)	(4.7)	984.3
Total	**17 587.1**	**18 841.6**	**(35.1)**	**–**	**(13.0)**	**(48.1)**	**(0.3)**	**18 793.5**
Post resources by category								
Professional and higher		46	–	–	–	–	–	46
General Service and related		46	–	–	–	–	–	46
Total		**92**	**–**	**–**	**–**	**–**	**–**	**92**

Figure 1.VII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

1.71 As shown in table 1.44 (1), resource changes reflect a decrease of $35,100, which relates to the removal of non-recurrent provisions under contractual services associated with development costs relating to the integration of an external software application with Inspira for reference checks.

Other changes

1.72 As shown in table 1.44 (1), resource changes reflect a net decrease of $13,000, as follows:

(a) An increase of $10,800 under contractual services relates to maintenance costs for two websites managed by the Executive Office to ensure compliance with technology, security, branding, multilingualism and accessibility requirements, which is offset in part by lower provisions for central data processing services relating to the adjustment of standard information and communications technology (ICT) rates for personnel at Headquarters;

(b) A decrease of $23,800 under general operating expenses relates to lower provisions for communications costs following the migration from the legacy telecommunications infrastructure.

Other assessed resources

1.73 As reflected in tables 1.44 (2) and 1.45 (2), other assessed resources amount to $1,425,100. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.74 As reflected in tables 1.44 (3) and 1.45 (3), extrabudgetary resources amount to $35,424,100. The resources would complement regular budget resources and would be used to provide for 39 posts (1 D-2, 1 D-1, 12 P-5, 6 P-4, 9 P-3, 1 P-2/1, 2 General Service (Principal level) and 7 General Service (Other level)), whose functions span the various areas of work of the Executive Office as explained in paragraphs 1.52 to 1.67, and non-post resources that would be used to support the Secretary-General in his responsibilities and the Office's activities in all regions of the world, providing support for the financing of activities relating to the maintenance of international peace and security, and providing for special projects to be undertaken by the Office.

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

1.76 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.47. The vast majority of the travel undertaken in the Executive Office is in connection with the formal delegations of the Secretary-General and of the Deputy Secretary-General. The official visits of the Secretary-General and of the Deputy Secretary-General involve complex preparation and logistical arrangements with respect to the agenda and scheduling with numerous high-level government officials. Therefore, such preparations are, in many cases, finalized close to the departure date and are subject to last-minute changes. Furthermore, the official visits, in most cases, involve multiple consecutive meetings in various countries and regions in order to save financial resources that would have been otherwise incurred had the travel been to a single destination with a round trip to New York. Hence, the coordination of these multiple-leg trips with numerous high-level participants is more complex and involves additional extensive preparations with unforeseen circumstances. It should be noted that the Executive Office often works directly with the Travel Unit and reserves the tickets on the basis of a preliminary itinerary to secure the tickets at a low price, before the formal actions are recorded in Umoja, which are then completed at a later stage, once final information is confirmed. The Executive Office is mindful of and takes the utmost efforts to achieve improved compliance with the advance booking of air travel policy.

Table 1.47
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	75	58	50	100	100
Air tickets purchased at least two weeks before the commencement of travel	33	35	40	100	100

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.77 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in her functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as the designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4). The functions of the Office of the Director-General are to:

(a) Provide executive support to the Director-General and assist the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of the activities of its units;

(b) Liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;

(c) Maintain contact with permanent and observer missions and with permanent observer offices, including coordinating information to them;

(d) Provide advice and support to the Director-General in relation to communications, public relations and outreach activities;

(e) Provide advice and support to the Director-General in the discharge of political and representational functions with Member States and regional and other intergovernmental organizations, and liaise with relevant Headquarters departments in this area;

(f) Organize the observance of mandated and selected international days;

(g) Maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies at Geneva, and facilitating inter-agency cooperation;

(h) Support the Director-General by fostering partnerships and cooperation with civil society, academia, think tanks and the private sector to advance the Organization's objectives, including by building and maintaining relationships, organizing joint events and facilitating the participation of NGOs in United Nations activities, especially those with consultative status with the Economic and Social Council, while liaising with relevant Headquarters departments to enhance support for these initiatives;

(i) Promote reformed, inclusive and networked multilateralism to bolster global cooperation among diverse stakeholders, thereby reinforcing and advancing the overarching goals and objectives of the Organization;

(j) Represent the United Nations Legal Counsel at Geneva, assist the Director-General in all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva and to funds and programmes at Geneva, and liaise with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;

(k) Carry out protocol and diplomatic liaison functions with permanent and observer missions and authorities of the host country, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work;

(l) Support the implementation of the 2030 Agenda and the Pact for the Future through communication and outreach activities, capitalizing on the presence in Geneva of a diversity of stakeholders directly involved in the achievement of the Sustainable Development Goals, by acting as convenor, facilitator and connector among actors in Geneva and other duty stations;

(m) Lead the United Nations Office at Geneva as it adapts to new realities and challenges, ensuring business continuity at the Palais des Nations during the strategic heritage plan project, while promoting a culture of efficiency, environmental responsibility and agile work practices to meet the evolving needs of the international community.

1.78 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.48 to 1.50.

Table 1.48
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	3 304.1	3 849.2	–	–	–	–	–	3 849.2
Other staff costs	9.4	10.3	–	–	–	–	–	10.3
Hospitality	4.0	4.4	–	–	–	–	–	4.4
Travel of staff	22.0	23.2	–	–	–	–	–	23.2
Contractual services	0.8	0.6	–	–	0.7	0.7	116.7	1.3
Supplies and materials	0.5	1.0	–	–	–	–	–	1.0
Furniture and equipment	4.7	4.0	–	–	–	–	–	4.0
Total	**3 345.5**	**3 892.7**	**–**	**–**	**0.7**	**0.7**	**0.0**	**3 893.4**

Table 1.49
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)
Proposed for 2026	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)

Table 1.50
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	2	–	–	–	–	2
P-4	2	–	–	–	–	2
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Subtotal	**9**	**–**	**–**	**–**	**–**	**9**
General Service and related						
GS (PL)	2	–	–	–	–	2
GS (OL)	6	–	–	–	–	6
Subtotal	**8**	**–**	**–**	**–**	**–**	**8**
Total	**17**	**–**	**–**	**–**	**–**	**17**

1.79 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.51 to 1.53 and figure 1.VIII.

1.80 As shown in tables 1.51 (1) and 1.52 (1), the overall resources proposed for 2026 amount to $3,893,400, reflecting an increase of $700 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.51
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Executive direction and management	3 345.5	3 892.7	–	–	0.7	0.7	–	3 893.4
Subtotal, 1	**3 345.5**	**3 892.7**	–	–	**0.7**	**0.7**	**–**	**3 893.4**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Executive direction and management	2 328.4	2 390.9	(1 124.5)	(47.0)	1 266.4
Subtotal, 2	**2 328.4**	**2 390.9**	**(1 124.5)**	**(47.0)**	**1 266.4**
Total (1+2)	**5 673.9**	**6 283.6**	**(1 123.8)**	**(17.9)**	**5 159.8**

Table 1.52
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Executive direction and management	17	–	–	–	–	17
Subtotal, 1	**17**	**–**	**–**	**–**	**–**	**17**

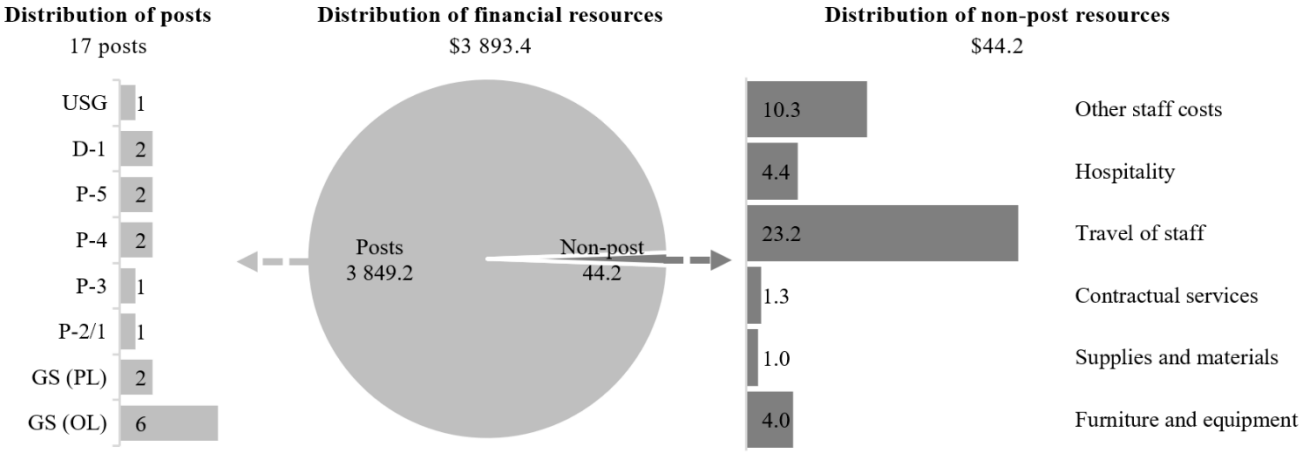
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Executive direction and management	9	(4)	5
Subtotal, 2	**9**	**(4)**	**5**
Total (1+2)	**26**	**(4)**	**22**

Table 1.53
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 304.1	3 849.2	–	–	–	–	–	3 849.2
Non-post	41.4	43.5	–	–	0.7	0.7	1.6	44.2
Total	**3 345.5**	**3 892.7**	**–**	**–**	**0.7**	**0.7**	**–**	**3 893.4**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		8	–	–	–	–	–	8
Total		**17**	**–**	**–**	**–**	**–**	**–**	**17**

Figure 1.VIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.81 As shown in table 1.51 (1), resource changes reflect an increase of $700, which relates to the higher standard price of ICT charges for non-field personnel outside of Headquarters.

Extrabudgetary resources

1.82 As reflected in tables 1.51 (2) and 1.52 (2), extrabudgetary resources amount to $1,266,400. The resources would complement regular budget resources and would provide for three posts (General Service (Other level)) to support coordination functions, as well as for two posts (1 P-5 and 1 P-2/1) and non-post resources to support efforts to promote the Sustainable Development Goals.

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

1.84 Information on the advance booking for air travel is reflected in table 1.54. The Office of the Director-General will continue to plan its travel in order to reach 100 per cent compliance with the advance booking of air travel policy.

Table 1.54
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	–	50	100	100	100

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.85 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in her functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the United Nations Information Service, and as the designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime (UNODC). The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5), are to:

(a) Provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;

(b) Cooperate with the host Government and provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;

(c) Represent the United Nations Legal Counsel in Vienna and provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;

(d) Arrange for representation of the United Nations at meetings and conferences held in Vienna;

(e) Coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;

(f) Maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

1.86 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.55 to 1.57.

Table 1.55
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1 280.7	1 360.1	–	–	–	–	–	1 360.1
Other staff costs	–	6.4	–	–	–	–	–	6.4
Hospitality	1.3	1.4	–	–	–	–	–	1.4
Travel of staff	3.5	12.7	–	–	–	–	–	12.7
Contractual services	3.1	18.1	–	–	0.3	0.3	1.7	18.4
General operating expenses	0.5	0.7	–	–	–	–	–	0.7
Supplies and materials	–	1.7	–	–	–	–	–	1.7
Furniture and equipment	0.7	5.1	–	–	–	–	–	5.1
Total	**1 289.8**	**1 406.2**	**–**	**–**	**0.3**	**0.3**	**0.0**	**1 406.5**

Table 1.56
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2026	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)

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

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
P-5	1	–	–	–	–	1
P-4	2	–	–	–	–	2
P-3	1	–	–	–	–	1
Subtotal	**4**	**–**	**–**	**–**	**–**	**4**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	4	–	–	–	–	4
Subtotal	**5**	**–**	**–**	**–**	**–**	**5**
Total	**9**	**–**	**–**	**–**	**–**	**9**

1.87 Additional details on the distribution of the proposed resources for 2026 are reflected in table 1.58 and figure 1.IX.

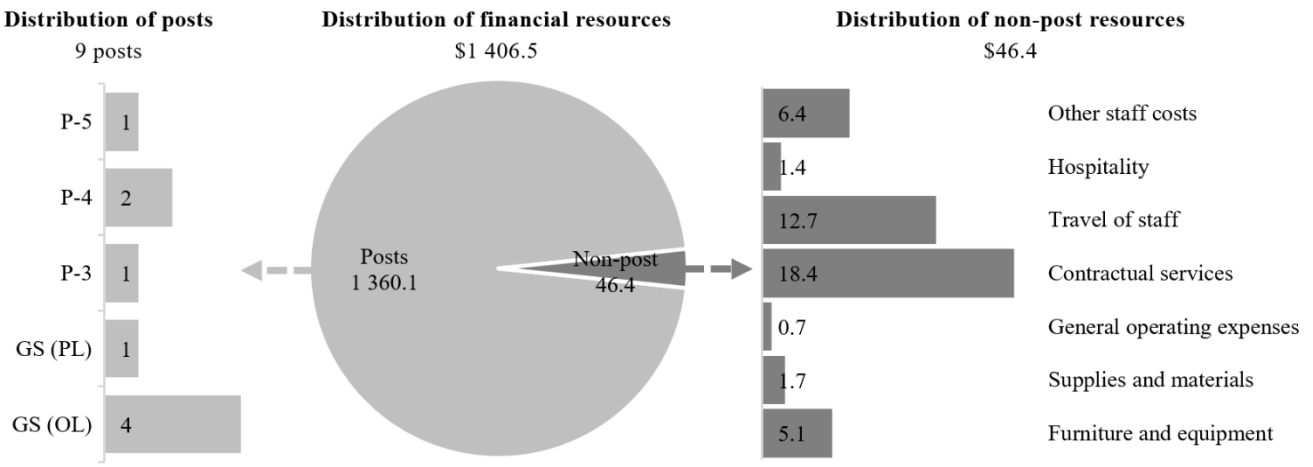
1.88 As shown in table 1.58, the overall resources proposed for 2026 amount to $1,406,500, reflecting an increase of $300 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

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

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 280.7	1 360.1	–	–	–	–	–	1 360.1
Non-post	9.1	46.1	–	–	0.3	0.3	0.7	46.4
Total	**1 289.8**	**1 406.2**	**–**	**–**	**0.3**	**0.3**	**0.0**	**1 406.5**

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		5	–	–	–	–	–	5
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 1.IX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.89 As shown in table 1.58, resource changes reflect an increase of $300, which relates to the higher standard price of ICT charges for non-field personnel outside of Headquarters.

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

Table 1.59
Compliance rate
(Percentage)

	2022 actual	2023 actual	2024 actual	2025 planned	2026 planned
Air tickets purchased at least two weeks before the commencement of travel	64	73	100	100	100

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.91 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. Her responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common back-office services, and the United Nations Information Service in Nairobi. The functions of the Office of the Director-General are to:

(a) Provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;

(b) Cooperate with the host Government and provide protocol services for the United Nations Office at Nairobi, including receiving letters of credentials of the heads of permanent missions in Nairobi;

(c) Provide legal advisory services for the United Nations Office at Nairobi;

(d) Maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.92 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.60 to 1.62.

Table 1.60
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1 447.4	1 943.7	–	–	–	–	–	1 943.7
Other staff costs	–	9.5	–	–	–	–	–	9.5
Hospitality	0.5	1.3	–	–	–	–	–	1.3
Travel of staff	18.3	20.4	–	–	–	–	–	20.4
Contractual services	22.8	31.5	–	–	0.4	0.4	1.3	31.9
General operating expenses	28.5	19.8	–	–	–	–	–	19.8
Supplies and materials	2.9	2.0	–	–	–	–	–	2.0
Furniture and equipment	16.6	17.9	–	–	–	–	–	17.9
Improvement of premises	0.2	–	–	–	–	–	–	–
Total	**1 537.2**	**2 046.1**	–	**–**	**0.4**	**0.4**	**0.0**	**2 046.5**

Table 1.61
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	10	1 USG, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 3 LL
Proposed for 2026	10	1 USG, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 3 LL

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

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	2	–	–	–	–	2
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Subtotal	**7**	**–**	**–**	**–**	**–**	**7**
General Service and related						
LL	3	–	–	–	–	3
Subtotal	**3**	**–**	**–**	**–**	**–**	**3**
Total	**10**	**–**	**–**	**–**	**–**	**10**

1.93 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.63 to 1.65 and figure 1.X.

1.94 As shown in tables 1.63 (1) and 1.64 (1), the overall resources proposed for 2026 amount to $2,046,500, reflecting an increase of $400 compared with the approved budget for 2025. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

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

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Executive direction and management	1 537.2	2 046.1	–	–	0.4	0.4	0.0	2 046.5
Subtotal, 1	**1 537.2**	**2 046.1**	**–**	**–**	**0.4**	**0.4**	**0.0**	**2 046.5**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Executive direction and management	137.9	321.5	–	–	321.5
Subtotal, 2	**137.9**	**321.5**	**–**	**–**	**321.5**
Total (1+2)	**1 675.1**	**2 367.6**	**0.4**	**0.0**	**2 368.0**

Table 1.64
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Executive direction and management	10	–	–	–	–	10
Subtotal, 1	**10**	**–**	**–**	**–**	**–**	**10**

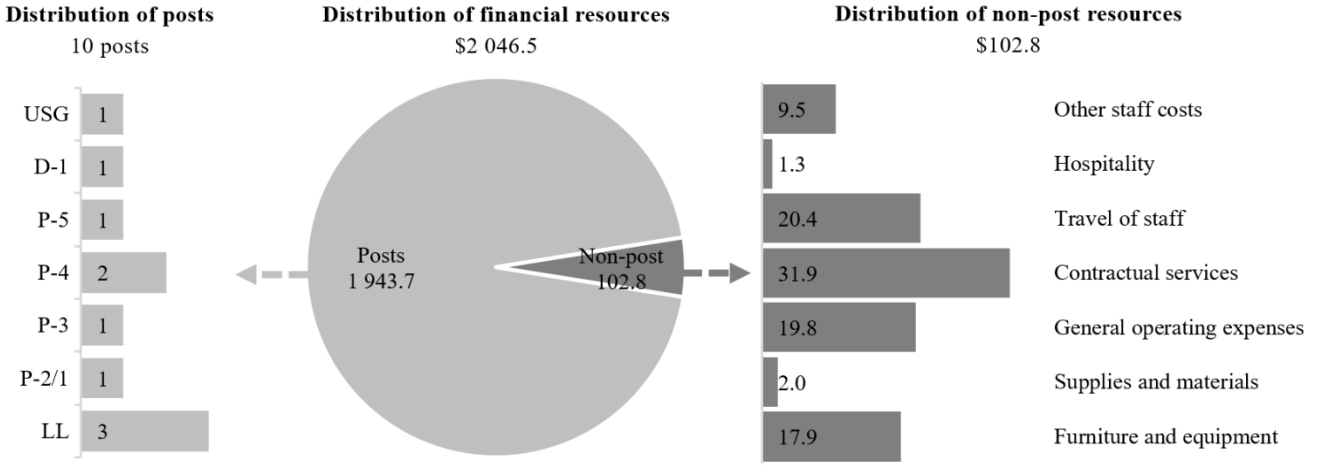
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Executive direction and management	1	–	1
Subtotal, 2	**1**	–	**1**
Total (1+2)	**11**	–	**11**

Table 1.65
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 447.4	1 943.7	–	–	–	–	–	1 943.7
Non-post	89.8	102.4	–	–	0.4	0.4	0.4	102.8
Total	**1 537.2**	**2 046.1**	–	–	**0.4**	**0.4**	**0.0**	**2 046.5**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		3	–	–	–	–	–	3
Total		**10**	**–**	**–**	–	**–**	**–**	**10**

Figure 1.X
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.95 As shown in table 1.63 (1), resource changes reflect an increase of $400, which relates to the higher standard price of ICT charges for non-field personnel outside of Headquarters.

Extrabudgetary resources

1.96 As reflected in tables 1.63 (2) and 1.64 (2), extrabudgetary resources amount to $321,500. The resources would complement regular budget resources and would be used mainly to provide for one post (General Service (Other level)) and non-post resources that would be used to support the implementation of activities of the Office of the Director-General, including serving as the representative of the Secretary-General and performing representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi.

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

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

Table 1.66
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	50	64	80	100	100

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.99 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of children affected by armed conflict and for advocating to prevent the six grave violations against children identified by the Security Council from occurring in the first place. The six grave violations are the denial of humanitarian access for children (resolution 1261 (1999)); the recruitment and use of children (resolution 1379 (2001)); the killing and maiming of children (resolution 1882 (2009)); rape and other forms of sexual violence against children (ibid.); attacks on schools and hospitals (resolution 1998 (2011)); and the abduction of children (resolution 2225 (2015)). The Office of the Special Representative works primarily in the situations of armed conflict or of concern identified in the annual report of the Secretary-General on children and armed conflict. The Office covers 25 situations in 5 geographical regions and promotes enhanced monitoring and reporting at the subregional level in the Lake Chad basin and central Sahel regions, in accordance with the report of the Secretary-General on children and armed conflict in 2024 (A/78/842-S/2024/384).

1.100 The mandate was established by the General Assembly in its resolution 51/77, in which the Assembly outlined key priorities of the mandate of the Special Representative, which were further formulated and shaped in subsequent Assembly resolutions and decisions, including resolution 58/245, as well as Security Council resolution 1261 (1999) and subsequent Council resolutions. The key elements of the mandate of the Special Representative are therefore to: (a) provide political leadership and high-level advocacy for the improved protection of children affected by armed conflict; (b) lead the collection of information and reporting on the plight of these children; (c) advocate, build awareness of and give prominence to ending and preventing grave violations; (d) work with United Nations partners, Member States, civil society and pertinent intergovernmental bodies to propose ideas, undertake research and facilitate discussions on the best approaches to enhance the protection response for children in situations of armed conflict, including through improved accountability processes; (e) undertake diplomatic engagement with parties to armed conflict and affected Member States in order to secure commitments to end and prevent violations against children; and (f) facilitate the work of operational child protection actors on the ground through the development and promotion of best practices, such as ensuring that child protection issues are included in peace processes, appropriate release procedures are in place, reintegration programmes are strengthened to avoid re-recruitment opportunities, child protection expertise and capacity are reinforced, and regional and national prevention plans and policies against the six grave violations are promoted.

1.101 By its resolution 76/147, the General Assembly recommended that the Secretary-General extend the mandate of the Special Representative for an additional period of four years, until 2025.

Programme of work

Objective

1.102 The objective, to which the Office contributes, is to eradicate the six grave violations committed against children in situations of armed conflict through strengthened mechanisms for the protection of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place, and improve measures to better protect children in situations of armed conflict, including by ensuring that children are placed at the centre of peace negotiations and securing optimal conditions for the release and reintegration of children, thereby avoiding re-recruitment.

Strategy and external factors for 2026

1.103 To contribute to the objective, the Office will strengthen mechanisms for the protection of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place, and improve measures to better protect conflict-affected children. Specifically, the Office will:

(a) Monitor and report on violations against children in situations of armed conflict through the reinforcement of existing child protection capacities on the ground and facilitate information exchanges to identify and mitigate trends in the use and abuse of children in, for and by armed conflict, including during transition phases of relevant United Nations peace operations, in line with Security Council resolution 2764 (2024), the most recent Council resolution on children and armed conflict;

(b) Enhance its diplomatic engagement, including through direct dialogue and/or country visits by the Special Representative, with parties to armed conflict to promote ending and preventing the use and abuse of children, and continue to advocate the protection of children affected by conflict and the prevention of grave violations against them through analysis, public outreach and targeted support, as well as the development of groups of friends of the mandate in affected States and regions;

(c) Develop community, national, subregional and regional prevention plans, as well as other preventive measures, guided by Security Council resolutions 2427 (2018) and 2601 (2021), while promoting the adoption of international norms and standards for the protection of children by Member States;

(d) Analyse the best practices emerging from ongoing activities to stop grave violations committed against children and promote the continued roll-out of specific public awareness campaigns in all countries and regions where there is active armed conflict and, whenever possible, in all official languages of the United Nations;

(e) Develop curricula with partners, conduct training for defence and security personnel and assist in capacity-building for governing structures, United Nations partners, academics and civil society;

(f) Undertake research into the six grave violations, provide guidelines, as relevant, to assist in their monitoring, promote the comprehensive discussion of reintegration needs and promote the inclusion of child protection issues into peace processes;

(g) Organize and participate in seminars, workshops, conferences and other relevant meetings, including with regard to the implementation of the Pact for the Future and the working group on peace and security, to raise awareness of child protection and prevention best practices and proposed best international standards on the protection and release of children who are victims of the six grave violations;

(h) Enhance data analysis and information management capacity to better capture the differentiated protection needs of children, including on the basis of age, gender and disability, and whether they are on the move, internally displaced, refugees or victims of cross-border trafficking, and the factors that can exacerbate their vulnerability, such as climate change, poverty and inequality, the proliferation of and illicit trafficking in arms, the impact of landmines, explosive remnants of war and improvised explosive devices, and the impact of new technologies.

(i) Support Member States in making progress towards the achievement of the Sustainable Development Goals, including Goals 3, 4, 5 and 8, in particular target 8.7 on the eradication of child labour, including the recruitment and use of child soldiers; Goals 10 and 16, in particular target 16.2 on ending abuse, exploitation, trafficking and all forms of violence against and torture of children; and Goal 17, in particular target 17.18 on enhancing capacity-building support to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographical location and other characteristics.

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

(a) A decrease in the number of violations committed against children in armed conflict and an increase in the number of children released by armed forces and groups and reintegrated, including through repatriation and removal from situations of armed conflict, in line with the commitments agreed to in action plans, handover and release protocols, other commitments and mutually agreed practices;

(b) Stronger national and regional protection and prevention systems and accountability mechanisms through justice, remediation and reparation processes, involving Member States, to address gaps in knowledge, common standards and procedures for dealing with children under threat;

(c) Strengthened efforts to protect children, including those threatened by intercommunal violence and the emergence of new parties to armed conflict, and specific groups of children at risk;

(d) Increased mitigation capacity of Governments to prevent violations and ensure equal access to and the continuation of education in conflict;

(e) An international political consensus that tailored, systematic and sustainable reintegration support should be provided to all released children, including those repatriated or removed from armed conflict zones, and that child protection issues should be included in all peace processes, in order to break the cycle of violence;

(f) Enhanced capacity of Member States and United Nations country task forces on monitoring and reporting, and their equivalents in countries where there is no monitoring and reporting mechanism in place, to support children and vulnerable communities on the ground and to ensure the continuity, effectiveness and sustainability of child protection activities, including during mission transitions or withdrawals;

(g) Increased participation of children in decision-making processes relating to issues that have an impact on them, including their protection and reintegration needs, in accordance with the Convention on the Rights of the Child.

1.105 With regard to external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The political environment would be supportive for the improved measures put in place to end and prevent violations committed against children in situations of armed conflict in all situations of the children and armed conflict agenda;

(b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures.

1.106 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to garner support for the protection of children in armed conflict, including through engagement with Member States and groups of friends on children and armed conflict, to keep the plight of conflict-affected children high on the global political agenda and to advocate the ratification and implementation of the Convention on the Rights of the Child and its Optional Protocol on the involvement of children in armed conflict, and the endorsement of political commitments. The Office will reinforce partnerships with regional and subregional actors for the adoption of measures to prevent grave violations before they occur and engage with mediation actors to encourage the inclusion of child protection issues in mediation and peace processes. The Office will also work closely with civil society organizations, communities, academia and research institutes to build expertise and raise awareness of the protection of children in armed conflict.

1.107 With regard to inter-agency coordination and liaison, the Office will continue to support country task forces on monitoring and reporting on grave violations against children and engage with parties to conflict to strengthen advocacy for the adoption of measures to end and prevent these violations, including through capacity-building initiatives. The Office will support the development of technical guidelines within the Monitoring and Reporting Mechanism Technical Reference Group, an

inter-agency group bringing together the Office, the United Nations Children's Fund (UNICEF), the Department of Peace Operations and the Department of Political and Peacebuilding Affairs to provide guidance to United Nations partners implementing the mandate in the field. The Office will also support the exchange of information within the Task Force on Children and Armed Conflict at United Nations Headquarters. In addition, the Office will strengthen its cooperation with the Offices of the Special Representative of the Secretary-General on Violence against Children and the Special Representative of the Secretary-General on Sexual Violence in Conflict, through information exchange, common messaging and joint events and initiatives, for a more effective and coordinated advocacy to ensure that the plight of conflict-affected children is visible on the international agenda.

1.108 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In 2026, the Office will continue to mainstream a gender perspective into the Monitoring and Reporting Mechanism to strengthen its gender-sensitive analyses of grave violations against children in armed conflict, including through enhanced data analysis and support for the capacity-building activities of its field partners. The Office will follow up on the outcomes of a specialized workshop delivered to country task forces on monitoring and reporting in 2023 through a review of the draft tipsheet for strengthening gender analysis in monitoring and reporting and examine the operationalization of the workshop's report and recommendations within the Monitoring and Reporting Mechanism Technical Reference Group, which provides guidance to field-based United Nations monitors of grave violations committed against children in armed conflict. The Special Representative will continue advocacy for the protection of girls' education from attacks, including within the framework of the endorsement and implementation of the Safe Schools Declaration. The Office will also ensure that the platforms that it creates, alongside partners, will allow for the voices of children to be heard in relevant forums and for the differentiated experience between girls and boys to be highlighted. Wherever possible, the Office will mainstream a gender perspective and examine the intersection between gender and other factors in the research that it conducts and the lessons learned and best practices that it collects and disseminates on the protection of conflict-affected children. The Office will also initiate the development of a policy aimed at more systematically integrating a gender perspective into its work.

1.109 In line with the United Nations Disability Inclusion Strategy, the Office will strengthen its efforts to address the protection requirements of children with disabilities in armed conflict. The Office will build on the discussion paper on the protection of children with disabilities in armed conflict published in 2023 by disseminating its conclusions and advocating with partners for the implementation of its recommendations, including the strengthening of data collection on children with disabilities in armed conflict; the consultation of persons with disabilities, including children, and the organizations that represent them; and the provision of awareness-raising and capacity-building initiatives on disability inclusion. The Office will continue its advocacy efforts to raise awareness of the plight of children with disabilities in armed conflict, and mainstream disability inclusion and its intersection with other diversity factors.

Programme performance in 2024

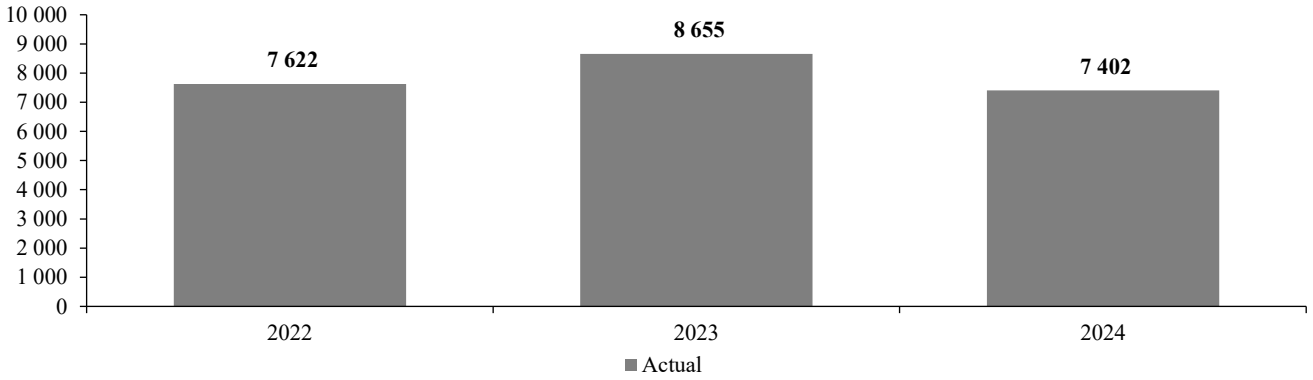
Decrease in the number of verified incidents of recruitment and use of children by armed forces and groups in situations of armed conflict

1.110 The recruitment and use of children by armed forces and groups is prohibited under international law and has been identified by the Security Council as one of the six grave violations against children in armed conflict. The Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict is specifically aimed at protecting children, meaning every person below the age of 18 years, from being recruited or used in hostilities. Children recruited or used by parties to conflict suffer dramatic forms of exploitation and abuse; once they are released, their recovery requires sustained, tailored and child-centred reintegration programmes. The Office consistently advocates with parties to conflict, both armed forces and armed groups, to end and prevent the recruitment and use of children. After a continuous increase in verified incidents since

2021 due to the emergence of new conflicts and the intensification of existing conflict situations, the recruitment and use of children decreased by 14 per cent in 2024. This reflects the critical role that the Office played through its sustained engagement with partners, Member States and parties to conflict to adopt measures to end and prevent the recruitment and use of children, including handover protocols or action plans and advocacy at the international, regional and national levels to secure commitments such as the ratification and implementation of international instruments including the Optional Protocol or the endorsement of political commitments such as the Principles and Guidelines on Children Associated with Armed Forces or Armed Groups (the Paris Principles).

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

Figure 1.XI
Performance measure: number of children recruited or used by parties to conflict in armed conflict



Planned results for 2026

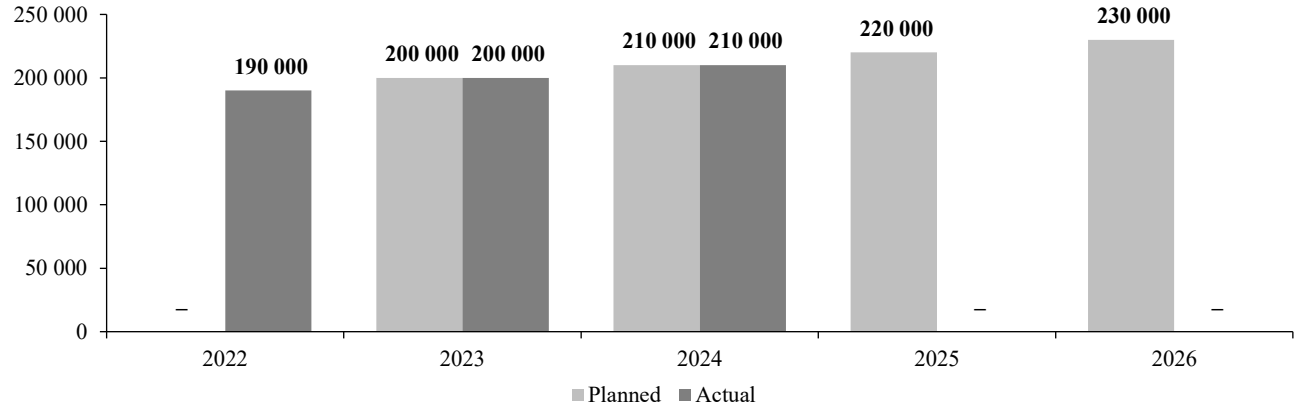
Result 1: more children released from armed forces and armed groups

Programme performance in 2024 and target for 2026

1.112 The Office's work contributed to the release of an estimated 10,000 children from armed forces and armed groups in 2024, which met the planned target of 210,000 released children since 2000.

1.113 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XII).

Figure 1.XII
Performance measure: number of released children from armed forces and armed groups since 2000 (cumulative)



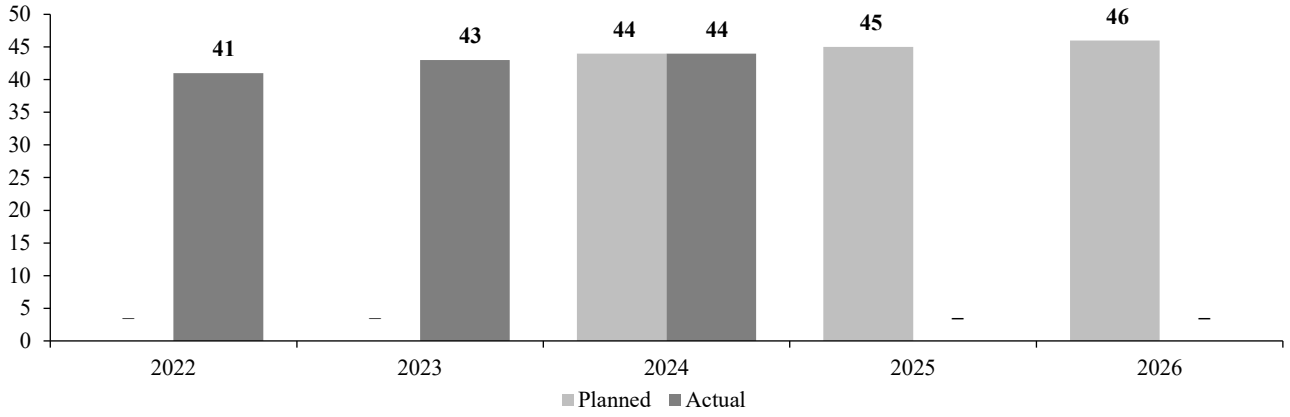
Result 2: increase in the signature of action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children

Programme performance in 2024 and target for 2026

1.114 The Office's work contributed to the signature of one additional action plan in 2024, which met the planned target of 44 joint action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children.

1.115 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XIII).

Figure 1.XIII
Performance measure: number of joint action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children (cumulative)



Result 3: decrease in the number of children recruited and used by parties to conflict in situations of armed conflict

Proposed programme plan for 2026

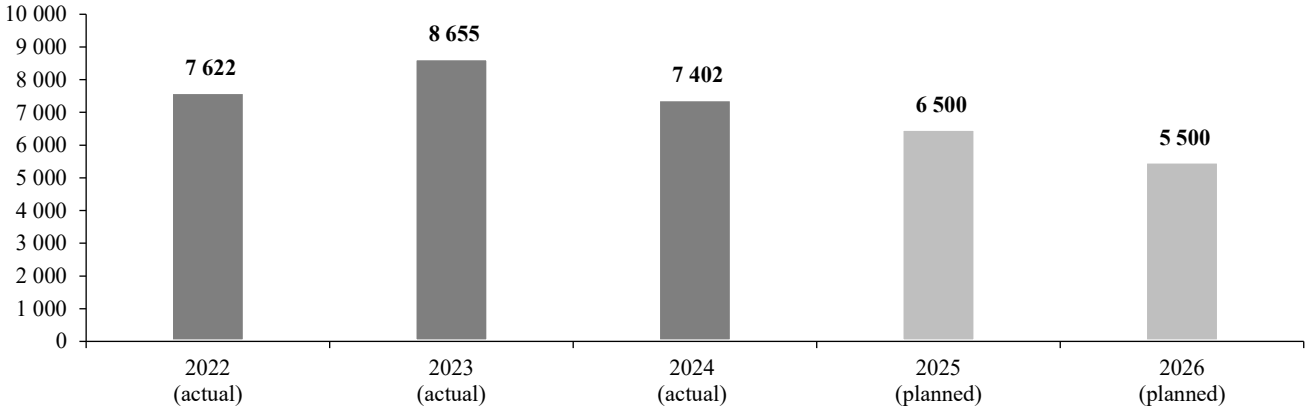
1.116 The Office monitors, verifies and reports on the recruitment and use of children in armed conflict, engaging with parties to conflict to end and prevent this grave violation and facilitate the release of children, leading to reintegration opportunities. Ongoing efforts by the Office include advocating for the ratification and implementation of the Convention on the Rights of the Child and its Optional Protocol on the involvement of children in armed conflict. These efforts also include advocating for the signing of action plans and commitments with parties to conflict to end and prevent the recruitment and use of children in armed conflict, as well as for the signing of prevention plans with Governments on the children and armed conflict agenda. The Office is also providing support for the development of new guidance notes, including the *Practical Guidance for Mediators to Protect Children in Situations of Armed Conflict*. These efforts contributed to a 14 per cent decrease in the number of children recruited and used by parties to conflict in 2024, compared with 2023.

Lessons learned and planned change

1.117 The lesson for the Office was that a decrease in the number of children recruited or used by parties to conflict requires long-term engagement, continuous focus and targeted advocacy with a wide range of actors, from parties to conflict to Member States and mediators. In applying the lesson, the Office will use sustained, enhanced and targeted engagement, as well as strategic partnerships, including advocacy campaigns focused on ending and preventing the recruitment and use of children by parties to conflict, to secure lasting commitments that lead to a reduction in the number of children recruited or used by parties to conflict.

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

Figure 1.XIV
Performance measure: number of children recruited or used by parties to conflict in situations of armed conflict



Legislative mandates

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

General Assembly resolutions

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

Security Council resolutions

1261 (1999)	2068 (2012)
1314 (2000)	2143 (2014)
1379 (2001)	2225 (2015)
1460 (2003)	2427 (2018)
1539 (2004)	2467 (2019)
1612 (2005)	2601 (2021)
1882 (2009)	2764 (2024)
1998 (2011)	

Deliverables

1.120 Table 1.67 lists all deliverables of the programme.

Table 1.67

Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**15**	**14**	**15**	**11**
1. Annual report to the General Assembly	1	1	1	1
2. Annual report to the Security Council	1	1	1	1
3. Annual report to the Human Rights Council	1	1	1	1
4. Global horizontal notes to the Security Council Working Group on Children and Armed Conflict	4	4	4	4
5. Reports to the Security Council Working Group on Children and Armed Conflict in specific situations	8	7	8	4
Substantive services for meetings (number of three-hour meetings)	**5**	**5**	**5**	**5**
Meetings of:				
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. The Fifth Committee	1	1	1	1
8. The General Assembly	1	1	1	1
9. The Security Council	1	1	1	1
10. The Human Rights Council	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**12**	**12**	**12**	**12**
11. Training for child protection actors and country task forces on monitoring and reporting mechanisms	12	12	12	12
Publications (number of publications)	**2**	**2**	**2**	**2**
12. Studies, reports and other publications relating to children and armed conflict	2	2	2	2
Technical materials (number of materials)	**1**	**1**	**1**	**1**
13. Technical guidelines on the six grave violations against children	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**9**	**9**	**9**	**8**
14. Field missions to situations on the children and armed conflict agenda	9	9	9	8

C. Substantive deliverables

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

D. Communication deliverables

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

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

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.121 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.68 to 1.70.

Table 1.68
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 417.8	2 610.0	–	108.8	–	108.8	4.2	2 718.8
Other staff costs	–	300.7	–	–	–	–	–	300.7
Hospitality	–	1.0	–	–	–	–	–	1.0
Travel of staff	101.6	125.1	–	–	–	–	–	125.1
Contractual services	18.2	25.3	–	2.0	–	2.0	7.9	27.3
General operating expenses	6.8	18.0	–	1.0	–	1.0	5.6	19.0
Supplies and materials	0.6	1.4	–	–	–	–	–	1.4
Furniture and equipment	0.1	6.5	–	2.0	–	2.0	30.8	8.5
Total	**2 545.1**	**3 088.0**	**–**	**113.8**	**–**	**113.8**	**3.7**	**3 201.8**

Table 1.69
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	12	1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)
Establishment	1	1 P-3
Proposed for 2026	13	1 USG, 3 P-5, 2 P-4, 4 P-3, 1 GS (PL), 2 GS (OL)

Table 1.70
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
P-5	3	–	–	–	–	3
P-4	2	–	–	–	–	2
P-3	3	–	1	–	1	4
Subtotal	**9**	**–**	**1**	**–**	**1**	**10**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	2	–	–	–	–	2
Subtotal	**3**	**–**	**–**	**–**	**–**	**3**
Total	**12**	**–**	**1**	**–**	**1**	**13**

1.122 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.71 to 1.73 and figure 1.XV.

1.123 As shown in tables 1.71 (1) and 1.72 (1), the overall resources proposed for 2026 amount to $3,201,800, reflecting an increase of $113,800 (or 3.7 per cent) compared with the approved budget for 2025. Resource changes result from new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.71
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	2 545.1	3 088.0	–	113.8	–	113.8	3.7	3 201.8
Subtotal, 1	**2 545.1**	**3 088.0**	**–**	**113.8**	**–**	**113.8**	**3.7**	**3 201.8**

(2) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	2 044.1	2 605.6	–	–	2 605.6
Subtotal, 2	**2 044.1**	**2 605.6**	**–**	**–**	**2 605.6**
Total (1+2)	**4 589.2**	**5 693.6**	**113.8**	**2.0**	**5 807.4**

Table 1.72
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	12	–	1	–	1	13
Subtotal, 1	**12**	**–**	**1**	**–**	**1**	**13**

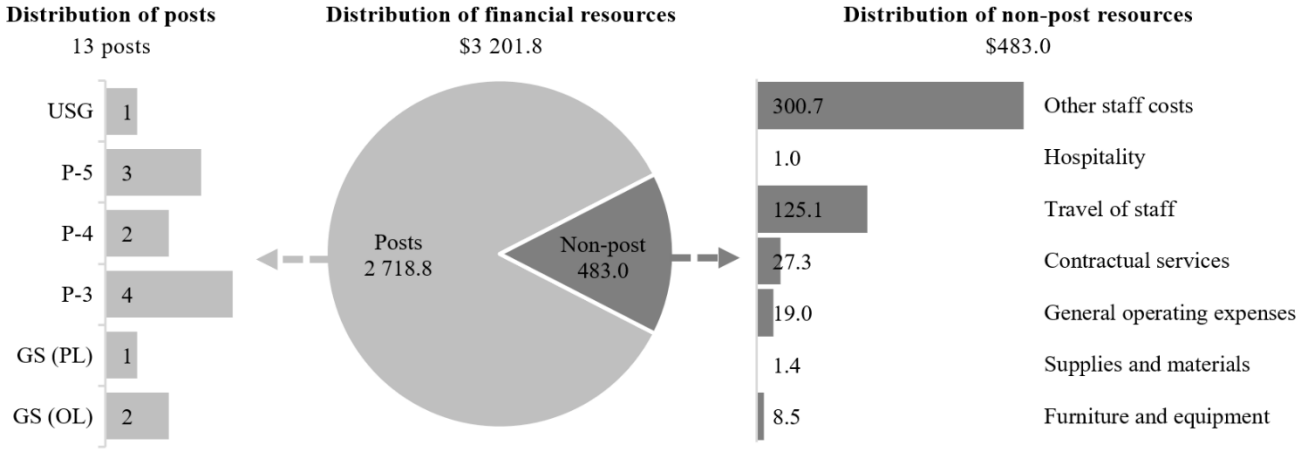
(2) Extrabudgetary

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	4	–	4
Subtotal, 2	**4**	**–**	**4**
Total (1+2)	**16**	**1**	**17**

Table 1.73
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	2 417.8	2 610.0	–	108.8	–	108.8	4.2	2 718.8
Non-post	127.3	478.0	–	5.0	–	5.0	1.0	483.0
Total	**2 545.1**	**3 088.0**	**–**	**113.8**	**–**	**113.8**	**3.7**	**3 201.8**
Post resources by category								
Professional and higher		9	–	1	–	1	11.1	10
General Service and related		3	–	–	–	–	–	3
Total		**12**	**–**	**1**	**–**	**1**	**8.3**	**13**

Figure 1.XV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

New and expanded mandates

1.124 As shown in tables 1.71 (1) and 1.72 (1), resource changes reflect an increase of $108,800 under posts relating to the proposed establishment of one post of Data Specialist (P-3), in accordance with General Assembly resolution 79/257 (see annex II to the present report), and an increase of $5,000 under non-post resources associated with the proposed establishment of the post, under contractual services ($2,000), general operating expenses ($1,000) and furniture and equipment ($2,000).

Extrabudgetary resources

1.125 As reflected in tables 1.71 (2) and 1.72 (2), extrabudgetary resources amount to $2,605,600. The resources would complement regular budget resources and would be used mainly to provide for four posts (2 P-4 and 2 General Service (Other level)) and non-post resources that would be used to support various activities of the Office, including the enhancement of its capacity and expertise; support for public outreach and the launch of advocacy campaigns; and the enhancement of analysis, assessment and responses to new and emerging trends in violations against children in armed conflict.

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

1.127 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.74. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, such as receiving invitations to high-level events hosted by Member States or regional organizations less than three weeks before the event. In addition, owing to the nature of the mandate, political opportunities and openings arise unexpectedly that require staff to travel at short notice to seize such opportunities and advance the implementation of the mandate. The Office will continue to strive to improve the planning of its travel to improve its compliance with the advance booking of air travel policy.

Table 1.74
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	67	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	50	37	97	100	100

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.128 The Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is responsible, in line with Security Council resolution 1888 (2009), for providing coherent and strategic leadership and promoting the coordination of efforts among relevant stakeholders, through primarily the United Nations Action against Sexual Violence in Conflict, on preventing and addressing sexual violence as a weapon of war and tactic of terrorism and for engaging with justice and security sectors, all parties to armed conflict, civil society and the survivors of such crimes.

1.129 The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolution 65/259, by which the Assembly established the Office, following the establishment of the mandate of the Special Representative pursuant to Security Council resolution 1888 (2009). In accordance with resolution 1888 (2009) and subsequent related resolutions and recognizing that conflict-related sexual violence remains underreported and insufficiently addressed, the role of the Special Representative and that of the Office is, among others: (a) to give victims and affected communities a voice; (b) to mobilize the political will and action of the international community, in particular to address the impunity of perpetrators of violations; (c) to foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) to coordinate advocacy and programmatic responses, in particular in the United Nations system; (e) to ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) to disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.

1.130 The mandate derives from the priorities established in relevant Security Council resolutions, including 1820 (2008), 1888 (2009), 1960 (2010), 2106 (2013) and 2467 (2019), as well as relevant country-specific and sanctions resolutions that make explicit reference to sexual violence in conflict and the mandate of the Special Representative. Furthermore, the adoption of Council resolutions 2331 (2016) and 2388 (2017) extends the scope of work of the Office to the areas of counter-terrorism, anti-trafficking efforts and related security and justice sector engagement.

Programme of work

Objective

1.131 The objective, to which the Office contributes, is to prevent and eradicate sexual violence as a tactic of war and terrorism and improve the provision of multisectoral services for survivors and the delivery of justice and accountability for such crimes.

Strategy and external factors for 2026

1.132 To contribute to the objective, the Office will continue to:

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

(b) Engage with Member States at the global level, including in the Security Council and the General Assembly, and foster national ownership, leadership and responsibility in addressing conflict-related sexual violence in situations of concern;

(c) Adopt a survivor-centred approach in the implementation of all aspects of the mandate, in line with Security Council resolution 2467 (2019) and in coordination with survivors of sexual violence, survivors' networks, civil society, regional organizations and relevant United Nations entities, in particular at the country level;

(d) Strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels, including through the United Nations Action against Sexual Violence in Conflict network consisting of 26 United Nations entities and the Team of Experts on the Rule of Law and Sexual Violence, which work under the strategic direction of the Special Representative;

(e) Focus its advocacy efforts on advancing the achievement of Sustainable Development Goals 5 and 16 and on ensuring the implementation of prevention strategies, multisectoral services for survivors, reparations and redress measures.

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

(a) Adoption of concrete and time-bound commitments to prevent and address incidents, patterns and trends of conflict-related sexual violence, and accelerated implementation of existing political and operational agreements with affected States, to ensure an enhanced security and justice sector response;

(b) Improved access to appropriate and good-quality services, including healthcare, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as for children born of conflict-related sexual violence.

1.134 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Continued high level of political will on the part of all stakeholders, in particular Member States, to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict and other situations of concern;

(b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection framework that has been established to prevent conflict-related sexual violence.

1.135 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will deepen its engagement with regional and subregional actors and multilateral institutions, including the African Union, the League of Arab States, the European Union, the Economic Community of West African States, the International Conference on the Great Lakes Region, the International Organization of la Francophonie, the Inter-Parliamentary Union and the African Development Bank, including through formal frameworks of cooperation, to outline advocacy and operational prevention and response strategies to conflict-related sexual violence.

1.136 With regard to inter-agency coordination and liaison, the Office will continue to work through the United Nations Action against Sexual Violence in Conflict inter-agency network, which is chaired by the Special Representative. The network will continue to provide strategic advocacy, knowledge generation, coordination, and catalytic country-level support, including through the finalization of the review of monitoring, analysis and reporting arrangements through system-wide strategic reflections; the formulation and dissemination of joint advocacy products to call upon the international community to provide political and financial support for survivors in situations of conflict; and the development of new resources and technical guidance on emerging issues. Coordination on justice and accountability dimensions of the mandate will be conducted through the Team of Experts on the Rule of Law and Sexual Violence in Conflict, which operates under the strategic direction of the Special Representative, and comprises the Office, OHCHR, the United

Nations Development Programme and the Department of Peace Operations as the co-lead entities. In addition, the Office will continue to strengthen its cooperation with the Office of the Special Representative of the Secretary-General on Children and Armed Conflict and the Office of the Special Representative of the Secretary-General on Violence against Children, through periodic coordination meetings and information-sharing, to inform joint advocacy and operational strategies related to the prevention of and response to conflict-related sexual violence against civilians, in particular girls and boys.

1.137 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Given the nature of the Office's mandate, which is closely linked to the women and peace and security agenda, all its activities are ultimately aimed at promoting gender equality and women's empowerment, as well as at addressing discrimination and harmful social norms that constitute invisible drivers of conflict-related sexual violence in times of war and peace. For example, political commitments negotiated with parties to conflict (e.g., joint communiqués, frameworks of cooperation and implementation plans) will continue to integrate the views of women's civil society organizations and will continue to promote the meaningful participation of women and girls in countries where they are often absent in political and decision-making processes, including peace processes. Prevention strategies and response programming will reflect a tailored approach to address sexual violence against all survivors. Information, including on incidents of conflict-related sexual violence, continue to be systematically disaggregated by sex in order to offer a gender-sensitive analysis for the Security Council.

1.138 In line with the United Nations Disability Inclusion Strategy, the Office will continue to incorporate issues relating to disability inclusion into policy, advocacy and key substantive aspects of its work, including programming, monitoring and reporting in priority situations. The NGO-civil society advisory group of the Office includes entities representing individuals with disabilities and, through this modality, the Office will continue to engage with individuals with disabilities and with relevant organizations during the course of field missions in priority countries. The Office's staff includes individuals with explicit human rights expertise relating to the rights of persons with disabilities, including those targeted with sexual violence in situations of armed conflict.

Programme performance in 2024

Strengthened national ownership to prevent conflict-related sexual violence and deliver justice for survivors: the case of South Sudan

1.139 In a context marked by marginal progress in the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (2018), abductions of women and girls for the purpose of sexual slavery persisted in 2024 as a feature of intercommunal incidents and incidents committed by parties to the conflict, including armed groups. Survivors often opt not to lodge official complaints due to fear of reprisals and the remoteness of their locations, which limits their access to health facilities and justice. The United Nations Mission in South Sudan (UNMISS), the United Nations country team and the Office have provided sustained support to the authorities to hold perpetrators of sexual violence accountable and deliver justice to survivors. For instance, the United Nations supported the deployment of mobile courts to address criminal cases, including on sexual and gender-based violence, and conducted training sessions for legal professionals to strengthen capacity for administration of justice, access for women to legal support and protection of human rights. In addition, the Team of Experts on the Rule of Law and Sexual Violence in Conflict provided training to police investigators and prosecutors, thereby strengthening their capacity to investigate and prosecute sexual and gender-based violence offences effectively with a view to promoting accountability, combating impunity and deterring the occurrence of further crimes. Furthermore, the Military Justice Department of the South Sudan People's Defence Forces received support to deploy 13 general courts martial to nine locations across South Sudan to adjudicate serious cases, including on sexual violence crimes committed by members of the armed forces against civilians.

1.140 Progress towards the objective is presented in the performance measure below (see table 1.75).

Table 1.75
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
National authorities establish a team focused on investigating and prosecuting conflict-related sexual violence within the South Sudan People's Defence Forces	Action plans for the South Sudan National Police Service and the armed forces on preventing and addressing conflict-related sexual violence are extended by the national authorities until 2025 and 2026, respectively	The national authorities ensure accountability for conflict-related sexual violence crimes through mobile courts and general courts martial as a deterrence strategy

Planned results for 2026

Result 1: enhanced compliance with international norms on preventing and addressing conflict-related sexual violence by parties to conflict

Programme performance in 2024 and target for 2026

1.141 The Office's work contributed to the Security Council's extension of the mandate of the Analytical Support and Sanctions Monitoring Team for a period of 36 months, as outlined in Council resolution 2734 (2024), which met the planned target. For the first time, sexual and gender-based violence were explicitly referred to as sanctionable acts under the regime in the resolution.

1.142 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.76).

Table 1.76
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Increased engagement by United Nations sanctions regimes on trends and patterns of conflict-related sexual violence	Unilateral communiqué issued by a non-State armed group outlining commitments to addressing conflict-related sexual violence	Enhanced monitoring and reporting of patterns and trends of conflict-related sexual violence through the extension, by the Security Council, of the mandate of the Analytical Support and Sanctions Monitoring Team (Council resolution 2734 (2024))	Member States, United Nations entities, civil society and academia exchange lessons and best practices for strengthening engagement of non-State armed groups in addressing conflict-related sexual violence	Enhanced capacities of United Nations Panels of Experts to monitor, investigate and report on conflict-related sexual violence

Result 2: strengthened service provision and justice response on conflict-related sexual violence by national authorities

Programme performance in 2024 and target for 2026

1.143 The Office's work contributed to addressing critical protection risks and enhancing access to essential services, including emergency medical relief and safe shelter, for displaced civilians and survivors of conflict-related sexual violence in Darfur, Sudan, which met the planned target.

1.144 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.77).

Table 1.77
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Increased understanding of regional dimensions of conflict-related sexual violence in one subregion (Horn of Africa)	Strengthened response in one country to meet the needs of survivors of conflict-related sexual violence and to deliver justice and accountability	Member States in one subregion develop justice and security sector strategies aimed at addressing conflict-related sexual violence	National authorities develop a plan to prevent and address conflict-related sexual violence in one country

Result 3: strengthened judicial response from national authorities to bolster survivor-centred justice and accountability for conflict-related sexual violence

Proposed programme plan for 2026

1.145 The absence of political will to promote accountability for conflict-related sexual violence crimes at the national and international levels undermines survivors' prospects for justice and redress and perpetuates cycles of violence and impunity. Moreover, gaps in technical and operational capacities of national rule of law institutions hamper the delivery of justice for conflict-related sexual violence crimes. The Office has supported justice efforts in priority settings for survivors of conflict-related sexual violence by supporting legal reform through technical legal advice and tailored support to relevant authorities to enhance the investigation and prosecution of conflict-related sexual violence cases.

Lessons learned and planned change

1.146 The lesson for the Office was that limited political will to advance accountability for conflict-related sexual violence crimes in priority settings has a direct impact on the efforts of relevant institutions to provide holistic responses to survivors and to investigate and prosecute such crimes in line with international standards, thereby reducing the prospects of justice and redress for survivors. In applying the lesson, the Office will enhance its advocacy and operational impact at the national, regional and international levels to garner stronger political and financial support from national and international partners to strengthen justice and accountability for sexual violence crimes, build on the progress achieved and ensure its sustainability.

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

Table 1.78
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Strengthened capacity for investigation and prosecution of conflict-related sexual violence in two countries	Implementation of technical guidance on investigations of conflict-related sexual violence in one country	Investigations on conflict-related sexual violence conducted by national specialized investigation units in two countries

Legislative mandates

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

General Assembly resolution

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

Security Council resolutions

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

Deliverables

1.149 Table 1.79 lists all deliverables of the programme.

Table 1.79

Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report of the Secretary-General on conflict-related sexual violence to the Security Council, including listing of parties to the conflict	1	1	1	1
2. Country-specific and/or thematic report on conflict-related sexual violence	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**7**	**6**	**7**	**7**
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Briefings to the Security Council	2	2	2	2
6. Briefings to human rights treaty bodies	2	1	2	2
7. Briefings to the Special Committee on Peacekeeping Operations	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**31**	**26**	**16**	**25**
8. Training of national police and/or military forces on prevention of and response to conflict-related sexual violence	15	12	7	12
9. Training of national justice sector (prosecutors and judges) on investigation into and prosecution of conflict-related sexual violence	15	13	7	12
10. Workshop with women’s protection advisers on emerging threats and challenges of conflict-related sexual violence	1	1	2	1
C. Substantive deliverables				
Good offices: engagement and dialogue with parties to conflict listed in the annex to the report of the Secretary-General, including as it relates to the adoption and implementation of prevention and response measures.				
Consultation, advice and advocacy: consultations and reporting on conflict-related sexual violence trends and patterns in 21 countries.				
Databases and substantive digital materials: digital library serving as a knowledge hub of academic, think tank and civil society publications on conflict-related sexual violence (over 400 publications).				
D. Communication deliverables				
Outreach programmes, special events and information materials: 20 online and in-person events on conflict-related sexual violence that include survivors, Member States, activists, academia, experts and practitioners; and outreach activities in coordination with the United Nations Action against Sexual Violence in Conflict network and its “Stop Rape Now” campaign and with the Team of Experts on the Rule of Law and Sexual Violence in Conflict.				
External and media relations: annual press statement and news media content, including approximately 10 press statements or releases and 10 television and newspaper interviews.				
Digital platforms and multimedia content: timely website updates and social media content to advocate for political commitment and behavioural change in the priority countries; amplify victims’ and survivors’ voices, needs and perspectives; and mobilize resources for the elimination of conflict-related sexual violence.				

B. Proposed post and non-post resource requirements for 2026

Overview

1.150 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.80 to 1.82.

Table 1.80
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1 870.8	1 846.2	–	–	–	–	–	1 846.2
Other staff costs	47.5	42.9	–	–	–	–	–	42.9
Hospitality	–	1.3	–	–	–	–	–	1.3
Travel of staff	129.9	101.5	–	–	–	–	–	101.5
Contractual services	34.1	13.8	–	–	10.0	10.0	72.5	23.8
General operating expenses	33.0	42.2	–	–	(10.0)	(10.0)	(23.7)	32.2
Supplies and materials	2.8	2.4	–	–	–	–	–	2.4
Furniture and equipment	3.0	3.4	–	–	–	–	–	3.4
Total	**2 121.1**	**2 053.7**	**–**	**–**	**–**	**–**	**–**	**2 053.7**

Table 1.81
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Proposed for 2026	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

Table 1.82
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
P-3	2	–	–	–	–	2
Subtotal	**6**	**–**	**–**	**–**	**–**	**6**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	2	–	–	–	–	2
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
Total	**8**	**–**	**–**	**–**	**–**	**8**

1.151 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.83 to 1.85 and figure 1.XVI.

1.152 As reflected in tables 1.83 (1) and 1.84 (1), the overall resources proposed for 2026 amount to $2,053,700, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.83
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	2 121.1	2 053.7	–	–	–	–	–	2 053.7
Subtotal, 1	**2 121.1**	**2 053.7**	**–**	**–**	**–**	**–**	**–**	**2 053.7**

(2) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	5 702.9	6 518.2	–	–	6 518.2
Subtotal, 2	**5 702.9**	**6 518.2**	**–**	**–**	**6 518.2**
Total (1+2)	**7 824.0**	**8 571.9**	**–**	**–**	**8 571.9**

Table 1.84
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	8	–	–	–	–	8
Subtotal, 1	**8**	**–**	**–**	**–**	**–**	**8**

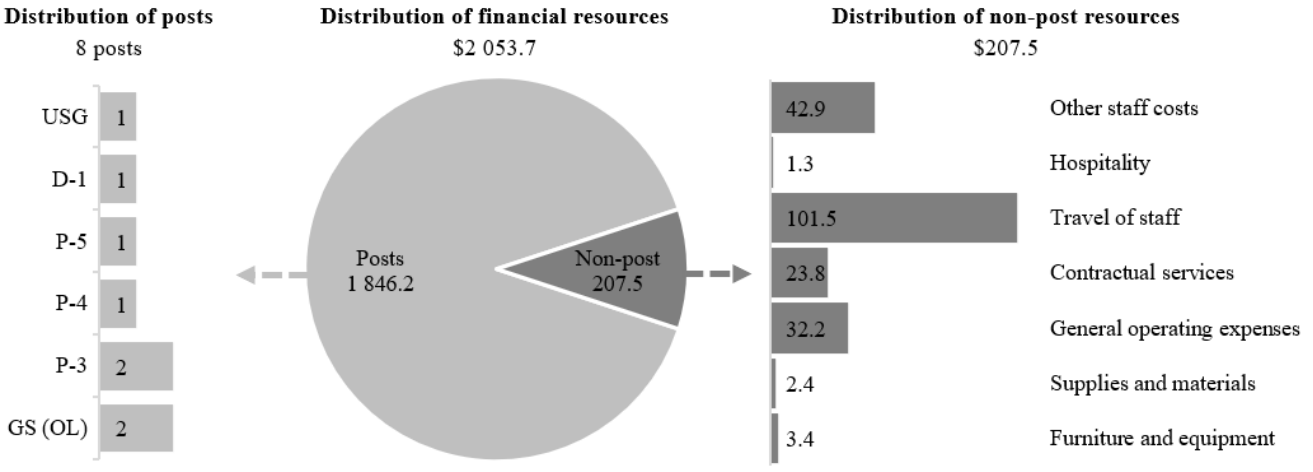
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	19	–	19
Subtotal, 2	**19**	**–**	**19**
Total (1+2)	**27**	**–**	**27**

Table 1.85
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 870.8	1 846.2	–	–	–	–	–	1 846.2
Non-post	250.3	207.5	–	–	–	–	–	207.5
Total	**2 121.1**	**2 053.7**	–	–	–	–	–	**2 053.7**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		2	–	–	–	–	–	2
Total		**8**	**–**	**–**	**–**	**–**	**–**	**8**

Figure 1.XVI
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

1.153 As reflected in tables 1.83 (2) and 1.84 (2), extrabudgetary resources amount to $6,518,200. The resources would complement regular budget resources and would be used mainly to provide for 19 posts (1 D-1, 1 P-5, 6 P-4, 5 P-3, 2 P-2 or P-1 and 4 General Service (Other level)) and non-post

resources that would be used to support the delivery of its mandates, including the engagement of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, mandated pursuant to Security Council resolution 2467 (2019), and support for the secretariat of the United Nations Action against Sexual Violence in Conflict network chaired by the Special Representative.

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

1.155 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.86. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities.

Table 1.86
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	15	29	64	100	100

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2026

1.158 To contribute to the objective, the Office will:

(a) Promote the acceleration of efforts towards the achievement of the Sustainable Development Goals relating to addressing all forms and drivers of violence against children and gender-based violence by undertaking high-level advocacy at the global, regional and national levels in collaboration with key stakeholders;

(b) Support Member States in the implementation of their pledges and the call to action adopted at the first Global Ministerial Conference on Ending Violence against Children, and support member States of the Pathfinding Global Alliance on Ending Violence against Children in the development, implementation and monitoring of context-specific road maps to accelerate progress in ending violence against children, including by facilitating peer learning and knowledge-sharing among States;

(c) Engage and support political, legislative, programmatic and monitoring processes at the global, regional, national and local levels to strengthen investment in child protection and well-being; conduct country visits in close cooperation with United Nations resident coordinators and regional or country teams; provide technical cooperation and practical guidance to Member States, including with respect to strengthening the collection of data on violence against children; share context-specific promising practices; enhance demand-driven bilateral and multilateral partnerships; and use social media and other communications tools to support its advocacy;

(d) Increase the attention given to violence against children in the United Nations system, including through leading the Inter-Agency Working Group on Violence against Children and through advocacy for the system-wide mainstreaming of child rights, including the integration of child protection into United Nations programmatic tools, such as the United Nations Sustainable Development Cooperation Frameworks;

(e) Advocate, as Chair of the United Nations task force on children deprived of liberty, for the use of the detention of children to be only a measure of last resort; work towards prevention, rehabilitation and community-based alternatives to deprivation of liberty; and gather and report on promising practices regarding alternatives to detention and institutionalization;

(f) Promote the role of children as agents of change through inclusive child participation in decision-making processes and the documentation and dissemination of child-led and peer-to-peer initiatives;

(g) Promote investment in integrated, cross-sectoral child- and gender-sensitive protection and violence prevention;

(h) Promote child protection as a cross-cutting theme in global, regional and national action to address trafficking in children, building on the Special Representative's tenure as co-Chair of the Inter-Agency Coordination Group against Trafficking in Persons.

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

(a) Action to prevent and respond to violence against children mainstreamed into law, policy and programmes through costed intersectoral action plans supported by strong monitoring, coordination and information management systems;

(b) Increased awareness of and action on key thematic and frontier issues requiring specific attention;

(c) Sustained investment in cross-sectoral services for children and their caregivers to prevent and respond to violence against children and gender-based violence;

(d) Adoption and effective implementation of prevention measures, rehabilitation and community-based alternatives to the deprivation of liberty of children;

(e) More effective and systematic involvement of children in decision-making processes, including through an increase in safe and empowering pathways provided by States.

1.160 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Governments have the political commitment and dedicate resources to accelerate action to prevent and end violence against children, in the framework of the Sustainable Development Goals;

(b) Civil society, faith-based organizations, local communities, the donor community and the private sector are committed to working together for and with children.

1.161 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with intergovernmental regional and subregional bodies. The Office will continue to forge regular engagement with United Nations entities, State partners and others, including regional organizations, based in cities such as Geneva, Paris, Vienna and Brussels, building on the strong liaison that it has established. The Office will pursue strong collaboration with civil society and faith-based organizations and the private sector.

1.162 With regard to inter-agency coordination and liaison, the Office continues to promote and strengthen collaboration within the United Nations system on ending violence against children, including with the members of the Inter-Agency Working Group on Violence against Children, the members of the United Nations task force on children deprived of liberty, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Sexual Violence in Conflict, the special procedures of the Human Rights Council, the human rights treaty bodies, the Special Adviser to the Secretary-General on the Prevention of Genocide, the Special Adviser to the Secretary-General on Africa, the United Nations Youth Office, the Office for Digital and Emerging Technologies, the Department of Economic and Social Affairs and United Nations regional commissions, United Nations resident coordinators and country team

members, the United Nations Global Counter-Terrorism Coordination Compact, the Inter-Agency Coordination Group against Trafficking in Persons, the United Nations Network on Migration, the Working Group on Hate Speech and the United Nations Action Against Sexual Violence in Conflict network.

1.163 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including in its advocacy to highlight how various forms of violence affect boys and girls differently and how this must inform and shape responses. Addressing gender discrimination and harmful social norms, as well as connections between violence against women and violence against children, is crucial to preventing and responding to violence against children and will continue to constitute an integral part of the Office's work.

1.164 In line with the United Nations Disability Inclusion Strategy and the principle of leaving no child behind, the Office places an emphasis on addressing some of the most vulnerable and neglected children, among whom are children with disabilities. Promoting policies and strategies for alternative means of care will continue to be at the core of the Office's advocacy. The Office will continue to pay particular attention to the inclusion of children with disabilities in all its consultations.

Evaluation activities

1.165 The Office will consider the results of evaluations in its work going forward. An evaluation to be conducted by the Office is planned for 2026.

Programme performance in 2024

First Global Ministerial Conference on Ending Violence against Children generated high-level political commitments

1.166 The Office co-hosted the first Global Ministerial Conference on Ending Violence against Children on 7 and 8 November 2024 in Bogotá, along with the Governments of Colombia and Sweden, the World Health Organization (WHO) and UNICEF. As part of the 15-month preparation for the Conference, the Special Representative, with the support of UNICEF, engaged with more than 50 State-led national preparatory processes. These processes were opportunities to define concrete, context-specific actions to tackle violence and its drivers at the national and local levels and explore ways to scale up such actions and overcome remaining challenges.

1.167 Progress towards the objective is presented in the performance measure below (see table 1.87).

Table 1.87
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	High-level delegations from 119 countries, including 63 ministers, participated in the Conference, leading to the adoption of over 400 pledges from more than 100 Member States to accelerate action to end violence against children by 2030, with 59 States also adopting the call to action launched at the Conference

Planned results for 2026

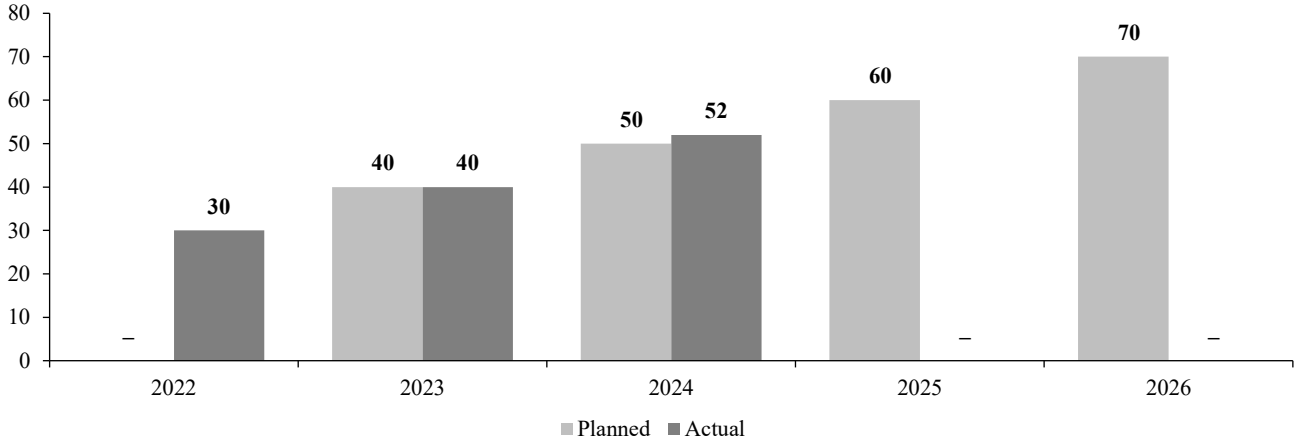
Result 1: national human rights institutions include child protection and well-being in their monitoring activities

Programme performance in 2024 and target for 2026

1.168 The Office's work contributed to 12 additional national human rights institutions including child protection and well-being in their monitoring activities, for a total of 52, which exceeded the planned target of 50.

1.169 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XVII).

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



Result 2: revitalized pathfinding country initiative (Pathfinding Global Alliance on Ending Violence against Children) to end violence against children by 2030

Programme performance in 2024 and target for 2026

1.170 The Office's work contributed to the agreement of a road map for accelerating and monitoring action for the Pathfinding Global Alliance on Ending Violence against Children (formerly known as the pathfinding 2.0 initiative) with Member States, which met the planned target.

1.171 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.88).

Table 1.88
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Road map for accelerating and monitoring action for the Pathfinding Global Alliance and the associated institutional and accountability framework are agreed by Member States	Five additional Member States join the Pathfinding Global Alliance	Five additional Member States join the Pathfinding Global Alliance

Result 3: Member States adopt strategic road maps to accelerate action to end violence against children by 2030

Proposed programme plan for 2026

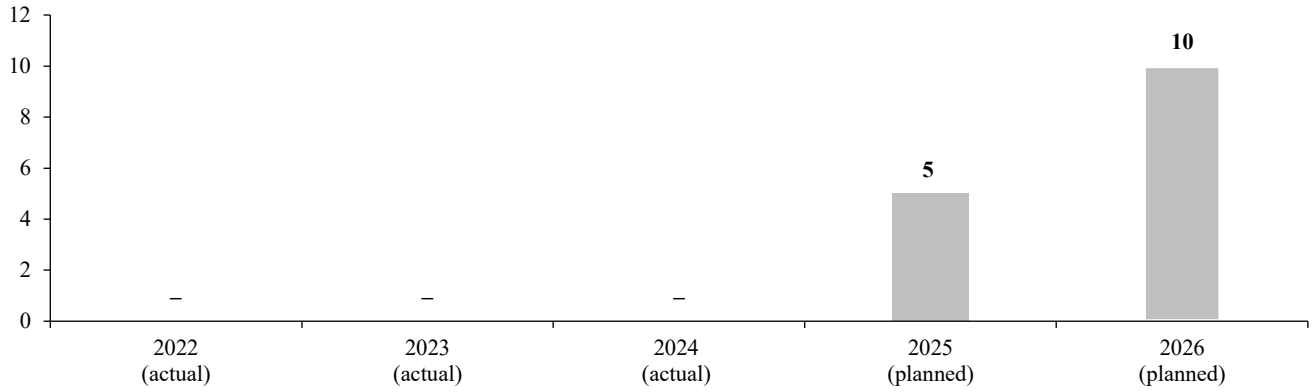
1.172 With less than five years remaining to achieve the 2030 Agenda, the world is not on track to end violence against children in line with the Sustainable Development Goals. To address this issue, the Office will support the member States of the Pathfinding Global Alliance in developing costed road maps that serve to identify key actions, responsibilities, timelines and resources to accelerate efforts to end violence against children. The Office will support this process through high-level political advocacy, the facilitation of peer learning and the mobilization of all key stakeholders, as well as through the provision of context-specific technical support, in close cooperation with United Nations country teams.

Lessons learned and planned change

1.173 The lesson for the Office was the need for support to Member States to be more context-specific, demand-driven and based on a bottom-up approach. In applying the lesson, the Office will support the development of road maps through participatory multi-stakeholder processes that include community engagement and build on Member States' existing frameworks for action, with particular emphasis on members of the Global Alliance. In the road maps, the specific integrated services needed at the local level to prevent and respond to violence against children will be identified.

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

Figure 1.XVIII
Performance measure: number of Pathfinding Global Alliance countries that have adopted road maps to accelerate action to end violence against children (cumulative)



Legislative mandates

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

General Assembly resolutions

62/141; 67/152; 69/157; 70/137; 72/245; 73/155; 76/147; 78/187	Rights of the child
71/176; 75/166; 77/201	Protecting children from bullying
75/185; 77/219; 79/172	Human rights in the administration of justice

Deliverables

1.176 Table 1.89 lists all deliverables of the programme.

Table 1.89
Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Annual reports to the General Assembly	1	1	1	1
2. Annual reports to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
Meetings of:				
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. The Fifth Committee	1	1	1	1
5. The Third Committee	1	1	1	1
6. The Human Rights Council	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Publications (number of publications)	**5**	**5**	**4**	**4**
7. Voluntary national reviews: analytical review	1	1	1	1
8. Children as agents of positive change: a mapping of children's initiatives	1	1	1	–
9. Advocacy brief on ending immigration detention of children	1	1	–	–
10. Publications on priority issues related to violence against children	2	2	2	3

C. Substantive deliverables

Consultation, advice and advocacy: high-level advocacy with Member States and other key stakeholders, including country missions to at least 10 Member States and 10 high-level events; the sharing of promising practices and provision of expert advice; and consultations with approximately 1,000 children.

Databases and substantive digital materials: marketplace for knowledge-sharing and peer learning for States.

D. Communication deliverables

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

External and media relations: joint advocacy papers; opinion pieces; briefings and press conferences; child-friendly materials; and expert articles.

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.177 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.90 to 1.92.

Table 1.90
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 316.2	2 281.6	–	–	–	–	–	2 281.6
Other staff costs	107.4	134.5	–	–	–	–	–	134.5
Hospitality	–	0.7	–	–	–	–	–	0.7
Consultants	142.6	285.1	–	–	–	–	–	285.1
Travel of staff	196.9	211.4	–	–	–	–	–	211.4
Contractual services	237.9	221.6	–	–	–	–	–	221.6
General operating expenses	31.2	30.4	–	–	–	–	–	30.4
Supplies and materials	1.3	3.7	–	–	–	–	–	3.7
Furniture and equipment	6.5	6.9	–	–	–	–	–	6.9
Grants and contributions	2.8	–	–	–	–	–	–	–
Total	**3 042.8**	**3 175.9**	**–**	**–**	**–**	**–**	**–**	**3 175.9**

Table 1.91
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Proposed for 2026	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

Table 1.92
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	3	–	–	–	–	3
P-3	3	–	–	–	–	3
Subtotal	**8**	**–**	**–**	**–**	**–**	**8**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
Total	**10**	**–**	**–**	**–**	**–**	**10**

1.178 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.93 to 1.95 and figure 1.XIX.

1.179 As reflected in tables 1.93 (1) and 1.94 (1), the overall resources proposed for 2026 amount to $3,175,900, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.93
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	3 042.8	3 175.9	–	–	–	–	–	3 175.9
Subtotal, 1	**3 042.8**	**3 175.9**	**–**	**–**	**–**	**–**	**–**	**3 175.9**

(2) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	719.7	719.7	–	–	719.7
Subtotal, 2	**719.7**	**719.7**	**–**	**–**	**719.7**
Total (1+2)	**3 762.5**	**3 895.6**	–	–	**3 895.6**

Table 1.94
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	10	–	–	–	–	10
Subtotal, 1	**10**	**–**	**–**	**–**	**–**	**10**

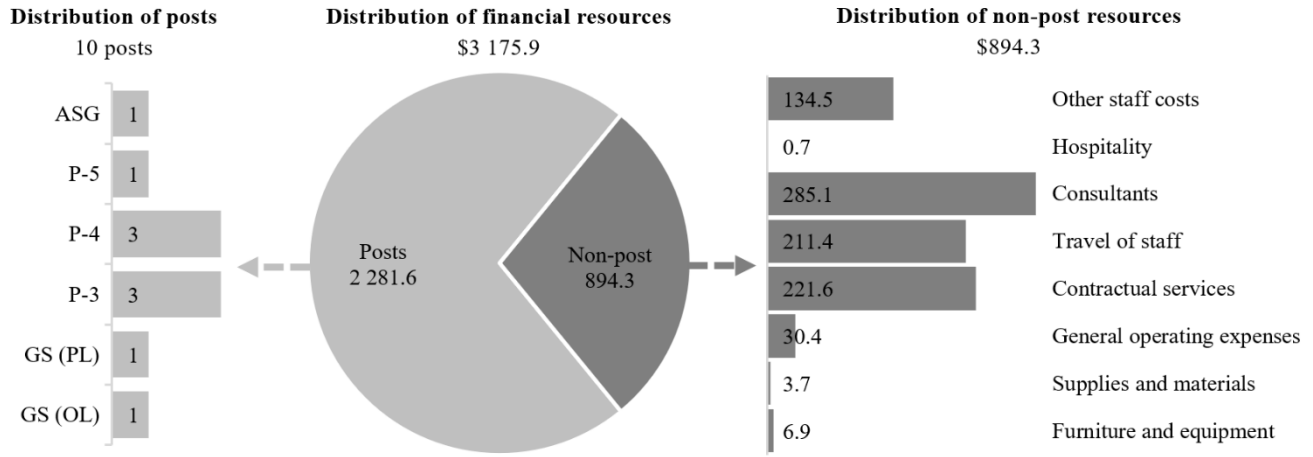
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	2	–	2
Subtotal, 2	**2**	**–**	**2**
Total (1+2)	**12**	**–**	**12**

Table 1.95
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	2 316.2	2 281.6	–	–	–	–	–	2 281.6
Non-post	726.6	894.3	–	–	–	–	–	894.3
Total	**3 042.8**	**3 175.9**	**–**	**–**	**–**	**–**	**–**	**3 175.9**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		2	–	–	–	–	–	2
Total		**10**	**–**	**–**	**–**	**–**	**–**	**10**

Figure 1.XIX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

1.180 As reflected in tables 1.93 (2) and 1.94 (2), extrabudgetary resources amount to $719,700. The resources would complement regular budget resources and would be used mainly to provide for two posts (P-4 and P-3) and non-post resources that would be used to support the delivery of the Office's

mandates through the implementation of various outreach activities and the provision of technical advice and support to Member States, regional organizations and other partners.

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

1.182 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.96. The Office will strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.96
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	19	57	79	100	100

VII. Office of the Victims' Rights Advocate

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.183 The mandate of the Victims' Rights Advocate was created as part of the strategy set out in the 2017 report of the Secretary-General entitled "Special measures on protection from sexual exploitation and abuse: a new approach" (A/71/818). The mandate derives from the priorities established in General Assembly resolutions and/or decisions, including resolutions 62/214, 71/278, 71/297, 75/321, 76/274, 77/333 and 78/331. The centrepiece of the strategy is to put the rights and dignity of victims at the centre of the work to prevent and respond to sexual exploitation and abuse across the United Nations system. The Victims' Rights Advocate has a system-wide role, with her advocacy and action extending to peacekeeping, humanitarian and development settings. At Headquarters, she is supported by the Office of the Victims' Rights Advocate. In the field, her mandate is operationalized through Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan.

Programme of work

Objective

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

Strategy and external factors for 2026

1.185 To contribute to the objective, the Victims' Rights Advocate will:

(a) Engage in sustained advocacy with Member States, United Nations entities, agencies, funds and programmes, other intergovernmental bodies, Governments and State structures, civil society and others to amplify the voices of victims to ensure that their needs and wishes are heard and respected and that their perspectives inform and shape United Nations efforts to prevent and respond to sexual exploitation and abuse, increase awareness of the negative impact that sexual exploitation and abuse has on victims and the work of all parts of the United Nations system, and foster an integrated response with regard to victims' rights to assistance, in line with the annex to General Assembly resolution 62/214;

(b) Operationalize the imperative of placing the rights and dignity of victims at the centre on the ground through support for a network of Senior Victims' Rights Officers and focal points for victims' rights, who serve as the main point of contact for all victims of sexual exploitation and abuse, and ensure that they receive assistance and support from all relevant United Nations system actors, accompanying them through investigation and consideration of their complaints and providing them with follow-up information, including on the progress of paternity and child support claims;

(c) Support Member States' implementation of the 2030 Agenda, in particular the achievement of Sustainable Development Goal 5 in the public and private spheres, including in relation to

trafficking and sexual and other types of exploitation, and Goal 16, which is intended, among others, to end the abuse and exploitation of, trafficking in, all forms of violence against and torture of children;

(d) Engage with United Nations actors across the system to implement a coordinated, system-wide and long-term vision for assistance to victims, and provide guidance to the Senior Victims' Rights Officers, the victims' rights focal points and other actors in the field;

(e) Advocate with Member States to enforce accountability and facilitate access to remedies and resolution of paternity and child support claims, seek to strengthen complaint mechanisms and contribute to creating an environment that encourages victims to come forward, in order to counter constraints that have a negative effect on victims' capacity to report misconduct and gain access to assistance and services.

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

(a) Victims assisted in accordance with their individual needs;

(b) A deepened understanding of how to prioritize the rights and dignity of victims across the United Nations system, implementing partners and beyond;

(c) Creation and maintenance of an environment of trust between victims and the United Nations on the ground, encouraging them to come forward with complaints of misconduct, confident that they will be respected and receive support, assistance and protection;

(d) Stronger system-wide collaboration and cooperation between Member States and the United Nations on accountability processes, restorative measures for victims, including the resolution of paternity and child support claims, and access to services for victims.

1.187 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) New cases of sexual abuse and exploitation perpetrated by United Nations and related personnel will become known to the Victims' Rights Advocate, the Office and the Senior Victims' Rights Officers;

(b) Cases reported earlier might not be resolved;

(c) Measures to prevent sexual exploitation and abuse integrate a system-wide victims' rights approach;

(d) Victims of sexual abuse and exploitation will require ongoing support and assistance to rebuild their lives;

(e) The urgency of establishing strong partnerships focusing on a victims' rights approach will be acknowledged more extensively inside and outside the United Nations system.

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

1.189 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment to integrate a strong victims' rights focus into the implementation of its plan to accelerate protection from sexual exploitation and abuse in humanitarian response. The Victims' Rights Advocate will enhance collaboration with the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the United Nations System on the development and

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

1.190 The Office will continue its cooperation with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. It will collaborate with the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs to facilitate the more timely and effective resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse, including through the possible development of a harmonized procedure for handling such claims. The Office will coordinate with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations on matters related to peace operations. The Office will strengthen its collaboration with the Development Coordination Office and resident coordinators on their roles and responsibilities with respect to victims' rights and assistance in line with the management and accountability framework of the United Nations development and resident coordinator system, including by continuing to brief newly appointed resident coordinators and provide them with advice at their request. The Victims' Rights Advocate will also continue to engage with other entities, including the internal justice system, on her mandate and the importance of the victims' rights approach.

1.191 The Office integrates a gender perspective into its policy and operational activities, deliverables and results, as appropriate. The majority of victims of sexual exploitation and abuse are women and girls, and most perpetrators are men. The Victims' Rights Advocate acknowledges that entrenched discrimination against women and girls, manifested in laws and policies, power imbalance, gender inequality and harmful practices, underpins such misconduct. The Victims' Rights Advocate understands that men and boys, especially in vulnerable situations, may be victims of sexual exploitation and abuse and face barriers to reporting. The Victims' Rights Advocate emphasizes that victims may experience hurt, harm, fear, reprisals, abandonment, exclusion from their community and stigma. She urges that interventions and responses be conceptualized, designed and implemented to promote the empowerment of victims and their inclusion in all issues that concern them.

1.192 The Victims' Rights Advocate promotes tailored responses, given that each victim is different and may be affected by intersecting, interconnected and multiple forms of discrimination, including on the basis of race, sex, gender, sexual orientation, age, minority and/or migration status or disability, in line with the United Nations Disability Inclusion Strategy and the strategic action plan of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. The Office seeks to make its core policy documents and training as accessible as possible. The Senior Victims' Rights Officers will continue to serve as the main contact for all victims and take steps to ensure that a victims' rights, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims.

Evaluation activities

1.193 An evaluation of the Office to be conducted by the Office of Internal Oversight Services (OIOS) is planned for 2026.

Programme performance in 2024

Strengthened victim-centred approach within the United Nations justice system

1.194 In June 2024, the Victims' Rights Advocate accompanied the judges of the United Nations Dispute Tribunal during an official visit to South Sudan with the aim of providing the judges an opportunity to witness first-hand the challenges faced by victims of sexual exploitation and abuse perpetrated by United Nations and related personnel. The visits enhanced the judges' awareness and understanding of the circumstances and needs of victims of sexual exploitation and abuse.

1.195 Progress towards the objective is presented in the performance measure below (see table 1.97).

Table 1.97
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Legal officers, registrars of the United Nations Dispute Tribunal and United Nations Appeals Tribunal, and the judges of the United Nations Dispute Tribunal received briefings on the victim-centred approach	Newly appointed judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal received briefings on the victim-centred approach as part of their induction programmes	Judges of the United Nations Dispute Tribunal have enhanced awareness and understanding of the circumstances and needs of victims of sexual exploitation and abuse

Planned results for 2026

Result 1: adoption of a victims' rights approach among all personnel assisting and investigating allegations of sexual exploitation and abuse

Programme performance in 2024 and target for 2026

1.196 The Office's work contributed to raising awareness system-wide on the victims' rights approach among personnel who assist victims or investigate allegations of sexual exploitation and abuse, including representatives of United Nations investigatory bodies, which met the planned target.

1.197 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.98).

Table 1.98
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
United Nations internal justice system personnel handling allegations of sexual exploitation and abuse are briefed on the victims' rights approach	Increased number of personnel who assist victims or investigate allegations of sexual exploitation and abuse received briefings on the victims' rights approach	All new personnel who assist victims or investigate allegations of sexual exploitation and abuse received briefings on the victims' rights approach	All new personnel who assist victims or investigate allegations of sexual exploitation and abuse complete/ participate in training on the victims' rights approach to sexual exploitation, sexual abuse as part of their induction and ongoing training	All personnel who assist victims or investigate allegations of sexual exploitation and abuse will have access to training on the victims' rights approach

Result 2: strengthened system-wide implementation of the Secretary-General's strategy of placing the rights and dignity of victims at the centre of prevention and response from sexual exploitation and abuse

Programme performance in 2024 and target for 2026

1.198 The Office's work contributed to the issuance and dissemination of the victims' rights statement and to online training module materials on a victim-centred approach being made available in all six official languages of the United Nations, which met the planned target.

1.199 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.99).

Table 1.99
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Endorsement of the victims' rights statement and launch of a training module on a victim-centred approach	The victims' rights statement was issued and disseminated, and online training module materials on a victim-centred approach were made available in all six official languages of the United Nations	The victims' rights statement is made available in accessible, simplified and child-friendly versions	A system-wide campaign is conducted to consolidate the victims' rights approach

Result 3: enhanced support for victims through the leveraging of the diverse experiences and knowledge of Victims' Rights Officers in peacekeeping, humanitarian and development contexts

Proposed programme plan for 2026

1.200 Victims of sexual exploitation and abuse committed by United Nations and related personnel benefit from improved assistance, protection and support through the work of Senior Victims' Rights Officers and victims' rights focal points, who serve as their main point of contact and who perform a wide range of critical tasks to support victims, including ensuring that victims receive timely assistance and support, accompanying them during the reporting process, keeping them updated on case progress and facilitating the collection of DNA to support the resolution of paternity/child support claims. To carry out these tasks, Senior Victims' Rights Officers and victims' rights focal points need to keep their expertise up-to-date and reinforce their ability to adequately respond to the individual needs of victims on a case-by-case basis and to uphold their rights, through regular exchanges of best practices and lessons learned, retreats, workshops and training. These initiatives will also represent the main capacity-building activities aimed at strengthening the expertise of newly appointed Senior Victims' Rights Officers and victims' rights focal points.

Lessons learned and planned change

1.201 The lesson for the Office was that due to the critical role that Senior Victims' Rights Officers and victims' rights focal points have in responding to the diverse needs of victims, it is essential to create opportunities for knowledge-sharing to ensure that victims receive the best possible support. In applying the lesson, the Office will ensure that Senior Victims' Rights Officers and victims' rights focal points are well-equipped to support victims and adapt to the specific circumstances of each case through regular exchanges of best practices, application of lessons learned and participation in capacity-building initiatives.

1.202 Expected progress towards the objective is presented in the performance measure below (see table 1.100).

Table 1.100
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Best practices and common challenges identified through regular meetings between the Victims' Rights Advocate, the Senior Victims' Rights Officers and victims' rights focal points	Victims of sexual exploitation and abuse receive improved assistance and support through the enhanced skills and capacity-building of newly appointed Senior Victims' Rights Officers and victims' rights focal points	A standard operating procedure is developed based on the exchanges with and enhanced skills of Senior Victims' Rights Officers and victims' rights focal points

Legislative mandates

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

General Assembly resolutions

62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (annex)	71/278; 75/321; 76/303; 78/331	United Nations action on sexual exploitation and abuse
		71/297	Special measures for protection from sexual exploitation and abuse
		76/274	Cross-cutting issues

Deliverables

1.204 Table 1.101 lists all deliverables of the programme.

Table 1.101
Office of the Victims' Rights Advocate: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. The Fifth Committee	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
3. Project on mapping victims' rights services and approaches available throughout the United Nations system	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**6**	**6**	**6**	**6**
4. Workshops on the mandate with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	6	6	6	6
Publications (number of publications)	**2**	**2**	**2**	**2**
5. Annual reports on the work of the Victims' Rights Advocate	2	2	2	2
Technical materials (number of materials)	**2**	**2**	**2**	**2**
6. Concept notes on challenges to victims of sexual exploitation and abuse	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: Five briefings to Member States, five briefings to United Nations system entities and webinars with universities and academic institutions.

Sustained advocacy by the Victims' Rights Advocate, including through her (a) cooperation with the Inter-Agency Standing Committee; (b) briefings to Member States and Member State groupings, to senior mission leaders, to the global meeting of resident coordinators and induction of resident coordinators and other United Nations leaders; and (c) cooperation with United Nations country teams and humanitarian country teams.

Regular engagement with Special Representatives of the Secretary-General, resident coordinators, and national and regional protection from sexual exploitation and abuse networks, including through the Victims' Rights Advocate's country visits.

Databases and substantive digital materials: training module for United Nations staff, non-staff personnel and implementing partners and the victims' rights first web page.

D. Communication deliverables

Outreach programmes, special events and information materials: awareness-raising and educational materials on victims' rights.

External and media relations: media interviews and articles.

Digital platforms and multimedia content: website, social media content on areas of work, intranet stories and expansion of the victims' rights first thematic web page.

B. Proposed post and non-post resource requirements for 2026

Overview

1.205 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.102 to 1.104.

Table 1.102
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	822.6	898.5	–	–	–	–	–	898.5
Travel of staff	86.6	83.4	–	–	–	–	–	83.4
Contractual services	4.9	10.3	–	–	–	–	–	10.3
General operating expenses	4.3	2.3	–	–	–	–	–	2.3
Supplies and materials	0.2	1.4	–	–	–	–	–	1.4
Furniture and equipment	0.3	–	–	–	–	–	–	–
Total	**918.9**	**995.9**	**–**	**–**	**–**	**–**	**–**	**995.9**

Table 1.103
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Proposed for 2026	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.104
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
P-4	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	**3**	**–**	**–**	**–**	**–**	**3**
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	**1**	**–**	**–**	**–**	**–**	**1**
Total	**4**	**–**	**–**	**–**	**–**	**4**

1.206 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.105 to 1.108 and figure 1.XX.

1.207 As reflected in tables 1.105 (1) and 1.106, the overall resources proposed for 2026 amount to $995,900, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.105
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	918.9	995.9	–	–	–	–	–	995.9
Subtotal, 1	**918.9**	**995.9**	**–**	**–**	**–**	**–**	**–**	**995.9**

(2) *Other assessed*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	49.7	48.2	–	–	48.2
Subtotal, 2	**49.7**	**48.2**	**–**	**–**	**48.2**

(3) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	269.4	409.6	355.9	86.9	765.5
Subtotal, 3	**269.4**	**409.6**	**355.9**	**86.9**	**765.5**
Total (1+2+3)	**1 238.1**	**1 453.7**	**355.9**	**24.5**	**1 809.6**

Table 1.106
Proposed posts for 2026 by source of funding and component
(Number of posts)

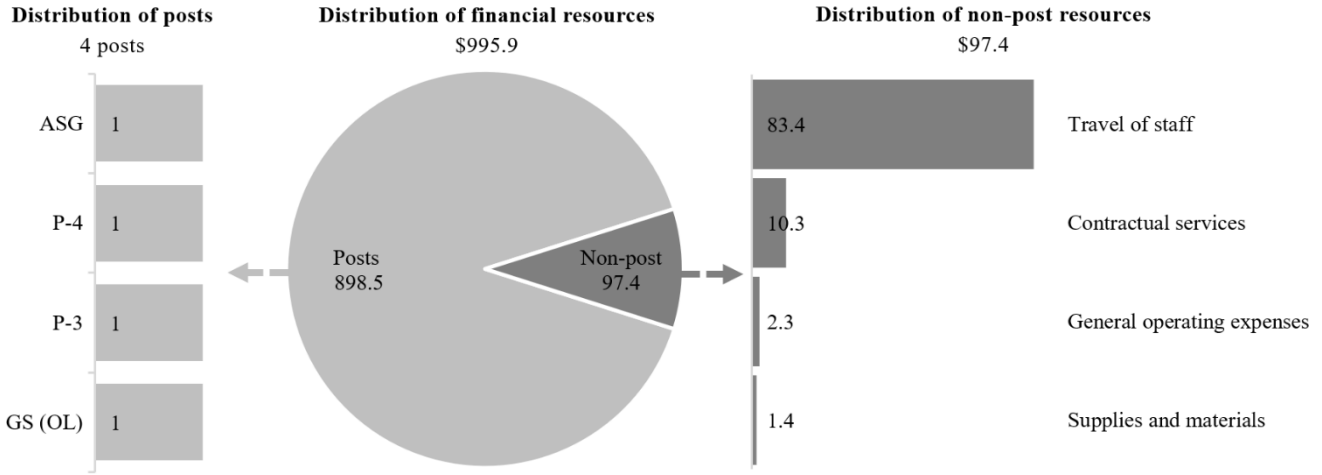
Regular budget

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	4	–	–	–	–	4
Total	**4**	**–**	**–**	**–**	**–**	**4**

Table 1.107
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	822.6	898.5	–	–	–	–	–	898.5
Non-post	96.3	97.4	–	–	–	–	–	97.4
Total	**918.9**	**995.9**	**–**	**–**	**–**	**–**	**–**	**995.9**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 1.XX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Other assessed resources

1.208 As reflected in table 1.105 (2), other assessed resources amount to $48,200. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.209 As reflected in table 1.105 (3), extrabudgetary resources amount to $765,500. The non-post resources would complement regular budget resources and support the delivery of the mandate, including the resolution of paternity and child support claims. They will also support the coordination of activities related to budget, as well as resource mobilization and project management.

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

1.211 Information on the advance booking for air travel is reflected in table 1.108. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.108
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	14	50	68	100	100

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

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

1.213 The Special Coordinator drives and oversees United Nations efforts to prevent and respond to sexual exploitation and abuse across the United Nations system. Through the development of procedures, protocols, standardized tools and support for United Nations entities at Headquarters and in the field, the Special Coordinator continues efforts to align approaches and enhance coordination, cooperation and system-wide coherence.

Programme of work

Objective

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

Strategy and external factors for 2026

1.215 To contribute to the objective, the Office will:

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

(b) Promote the implementation of the Secretary-General's strategy to combat sexual exploitation and abuse across the system's more than 30 affiliated funds, programmes and specialized agencies and act as the secretariat of the Secretary-General's institutionalized standing bodies for protection against sexual exploitation and abuse, such as the High-level Steering Group on preventing sexual exploitation and abuse, convened by the Chef de Cabinet, which oversees the implementation of the Secretary-General's strategy;

(c) Review and address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse by all categories of United Nations personnel, both uniformed and civilian, and by non-United Nations actors;

(d) Consult with international, regional and subregional organizations, Member States, United Nations independent human rights experts, civil society organizations, national human rights institutions, academic institutions and think tanks, as appropriate, to ensure that policies and operational efforts across the United Nations system reflect best practice;

(e) Monitor and enhance the Secretary-General's public reporting mechanism for allegations of sexual exploitation and abuse;

(f) Promote enhanced accountability efforts through a multifaceted approach which engages leadership both within Member States and within the United Nations system, strengthen commitment, processes and engagement at the national level, foster collaboration with Member States, increase investigative capacity, strengthen legislative frameworks and ensure a victim-centred, trauma-informed approach;

(g) Work closely with leadership across the United Nations system to provide strategic support and guidance to assist in designing and developing comprehensive strategies, system-wide policies and initiatives to combat sexual exploitation and abuse and strengthen joint United Nations programming on prevention initiatives.

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

(a) Strengthened prevention of and responses to sexual exploitation and abuse in a cohesive and coordinated manner, including improved data collection, evidence-based programming, monitoring and analysis of performance by the United Nations system;

(b) Institutionalization of an organizational culture of zero tolerance for inaction with respect to sexual exploitation and abuse, with a robust and consistent understanding among United Nations personnel of standards of conduct and the purpose of mission of the United Nations, to advance cultural change and address the underpinnings of sexual exploitation and abuse, including gender imbalances and the abuse of authority due to power differentials.

1.217 With regard to external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Personnel, at all levels, prioritize combating sexual exploitation and abuse within United Nations operations;

(b) Adequate, qualified, victim-centred investigation capacity and appropriate organizational structures are in place to respond;

(c) The United Nations system supports the alignment and institutionalization of measures to prevent and respond to sexual exploitation and abuse, including through sustained, predictable funding.

1.218 With regard to inter-agency coordination, the Office will continue to seek cooperation with all United Nations partners, including agencies, funds and programmes, and the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment, to ensure coordination with relevant mandates and a coherent and consistent response. The Office will also continue to collaborate with the Office of the Victims' Rights Advocate, the Department of Management Strategy, Policy and Compliance and the Department of Global

Communications, among other entities within the Organization, to ensure alignment of messages relating to the prevention of and response to sexual exploitation and abuse in internal and external communications. Furthermore, the Office will work closely with the Development Coordination Office and resident coordinators, globally, to support their roles and responsibilities in accordance with the management and accountability framework of the United Nations development and resident coordinator system. The Office continues to serve as the secretariat of the Secretary-General's circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations, which comprises global leaders who actively support the agenda of combating sexual exploitation and abuse.

1.219 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Special Coordinator will advocate for comprehensive reforms in policy, culture and systems to mitigate discrimination, rectify power imbalances, alleviate disparities and promote equality. Addressing the foundational factors contributing to sexual exploitation and abuse is paramount, with a specific emphasis on promoting equality, respect and dignity. Recognizing that these issues affect all individuals, the Office remains committed to fostering a safe and rights-based environment that focuses its work on impact and best serves the core purposes for which the United Nations was founded.

1.220 In line with the United Nations Disability Inclusion Strategy, the Office will identify ways to ensure the integration of disability inclusion across all projects. This involves mainstreaming disability inclusion through training and outreach material on preventing and responding to sexual exploitation and abuse, including on victim support, that is tailored to address the distinct needs and challenges of individuals with disabilities.

Programme performance in 2024

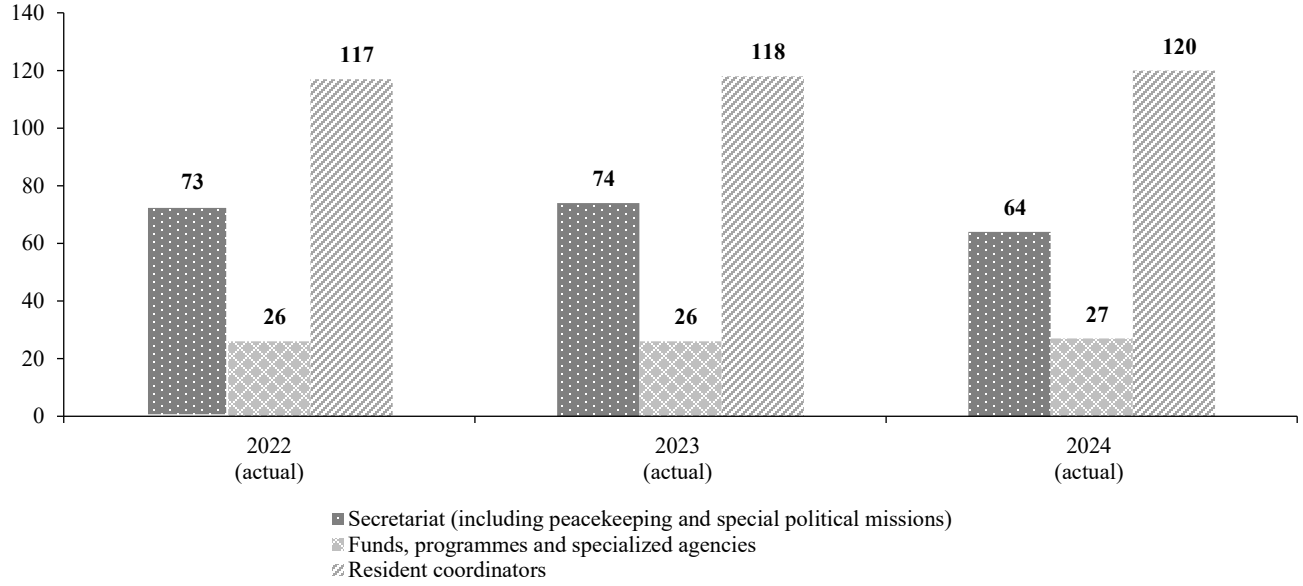
Strengthened system-wide approach to protection from sexual exploitation and abuse at both the strategic and the operational levels

1.221 The Office remained steadfast in driving a strengthened and coordinated system-wide approach to protection from sexual exploitation and abuse at both the strategic and the operational levels. The Special Coordinator and the Office coordinated and advocated for the operationalization of the Secretary-General's strategy for the prevention of and response to sexual exploitation and abuse across the United Nations system. This included providing strategic and operational guidance and support, strengthening monitoring and risk assessment processes and renewing the focus on enhancing partnerships and communication.

1.222 Visits were conducted by the Special Coordinator to United Nations offices and field locations, including development, humanitarian and peace operations. Those official visits helped to raise awareness of the necessary standards of conduct, the need to have robust mechanisms in place for detecting and responding to allegations, and the importance of visible leadership and dedicated capacity for protection from sexual exploitation and abuse in-country. Moreover, the Office continuously engaged in global dialogues at the leadership, operational and technical levels to enhance the effectiveness of mechanisms for preventing and responding to sexual exploitation and abuse, including data collection and resourcing for efforts related to protection from sexual exploitation and abuse.

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

Figure 1.XXI
Performance measure: number of heads of entities and resident coordinators with strategic and action plans on the prevention of and response to sexual exploitation and abuse (annual)



Planned results for 2026

Result 1: a reduction in operational and policy and procedural gaps in the United Nations handling of sexual exploitation and abuse perpetrated by all categories of United Nations personnel system-wide

Programme performance in 2024 and target for 2026

1.224 The Office's work contributed to policy and operational gaps being addressed, including through the initiation of workstreams for the update of the Secretary-General's bulletin on special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13); the organization of efforts to strengthen protection from sexual exploitation and abuse in mission transitions and post-mission environments; and the facilitation of efforts to obtain critical feedback from United Nations system entities for the development of revised guidance and tools, which met the planned target of an increased number of entities addressing policy and operational gaps. However, while progress has been made, the target of an increased number of United Nations system organizations systematically sharing data to fulfil reporting requirements was not met mainly because organizations guard their independence and fear the "transparency penalty".

1.225 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.109).

Table 1.109
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Entities addressed policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse, and entities improve data-sharing and reporting	An increased number of entities addressed policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse	An increased number of entities address policy and operational gaps, including through alignment of existing policies with best practices	An increased number of entities address policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse

Result 2: one UN coordinated approach to more effectively address sexual exploitation and abuse

Programme performance in 2024 and target for 2026

1.226 The Office's work contributed to senior leaders in the United Nations system having access to a tailored toolkit for the prevention of sexual exploitation and abuse, *Protection from Sexual Exploitation and Abuse: A Practical Toolkit for United Nations Senior Leaders in-Country*, which met the planned target.

1.227 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.110).

Table 1.110
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Senior leaders in the United Nations system have access to a tailored toolkit for the prevention of sexual exploitation and abuse	Senior leaders have access to additional resources and communications, which lead to the adoption and use of a toolkit to fulfil their protection from sexual exploitation and abuse roles and responsibilities	Senior leaders across all pillars of the United Nations system and at NGOs have access to streamlined, practical resources, which empowers leaders to effectively fulfil their protection from sexual exploitation and abuse obligations

Result 3: effective prevention and response efforts through the institutionalization of protection from sexual exploitation and abuse across the United Nations system

Proposed programme plan for 2026

1.228 The Office continues to advance the institutionalization of measures to prevent and respond to sexual exploitation and abuse by ensuring the operationalization of protection from sexual exploitation and abuse through strengthened coordination, policy alignment and systematic implementation at the field level. Given the complexity of the United Nations system – which includes over 30 affiliated programmes, funds and specialized agencies with distinct leadership, membership, and budgetary structures – achieving a unified and coordinated approach remains a priority.

Lessons learned and planned change

1.229 The lesson for the Office was that the institutionalization of protection from sexual exploitation and abuse requires predictable and sustained resources. In field visits and stakeholder engagement, it has been consistently highlighted that funding gaps and high turnover among coordinators, particularly in high-risk locations, hinder consistent implementation and effective victim support. In applying the lesson, the Office will prioritize strategic resource planning and advocate for sustained financial commitments and mechanisms. Efforts will also be focused on embedding protection from sexual exploitation and abuse into governance structures, leadership frameworks and accountability mechanisms, moving beyond current ad hoc programming and initiatives. Strengthening coordination, policy alignment, committed leadership and systematic implementation will be central to this shift.

1.230 Expected progress towards the objective is presented in the performance measure below (see table 1.111).

Table 1.111
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Increased coordination, policy alignment and more systematic implementation of protection from sexual exploitation and abuse at both the headquarters and country levels	Coordination, policy alignment and more systematic implementation of protection from sexual exploitation and abuse at both the headquarters and country levels

Legislative mandates

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

General Assembly resolutions

59/300; 61/267 B	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations	62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel
62/63; 79/116	Criminal accountability of United Nations officials and experts on mission	70/286; 76/274	Cross-cutting issues

71/278; 72/312; 73/302; 75/321; 76/303; 77/333; 78/331	United Nations action on sexual exploitation and abuse	71/297	Special measures for protection from sexual exploitation and abuse

Security Council resolutions

2272 (2016)	2436 (2018)

Deliverables

1.232 Table 1.112 lists all deliverables of the programme.

Table 1.112
Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Secretary-General on special measures for protection from sexual exploitation and abuse	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**6**	**4**
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	3	2
3. The Fifth Committee	2	2	3	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**5**	**40**	**30**	**30**
4. Training events with international and regional organizations and regional and national coordinators for protection from sexual exploitation and abuse	5	40	30	30
Technical materials (number of materials)	**1**	**1**	**2**	**2**
5. Tools/manual on protection against sexual exploitation and abuse	1	1	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to Member States; webinars with universities, academic institutions and think tanks; and discussions with civil society organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach and awareness-raising campaigns; educational materials, including system-wide fact sheets on the Secretary-General's initiatives to prevent and respond to sexual exploitation and abuse; and outreach initiatives.				
External and media relations: media interviews, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: content of the Secretary-General's website on preventing sexual exploitation and abuse and social media posts on areas of work.				
E. Enabling deliverables				
Internal justice and oversight: annual or biannual High-level Steering Group meetings on sexual exploitation and abuse; bimonthly sexual exploitation and abuse working group meetings that include more than 30 entities/departments/offices within the United Nations system; and annual system-wide survey on facts and perceptions of United Nations personnel (civilian, police and military) to gain information on their awareness of the standards of conduct and behaviour to prevent and respond to sexual exploitation and abuse.				

B. Proposed post and non-post resource requirements for 2026

Overview

1.233 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.113 to 1.115.

Table 1.113
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	931.0	956.3	–	–	–	–	–	956.3
Consultants	13.3	–	–	–	–	–	–	–
Travel of staff	87.5	92.8	–	–	–	–	–	92.8
Contractual services	29.6	15.6	–	–	–	–	–	15.6
General operating expenses	3.1	4.8	–	–	–	–	–	4.8
Supplies and materials	0.2	1.1	–	–	–	–	–	1.1
Furniture and equipment	1.1	5.3	–	–	–	–	–	5.3
Total	**1 065.8**	**1 075.9**	**–**	**–**	**–**	**–**	**–**	**1 075.9**

Table 1.114
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)
Proposed for 2026	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)

Table 1.115
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
Subtotal	**3**	**–**	**–**	**–**	**–**	**3**
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	**1**	**–**	**–**	**–**	**–**	**1**
Total	**4**	**–**	**–**	**–**	**–**	**4**

1.234 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.116 to 1.118 and figure 1.XXII.

1.235 As reflected in tables 1.116 (1) and 1.117 (1), the overall resources proposed for 2026 amount to $1,075,900, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.116
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	1 065.8	1 075.9	–	–	–	–	–	1 075.9
Subtotal, 1	**1 065.8**	**1 075.9**	**–**	**–**	**–**	**–**	**–**	**1 075.9**

(2) *Other assessed*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	56.1	53.3	–	–	53.3
Subtotal, 2	**56.1**	**53.3**	**–**	**–**	**53.3**

(3) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	1 412.8	1 650.0	(150.0)	(9.1)	1 500.0
Subtotal, 3	**1 412.8**	**1 650.0**	**(150.0)**	**(9.1)**	**1 500.0**
Total (1+2+3)	**2 534.7**	**2 779.2**	**(150.0)**	**(5.4)**	**2 629.2**

Table 1.117
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	4	–	–	–	–	4
Subtotal, 1	**4**	**–**	**–**	**–**	**–**	**4**

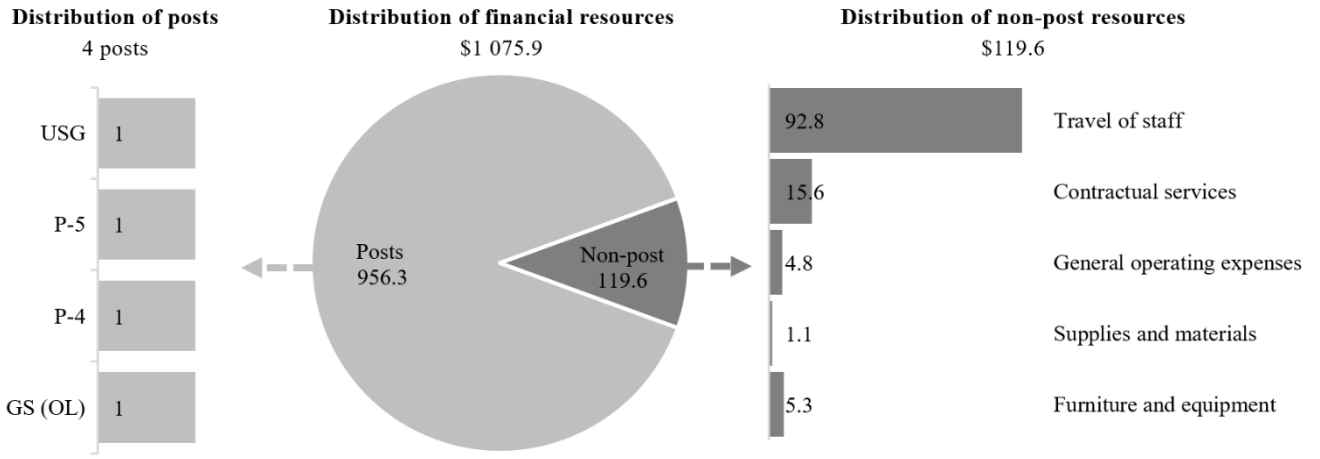
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	4	–	4
Subtotal, 2	**4**	**–**	**4**
Total (1+2)	**8**	**–**	**8**

Table 1.118
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	931.0	956.3	–	–	–	–	–	956.3
Non-post	134.8	119.6	–	–	–	–	–	119.6
Total	**1 065.8**	**1 075.9**	**–**	**–**	**–**	**–**	**–**	**1 075.9**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 1.XXII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Other assessed resources

1.236 As reflected in table 1.116 (2), other assessed resources amount to $53,300. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.237 As reflected in table 1.116 (3), extrabudgetary resources amount to $1,500,000. The resources would complement the regular budget resources and would be used mainly to provide for four posts (1 P-4, 2 P-3 and 1 General Service (Other level)) and non-post resources to support the delivery of the Office's mandate, including through specific activities such as communication and technical support on protection from sexual exploitation and abuse, travel of staff (i.e., to the field operations) and contractual services and general operating expenses for gratis personnel.

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

1.239 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.119. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, including the need to travel to the field on short notice. The Office will continue to strive to improve the planning of its travel to improve its compliance with the advance booking of air travel policy.

Table 1.119
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	14	59	100	100

IX. Office of the United Nations Ombudsman and Mediation Services

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.240 The Office of the United Nations Ombudsman and Mediation Services is responsible for providing confidential, impartial and independent conflict resolution services to address work-related issues of staff members and non-staff personnel, upon request. In doing so, the United Nations Ombudsman makes an essential contribution to making the Organization a productive, healthy and enabling workplace.

1.241 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions 55/258 and 56/253. The Office was further strengthened by the Assembly, pursuant to its resolutions 61/261 and 62/228, to create an integrated and geographically decentralized Office. By its resolution 73/276, the Assembly requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute resolution services to non-staff personnel. By its resolution 78/248, the Assembly decided to regularize the pilot project for access by non-staff personnel to the services of the Office, within existing resources.

Programme of work

Objective

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

Strategy and external factors for 2026

1.243 To contribute to the objective, the Office will:

(a) Provide the full range of conflict resolution services to United Nations staff and non-staff personnel in three core areas: addressing workplace grievances from staff and non-staff personnel through case intervention; engaging with relevant stakeholders to provide systemic feedback for improvements in the workplace; and strengthening, through capacity-building initiatives, the ability of staff and non-staff personnel to address workplace conflict effectively;

(b) Ensure that staff and non-staff personnel, irrespective of location, have access to the informal pillar of the administration of justice and to informal conflict resolution services, including by providing services in all six official languages of the United Nations;

(c) Conduct outreach efforts to raise awareness of the importance of informal dispute resolution as a preferred first step in the Organization;

(d) Promote and facilitate healthy dialogue among colleagues through the delivery of its workshops on “civility, communication and community”.

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

(a) A more harmonious and collaborative work environment for United Nations staff and non-staff personnel;

(b) More productive and more effective functioning of the Organization;

(c) Improved understanding by staff and non-staff personnel and managers of the importance of resilience and flexibility in promoting a harmonious workplace.

1.245 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) All staff and non-staff personnel, including those in supervisory functions, avail themselves of opportunities to resolve workplace issues through established informal mechanisms;

(b) All staff and non-staff personnel observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;

(c) Caseload trends remain stable.

1.246 With regard to cooperation with other entities and inter-agency coordination and liaison, the Office will continue to cooperate with the network of ombudsmen and mediators of the United Nations system so as to contribute to improved system-wide cohesion and impact in the area of conflict resolution in the workplace. The Office will also focus on building stronger collaboration with the formal system of administration of justice to explore opportunities for more referrals from the formal to the informal pillar.

1.247 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will continue to integrate a gender perspective into the provision of conflict resolution services and the identification of systemic issues to provide feedback on gender inequities, as observed in cases brought forward. The Office will continue to support the implementation of the strategy included in the system-wide policy on gender equality and the empowerment of women. The Office also compiles gender-disaggregated data.

1.248 In line with the United Nations Disability Inclusion Strategy, the Office will work to ensure that it takes into account the needs of persons with disabilities, facilitating their full and effective participation in the activities of the Office, and that relevant content, such as information conveyed through its online platforms, is accessible to persons with disabilities. The Office will maintain accessibility features on the website that benefit users with temporary or long-term disabilities, in collaboration with the Department of Global Communications.

Evaluation activities

1.249 An evaluation of client satisfaction, conducted by the Office and completed in 2024, has guided the proposed programme plan for 2026.

1.250 In response to the results of the evaluation referenced above, the Office will work closely with stakeholders, staff and non-staff personnel to raise awareness of the “informal first” approach as an important first step to resolve workplace disputes effectively. There are numerous benefits to this approach, which is, among other qualities, amicable, confidential, cost-effective and time-efficient. The Office will continue to deliver information sessions, including through targeted outreach, to increase awareness of informal conflict resolution mechanisms and build conflict competence skills by engaging staff and non-staff personnel in dialogue and promoting action to improve workplace behaviour, thereby creating an environment where everyone can thrive in dignity and mutual respect.

1.251 An evaluation of client satisfaction, to be conducted by the Office, is planned for 2026.

Programme performance in 2024

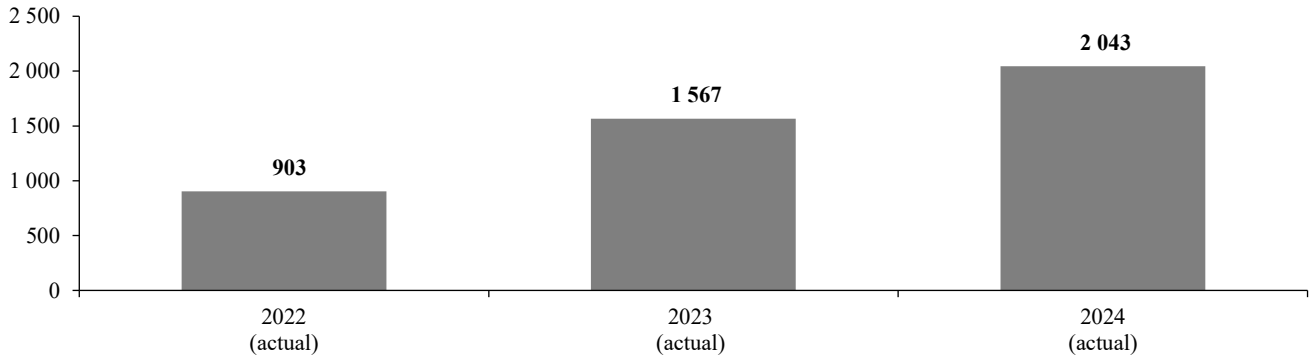
Managing workplace conflict better through capacity- and skill-building activities

1.252 The principle of dignity is a cornerstone of the Organization, as reaffirmed in the Staff Regulations and Rules of the United Nations, in which it is stated that “staff members shall uphold and respect the principles set out in the Charter, including faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of men and women”. In its systemic observations, the Office has consistently highlighted concerns related to issues of dignity and respect and has

pointed out the impact of such issues on team climate and morale, stressing the need to foster an inclusive and respectful work environment. In 2024, the Office organized a workshop on dignity, focusing on the connection between dignity and civility in the workplace, which allows participants to reflect on how communication has the potential to enhance or undermine dignity.

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

Figure 1.XXIII
Performance measure: number of personnel equipped to manage workplace conflict



Planned results for 2026

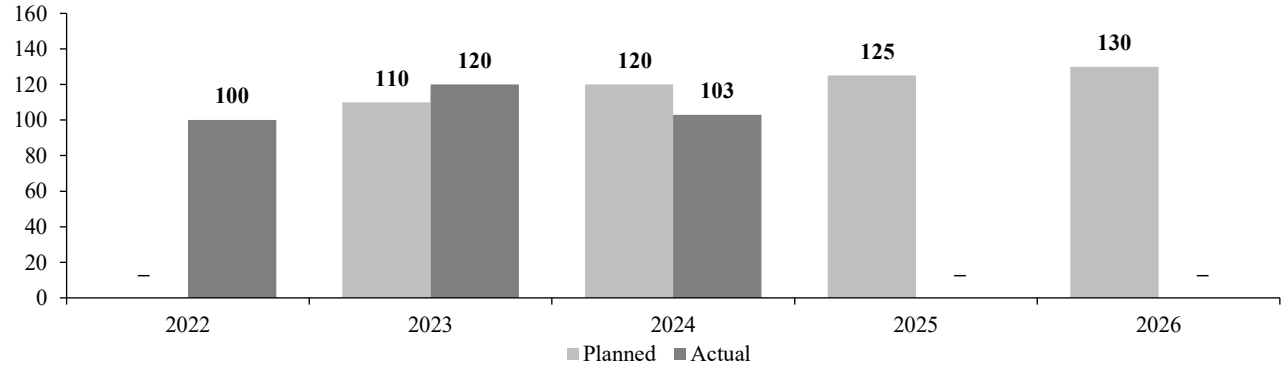
Result 1: improved access to mediation services

Programme performance in 2024 and target for 2026

1.254 The Office's work contributed to 103 mediation services conducted through a decentralized approach, which did not meet the planned target of 120 mediations. The target was not met primarily due to the underutilization of referrals from the formal system.

1.255 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XXIV).

Figure 1.XXIV
Performance measure: number of mediation services conducted through a decentralization of services (annual)



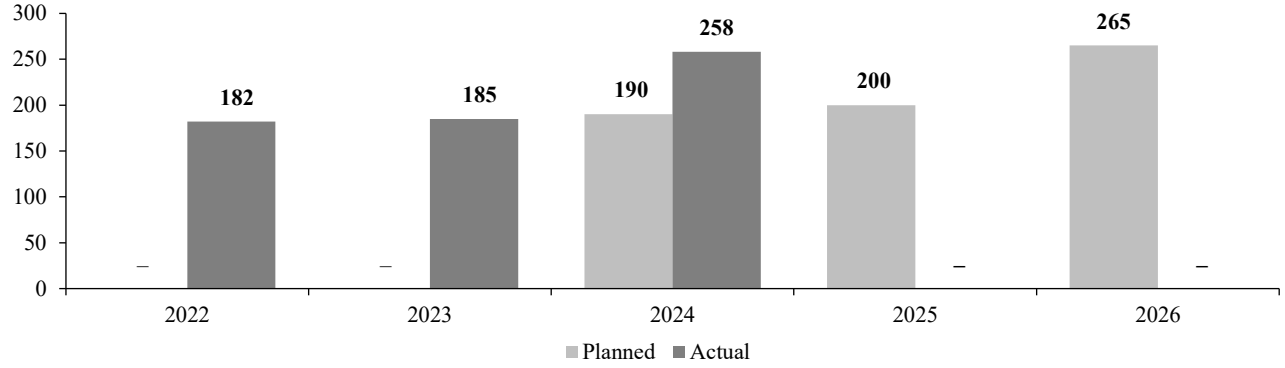
Result 2: United Nations non-staff personnel have access to informal conflict resolution services

Programme performance in 2024 and target for 2026

1.256 The Office's work contributed to 258 non-staff personnel using informal conflict resolution services, which exceeded the planned target of 190.

1.257 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XXV).

Figure 1.XXV
Performance measure: number of non-staff personnel using informal conflict resolution services (annual)



Result 3: increased access of services for staff in the field

Proposed programme plan for 2026

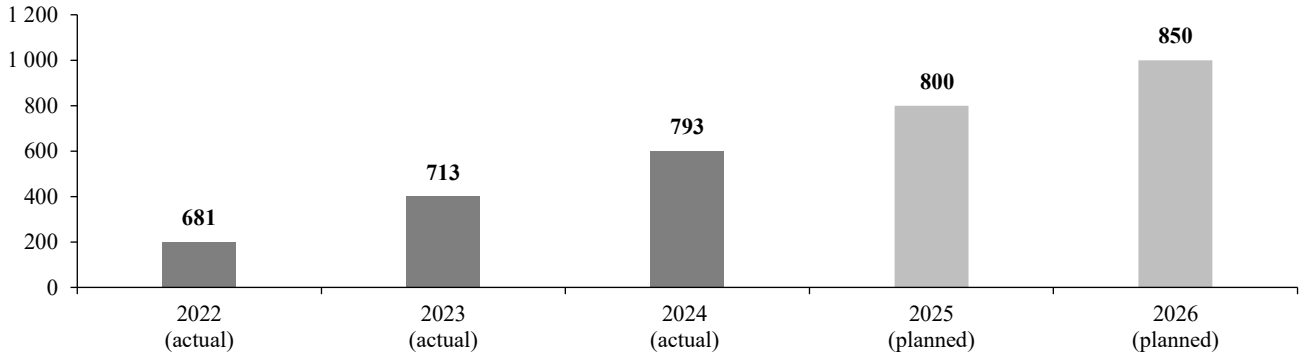
1.258 The Office continues to mainstream lessons learned and best practices by adjusting and adapting its processes to include, where appropriate, the use of virtual platforms to meet with personnel to discuss their concerns. While virtual platforms and activities enabled the Office to continue to deliver its services, they were found to be an inadequate replacement for in-person interaction. Given the sensitive and confidential nature of conflict resolution, personnel are often reluctant to use virtual platforms to discuss their concerns. Moreover, technical difficulties, including bandwidth, network and connectivity issues, impeded access to the Office's support for many staff, in particular those in remote duty stations. The Office will use virtual modes as a complement to in-person interaction.

Lessons learned and planned change

1.259 The lesson for the Office was that the closer that the Office can deliver its services to staff, particularly to those in deep field locations and hardship duty stations, the more effective it can be. In applying the lesson, the Office will deliver its services through a combination of an initial virtual interaction followed by in-person meetings as needed, in order to maximize benefits for staff in deep field locations and hardship duty stations.

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

Figure 1.XXVI
Performance measure: number of informal conflict services accessed by staff in the field



Legislative mandates

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

General Assembly resolutions

55/258	Human resources management	65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
56/253	Questions relating to the proposed programme budget for the biennium 2002–2003		
62/228; 76/242; 77/260; 78/248; 79/254	Administration of justice at the United Nations		

Deliverables

1.262 Table 1.120 lists all deliverables of the programme.

Table 1.120
Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Secretary-General to the General Assembly on activities of the Office of the United Nations Ombudsman and Mediation Services	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**6**	**6**	**6**	**6**
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. The Fifth Committee	3	3	3	3
4. The Sixth Committee	1	1	1	1
E. Enabling deliverables				
Capacity-building of staff and non-staff personnel through the Dignity through Civility workshops.				
Internal justice and oversight: in-person and remote informal dispute resolution services for staff and non-staff personnel; analysis of the root causes of conflict and the provision of upward feedback on systemic issues for an improvement in workplace conditions; awareness-raising and conflict competence-building activities, including information sessions, thematic and interactive panel discussions and workshops; and maintenance of a website in all United Nations official languages and the distribution of printed resource materials on conflict resolution.				

B. Proposed post and non-post resource requirements for 2026

Overview

1.263 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.121 to 1.123.

Table 1.121
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	3 745.4	3 949.5	–	–	–	–	–	3 949.5
Other staff costs	213.5	202.9	–	–	–	–	–	202.9
Consultants	27.7	38.0	–	–	–	–	–	38.0
Travel of staff	55.6	59.7	–	–	–	–	–	59.7
Contractual services	29.5	82.8	–	–	0.5	0.5	0.6	83.3
General operating expenses	16.5	44.8	–	–	–	–	–	44.8
Supplies and materials	1.6	7.7	–	–	–	–	–	7.7
Furniture and equipment	3.5	2.2	–	–	–	–	–	2.2
Improvement of premises	0.1	–	–	–	–	–	–	–
Total	**4 093.4**	**4 387.6**	**–**	**–**	**0.5**	**0.5**	**0.0**	**4 388.1**

Table 1.122
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL
Proposed for 2026	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL

Table 1.123
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	7	–	–	–	–	7
P-4	2	–	–	–	–	2
P-3	2	–	–	–	–	2
Subtotal	**13**	**–**	**–**	**–**	**–**	**13**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	5	–	–	–	–	5
LL	3	–	–	–	–	3
Subtotal	**8**	**–**	**–**	**–**	**–**	**8**
Total	**21**	**–**	**–**	**–**	**–**	**21**

1.264 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.124 to 1.126 and figure 1.XXVII.

1.265 As reflected in tables 1.124 (1) and 1.125 (1), the overall resources proposed for 2026 amount to $4,388,100, reflecting an increase of $500 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.124
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	4 093.4	4 387.6	–	–	0.5	0.5	0.0	4 388.1
Subtotal, 1	**4 093.4**	**4 387.6**	**–**	**–**	**0.5**	**0.5**	**0.0**	**4 388.1**

(2) *Other assessed*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	2 592.5	2 854.0	92.0	3.2	2 946.0
Subtotal, 2	**2 592.5**	**2 854.0**	**92.0**	**3.2**	**2 946.0**

(3) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	67.0	110.0	–	–	110.0
Subtotal, 3	**67.0**	**110.0**	**–**	**–**	**110.0**
Total (1+2+3)	**6 752.9**	**7 351.6**	**92.5**	**1.3**	**7 444.1**

Table 1.125
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	21	–	–	–	–	21
Subtotal, 1	**21**	**–**	**–**	**–**	**–**	**21**

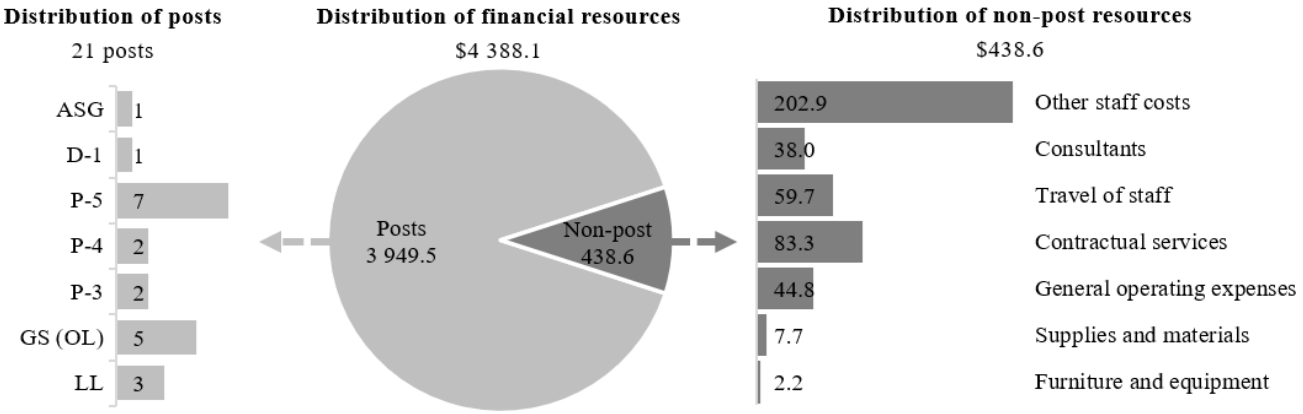
(2) *Other assessed*

Component	2025 estimate	Change	2026 estimate
Programme of work	9	–	9
Subtotal, 2	**9**	**–**	**9**
Total (1+2)	**30**	**–**	**30**

Table 1.126
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 745.4	3 949.5	–	–	–	–	–	3 949.5
Non-post	348.0	438.1	–	–	0.5	0.5	0.1	438.6
Total	**4 093.4**	**4 387.6**	**–**	**–**	**0.5**	**0.5**	**0.0**	**4 388.1**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		8	–	–	–	–	–	8
Total		**21**	**–**	**–**	**–**	**–**	**–**	**21**

Figure 1.XXVII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.266 As shown in table 1.124 (1), resource changes reflect an increase of $500, which relates to the higher standard price of ICT charges for non-field personnel outside of Headquarters.

Other assessed resources

1.267 As reflected in tables 1.124 (2) and 1.125 (2), other assessed resources amount to $2,946,000. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.268 As reflected in table 1.124 (3), extrabudgetary resources amount to $110,000. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of the Office's mandates, including the provision of conflict resolution services to the International Court of Justice, the World Meteorological Organization and the International Trade Centre in accordance with the memorandum of understanding.

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

1.270 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.127. The Office will strengthen its efforts to ensure the advance booking of tickets in line with the advance booking of air travel policy and improve its compliance rate.

Table 1.127
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	58	86	52	100	100

X. Office of Administration of Justice

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2026

1.273 To contribute to the objective, the Office will:

(a) Provide easy access to jurisprudence through the website of the United Nations system of administration of justice, the fully searchable jurisprudence database accessible via the case law portal, and outreach means;

(b) Provide legal advice and assistance and, where appropriate, legal representation to staff;

(c) Enhance the case management systems and provide substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;

(d) Raise awareness of and increase access to workplace dispute resolution mechanisms, with a focus on field missions and offices.

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

(a) Improved decision-making by managers;

(b) Increased access to information on when and how to pursue a claim before the Tribunals;

(c) Effective dispute resolution;

(d) More expedient processing of cases.

1.275 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;

(b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals prior to filing applications;

(c) Caseload and disposal of cases remain stable;

(d) Staff members in remote locations have Internet connectivity to file electronically.

1.276 With regard to inter-agency coordination and liaison, the Office will continue to implement its comprehensive outreach strategy to provide staff with improved access to information and resources to resolve workplace grievances. To continue to implement this strategy and reach out to the largest number of staff members possible, in particular in locations away from Headquarters, the Office intends to work collaboratively with several entities and the separately administered funds and programmes. In 2026, the Office will continue to invest in promoting outreach activities to raise awareness of the case law portal, including in cooperation with other agencies. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the system of administration of justice and report on trends and observations.

1.277 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Office will continue to identify any systemic issues concerning gender inequality in the access to the system of administration of justice and recommend remedial action. The Office's gender team will continue to support the implementation of the system-wide policy on gender equality and the empowerment of women.

1.278 In line with the United Nations Disability Inclusion Strategy, the Office will maintain accessibility features on the website of the Office that benefit users with temporary or long-term disabilities, in collaboration with the Department of Global Communications.

Evaluation activities

1.279 An evaluation conducted by the Office of Staff Legal Assistance on the impact of including legal clinics in its outreach events, completed in 2024, has guided the proposed programme plan for 2026.

1.280 In response to the results of the evaluation, the Office of Staff Legal Assistance will tailor its outreach programme to include legal clinics in outreach events, where appropriate and possible, to maximize the impact of resources. It will closely monitor post-visit results and continue to fine-tune its outreach programme to reach more staff members and make each outreach visit more impactful.

Programme performance in 2024

Increased transparency and accountability on referred cases

1.281 Pursuant to the statutes of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal, the Tribunals may refer appropriate cases to the Secretary-General of the United Nations or the executive heads of separately administered United Nations funds and programmes for possible action to enforce accountability. In 2024, the Office developed standard operating procedures for notifying the Secretary-General or executive heads of accountability referrals and for ensuring that such referrals by a Tribunal were explicitly referenced in case law portal digests.

1.282 Progress towards the objective is presented in the performance measure below (see table 1.128).

Table 1.128
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Improved access to and tracking of information on accountability referrals

Planned results for 2026

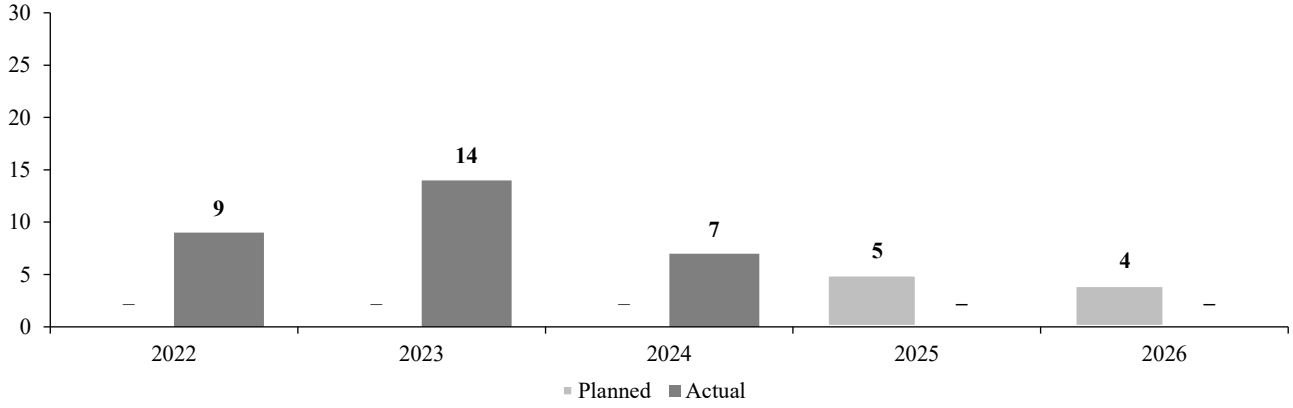
Result 1: reduction in the timelines for the resolution of cases before the United Nations Dispute Tribunal

Programme performance in 2024 and target for 2026

1.283 The Office's work contributed to the reduction of cases before the United Nations Dispute Tribunal that were not resolved within the prescribed timeline of 400 days to only seven, which did not meet the planned target of zero such cases. The target was not met owing to various reasons, including pending interlocutory appeals, the unavailability of applicants for a prolonged period and the prolonged time needed to dispose of cases owing to extensive litigation. The Office has managed to significantly reduce the number of cases not resolved within the prescribed timeline from 28 in 2021 to 7 in 2024.

1.284 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XXVIII).

Figure 1.XXVIII
Performance measure: number of cases before the United Nations Dispute Tribunal that are not resolved within prescribed timelines



Result 2: improved transparency of the system of administration of justice through the use of business intelligence and reporting on trend analysis

Programme performance in 2024 and target for 2026

1.285 The Office's work contributed to the development of a new, enhanced dashboard for United Nations Appeals Tribunal cases, with additional statistical components and visualization tools, which did not meet the planned target of public availability of a new dashboard for United Nations Appeals Tribunal cases and improvements to the dashboard of United Nations Dispute Tribunal cases. The target was not met because additional data verification exercises were required for the real-time data drawn from the Court Case Management System.

1.286 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.129).

Table 1.129
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	New dashboard for United Nations Appeals Tribunal cases under development, with features including real-time data on pending, received and closed appeals, and improvements to the dashboard of United Nations Dispute Tribunal cases, including the addition of real-time information features	Increased transparency of the system of administration of justice through publicly available enhancements to dashboards, including reporting and trend analysis	Improved monitoring of the system of administration of justice through the addition of new reporting components, data categorization and metrics to support trend analysis by the Office of Staff Legal Assistance

Result 3: increased use of legal advice from the Office of Staff Legal Assistance

Proposed programme plan for 2026

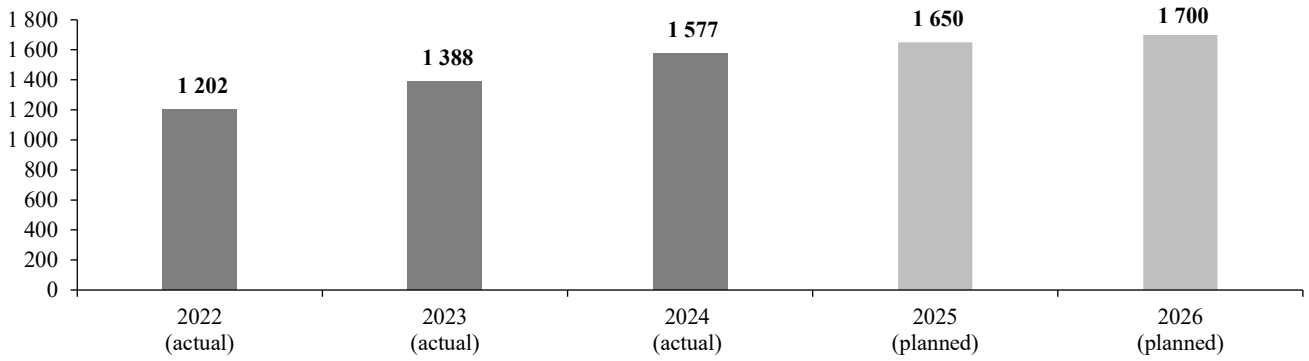
1.287 The Office of Staff Legal Assistance provides legal advice and representation to current and former staff of the United Nations and many United Nations system entities and to their dependants. An evaluation conducted in 2024 by the Office of Staff Legal Assistance found that outreach events that included legal clinics resulted in a higher number of legal assistance requests from staff members.

Lessons learned and planned change

1.288 The lesson for the Office was that continued enhancements to outreach efforts are essential to ensuring that staff are aware of the services available to them. In applying the lesson, the Office of Staff Legal Assistance will refine its outreach events to increase staff members' awareness of its services, including through targeted engagement in specific regions, entities and duty stations based on the number of staff served. It will also actively consult with staff members to ensure that outreach events are effective and aligned with available resources.

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

Figure 1.XXIX
Performance measure: number of legal assistance requests from staff members received by the Office of Staff Legal Assistance (annual)



Legislative mandates

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

General Assembly resolutions

59/283; 61/261; 62/228; 63/253; 73/276; 74/258; 75/248; 76/242; 77/260; 78/248; 79/254	Administration of justice at the United Nations	66/106	Code of conduct for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal

Deliverables

1.291 Table 1.130 lists all programme deliverables.

Table 1.130
Office of Administration of Justice: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report of the Secretary-General to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council to the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**26**	**31**	**23**	**24**
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	3	4	3
4. Meetings of the Fifth Committee	7	3	4	3
5. Meetings of the Sixth Committee	3	6	5	5
6. Meetings of the Internal Justice Council	10	19	10	15
C. Substantive deliverables				
Databases and substantive digital materials: electronic court case management system, Office of Staff Legal Assistance database and the jurisprudential search engine.				
D. Communication deliverables				
Outreach programmes, special events and information materials: campaigns to raise awareness of the system of administration of justice and disseminate information about the system.				
Digital platforms and multimedia content: United Nations system of administration of justice website.				
E. Enabling deliverables				
Legal services: legal assistance and, in cases with a reasonable chance of success, representation to staff members through the Office of Staff Legal Assistance.				
Internal justice and oversight: applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal for processing; substantive, technical and administrative support to the Tribunals in issuing decisions; and assistance to the Internal Justice Council.				

B. Proposed post and non-post resource requirements for 2026

Overview

1.292 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.131 to 1.133.

Table 1.131
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	6 394.0	7 256.6	–	–	–	–	–	7 256.6
Other staff costs	409.8	594.2	–	–	–	–	–	594.2
Non-staff compensation	2 321.5	3 082.2	–	–	–	–	–	3 082.2
Consultants	(8.4)	–	–	–	–	–	–	–
Travel of staff	110.7	106.5	–	–	–	–	–	106.5
Contractual services	434.9	425.0	–	–	0.8	0.8	0.2	425.8
General operating expenses	86.2	122.9	–	–	–	–	–	122.9
Supplies and materials	1.9	23.6	–	–	–	–	–	23.6
Furniture and equipment	41.8	25.6	–	–	–	–	–	25.6
Improvement of premises	3.4	–	–	–	–	–	–	–
Grants and contributions	0.6	–	–	–	–	–	–	–
Total	**9 796.4**	**11 636.6**	**–**	**–**	**0.8**	**0.8**	**0.0**	**11 637.4**

Table 1.132
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL
Proposed for 2026	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL

Table 1.133
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	5	–	–	–	–	5
P-4	6	–	–	–	–	6
P-3	11	–	–	–	–	11
P-2/1	1	–	–	–	–	1
Subtotal	**25**	**–**	**–**	**–**	**–**	**25**
General Service and related						
GS (OL)	11	–	–	–	–	11
LL	4	–	–	–	–	4
Subtotal	**15**	**–**	**–**	**–**	**–**	**15**
Total	**40**	**–**	**–**	**–**	**–**	**40**

1.293 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.134 to 1.136 and figure 1.XXX.

1.294 As reflected in tables 1.134 (1) and 1.135 (1), the overall resources proposed for 2026 amount to $11,637,400, reflecting an increase of $800 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.134
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	9 796.4	11 636.6	–	–	0.8	0.8	–	11 637.4
Subtotal, 1	**9 796.4**	**11 636.6**	**–**	**–**	**0.8**	**0.8**	**–**	**11 637.4**

(2) *Other assessed*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	150.8	218.7	39.2	17.9	257.9
Subtotal, 2	**150.8**	**218.7**	**39.2**	**17.9**	**257.9**

(3) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	1 433.7	1 935.5	177.0	9.1	2 112.5
Subtotal, 3	**1 433.7**	**1 935.5**	**177.0**	**9.1**	**2 112.5**
Total (1+2+3)	**11 380.9**	**13 790.8**	**217.0**	**1.6**	**14 007.8**

Table 1.135
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	2025 approved	Technical adjustments	New/expanded mandates	Other	Total	2026 proposed
Programme of work	40	–	–	–	–	40
Subtotal, 1	**40**	**–**	**–**	**–**	**–**	**40**

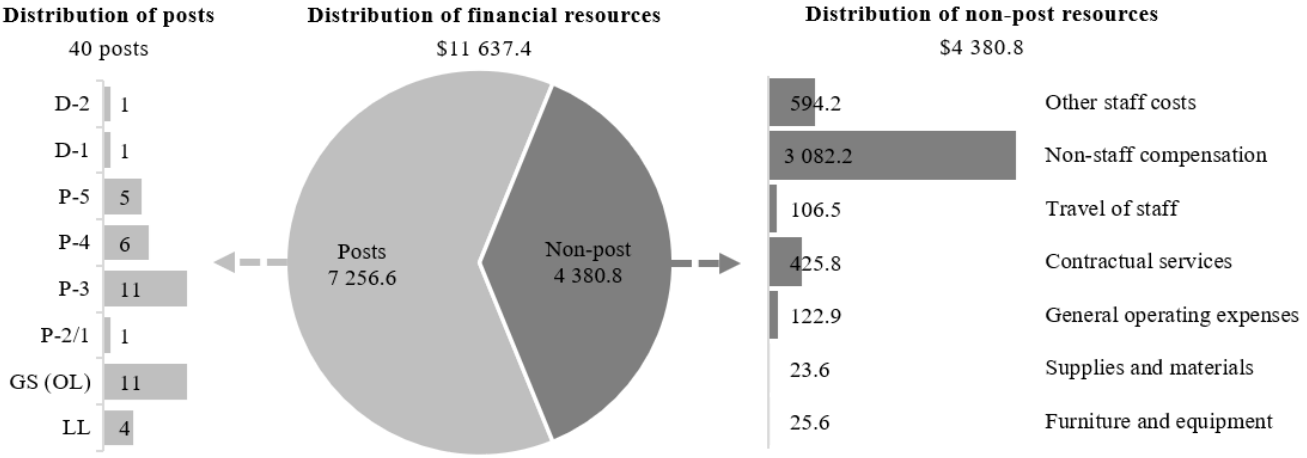
(2) *Other assessed*

Component	2025 estimate	Change	2026 estimate
Programme of work	1	–	1
Subtotal, 2	**1**	**–**	**1**
Total (1+2)	**41**	**–**	**41**

Table 1.136
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	2025 approved	Technical adjustments	New/expanded mandates	Other	Total	Percentage	2026 estimate
Financial resources by main category of expenditure								
Posts	6 394.0	7 256.6	–	–	–	–	–	7 256.6
Non-post	3 402.4	4 380.0	–	–	0.8	0.8	0.2	4 380.8
Total	**9 796.4**	**11 636.6**	**–**	**–**	**0.8**	**0.8**	**–**	**11 637.4**
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		15	–	–	–	–	–	15
Total		**40**	**–**	**–**	**–**	**–**	**–**	**40**

Figure 1.XXX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.295 As shown in table 1.134 (1), resource changes reflect an increase of $800, which relates to the higher standard price of ICT charges for non-field personnel outside of Headquarters.

Other assessed resources

1.296 As reflected in tables 1.134 (2) and 1.135 (2), other assessed resources amount to $257,900. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.297 As reflected in table 1.134 (3), extrabudgetary resources amount to $2,112,500. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of the Office's mandates, as well as to support the Office in the provision of legal assistance to staff.

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

1.299 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.137. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.137
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	68	91	92	100	100

XI. Ethics Office

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2026

1.302 To contribute to the objective, the Office will:

(a) Provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood, support ethics standard-setting and promote policy coherence within the Secretariat and among the Organization's separately administered organs and programmes;

(b) Deliver its services in line with its terms of reference outlined in the relevant Secretary-General's bulletins (ST/SGB/2005/22, ST/SGB/2007/11 and ST/SGB/2007/11/Amend.1), through the administration of the annual financial disclosure programme, the provision of guidance and confidential ethics advice (including pre-appointment disclosure reviews for senior appointments and through the ethics helpline), the conduct of ethics briefings and outreach, and the fulfilment of the Office's responsibilities regarding the protection against retaliation policy, and by ensuring policy support and coherence of ethical standards;

(c) Identify risks in staff engagement in outside activities, in particular in terms of potential conflicts of interest and their impact on the Organization;

(d) Foster a shared understanding of the standards of conduct for the international civil service through the Ethics Network of Multilateral Organizations member entities affiliated with CEB;

(e) Support the Organization's overall strategy on risk management, including identifying and mitigating personal and organizational conflicts of interest through the financial disclosure programme and the provision of advice, and, upon request, work with the various owners of the risks identified in the enterprise risk registry in updating and implementing their response plans;

(f) Communicate and demonstrate the availability of measures for protection against retaliation, by continuously working within the Secretariat (with the Department of Global Communications, OIOS and the Department of Management Strategy, Policy and Compliance) and throughout the United Nations system through outreach activities.

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

(a) Greater public trust in the integrity of the Organization through the financial disclosure exercise, retaining the foundational defence for the Organization from personal conflicts of interest and potential reputational damage;

(b) Awareness among a greater number of staff of ethical standards and practices and of provisions for protection against retaliation;

(c) Enhanced organizational culture of integrity, transparency and accountability.

1.304 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Staff continue to avail themselves of the services provided by the Office;

(b) Financial disclosure statements from staff are submitted to the Office in a timely manner;

(c) All necessary documentation is provided by staff when seeking protection against retaliation;

(d) The security and public health situations in duty stations will allow for in-person outreach missions, when required.

1.305 With regard to cooperation with other entities at the global, regional, national and local levels, the Office expects to participate in the 2026 annual meeting of the Ethics Network of Multilateral Organizations.

1.306 With regard to inter-agency coordination and liaison, the Director of the Office will continue to chair and provide functional leadership to the Ethics Panel to increase coherence in the work of member ethics offices, as reflected in Secretary-General's bulletins ST/SGB/2007/11 and ST/SGB/2007/11/Amend.1. The Office will continue to engage with the Ethics Network of Multilateral Organizations member entities affiliated with CEB in the interest of ethics policy coherence and to promote protection against retaliation in the United Nations system. It will also continue to administer the financial disclosure requirements of those system entities that have opted to outsource this requirement to the Secretariat's Ethics Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.

1.307 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It disaggregates its service data by gender, where possible. The Office has received more enquiries from women consistently over the years and has responded to them. As a practice, and when funds allow, outreach mission teams of the Office will continue to be in pairs and gender-balanced. Subject to demand from requesting entities, the Office will provide gender-disaggregated information.

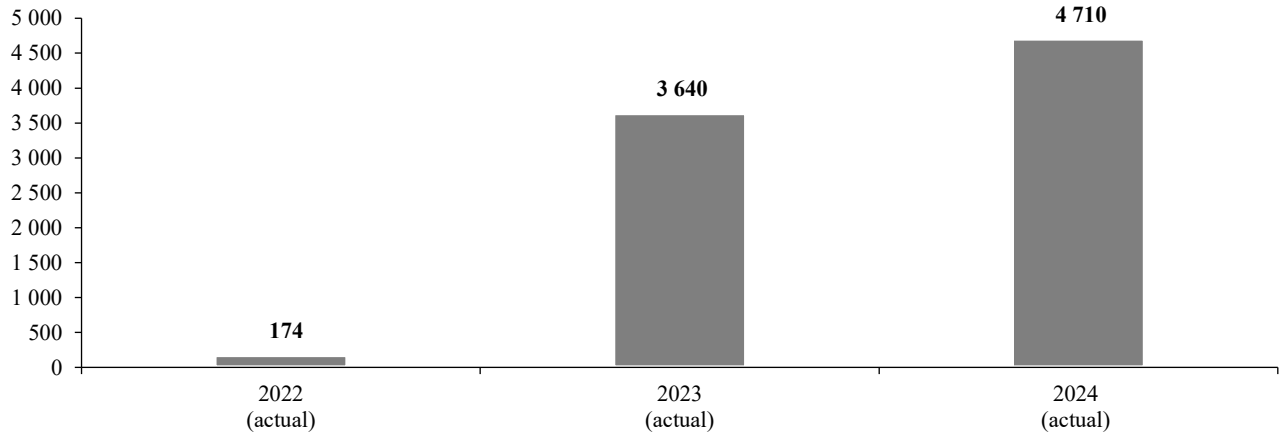
Programme performance in 2024

Enhanced access for staff to ethics-related guidance and materials

1.308 The Ethics Office launched its own intranet site through iSeek in 2022, making ethics-related guidance and interactive resources available to staff regardless of their duty station. In every outreach session and guidance delivered, the Office referred staff to the site so that they could access relevant materials at their disposal. In parallel, the Office made additional efforts to raise awareness of the relevance of ethics standards in the day-to-day work of staff, including through the annual Leadership Dialogue and the periodic distribution of articles on iSeek. The publication of those articles led to increased interest in ethics guidance among staff members and a sharp increase in the number of visitors to the Office's intranet site. In 2024, in response to an increase in queries related to the financial disclosure programme, the Office created a dedicated site on the Knowledge Gateway portal where staff members can access information and guidance on the programme's scope and objectives. Through these resources, the Office will continue efforts to improve access to ethics-related guidance for staff members around the world.

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

Figure 1.XXXI
Performance measure: number of visits to the Ethics Office intranet site on iSeek (annual)



Planned results for 2026

Result 1: reduced ethical risks arising from the conduct of outside activities

Programme performance in 2024 and target for 2026

1.310 The Office's work contributed to the establishment of a working group of the Ethics Panel, which developed common guidance on outside activities and gifts and honours, which met the planned target.

1.311 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.138).

Table 1.138
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
United Nations personnel request and receive advice on outside activities (414 queries)	Engagement by United Nations leadership and personnel on the personal use of social media, with 34,189 participants in the 2023 Leadership Dialogue	The working group of the Ethics Panel developed common guidance on outside activities and gifts and honours	The Ethics Panel and the Ethics Network of Multilateral Organizations member entities affiliated with CEB develop common guidance on outside activities	Increased staff awareness of ethical and conflict-of-interest risks associated with outside activities

Result 2: enhanced ethical awareness and access to ethics services by field personnel

Programme performance in 2024 and target for 2026

1.312 The Office's work contributed to field personnel having access to more tailored services, including 37 on-demand, customized briefings and town hall sessions for offices in the field and entities with extensive field presence, which met the planned target.

1.313 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.139).

Table 1.139
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Field personnel have access to ethics-related standards through the intranet page of the Office launched on iSeek	Field personnel have access to more interactive media materials on topics relating to ethical standards	Field personnel have access to more tailored services through customized guidance, workshops, town halls and other outreach activities, taking into account the local context and specific circumstances of field operations	Improved access of field personnel to ethics services and support through enhanced field presence of the Office	Field personnel have access to knowledge products in the area of ethical risks and measures to address them

Result 3: increased transparency and accountability through enhanced advice and guidance provided through the financial disclosure programme

Proposed programme plan for 2026

1.314 As the Organization accelerates its efforts to rejuvenate the United Nations system so that it can address global challenges with forward-thinking culture and cutting-edge skills, it is increasingly important to ensure that potential conflicts of interest are avoided, identified and managed proactively. Maintaining high standards of integrity and accountability is essential not only for the

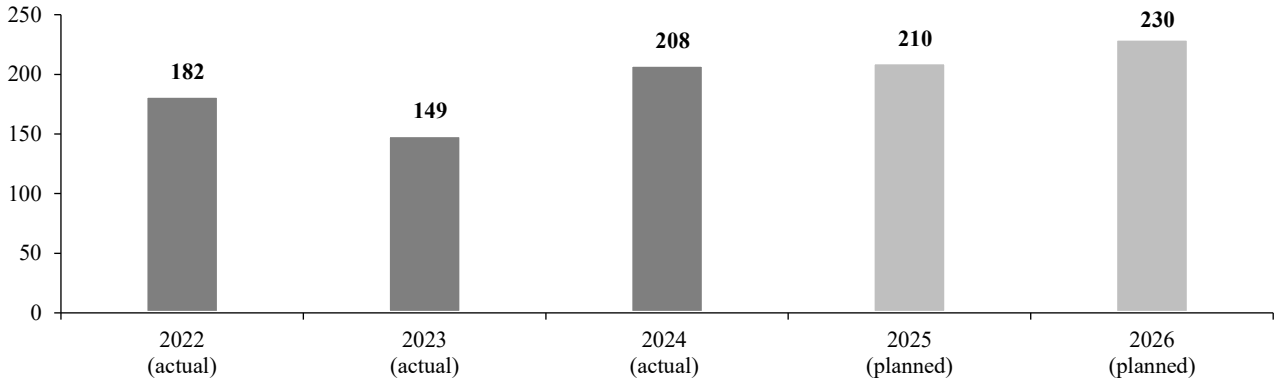
effective performance of United Nations operations, but also for preserving the reputation of the Organization among Member States, donors, civil society stakeholders and the wider public.

Lessons learned and planned change

1.315 The lesson for the Office was the need to provide staff members with ongoing, consistent and timely advice and guidance to assist them in avoiding and, where necessary, identifying, mitigating and managing conflict-of-interest risks arising from their financial interests, personal affiliations or outside activities, given the increasingly complex environment within which the United Nations operates globally. Lack of awareness and understanding can give rise to the risks of failure to detect conflict of interest and misinterpretation of regulations and rules, and the resulting conflicts of interest are significantly more severe. In applying the lesson, the Office will enhance its engagement with management and staff participating in the financial disclosure programme to ensure that staff fully comply with the programme's requirements by providing them with proactive advice to mitigate and prevent actual and potential conflicts of interest captured through the programme.

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

Figure 1.XXXII
Performance measure: number of filers in the financial disclosure programme who received advice and recommendations on mitigation of conflict of interest (annual)



Legislative mandates

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

General Assembly resolutions

60/1	2005 World Summit Outcome (para. 61 (d))	63/250; 71/263; 77/278	Human resources management
60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	70/305; 77/335	Revitalization of the work of the General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations		

Deliverables

1.318 Table 1.140 lists all deliverables of the Ethics Office.

Table 1.140
Ethics Office: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Ethics Office to the General Assembly on the activities of the Office	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**6**	**5**	**5**	**5**
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	2	2	2
3. Meetings of the Fifth Committee	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the work of the Office and information on ethics-related matters, booklets and presentations.				
Digital platforms and multimedia content: website and social media.				
E. Enabling deliverables				
Internal justice and oversight: management of financial disclosure and declaration of interest statements at a 100 per cent compliance rate and coordination for assessment under the financial disclosure programme; expert advice to staff on the United Nations standards of conduct and ethics issues; and protection of staff members against retaliation for reporting misconduct or cooperation in duly authorized audits or investigations.				

B. Proposed post and non-post resource requirements for 2026

Overview

1.319 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.141 to 1.143.

Table 1.141
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1 366.5	1 769.1	–	–	–	–	–	1 769.1
Other staff costs	3.3	41.9	–	–	–	–	–	41.9
Consultants	381.1	12.9	–	–	–	–	–	12.9
Travel of staff	23.3	29.0	–	–	–	–	–	29.0
Contractual services	111.7	691.2	–	–	–	–	–	691.2
General operating expenses	5.6	21.0	–	–	–	–	–	21.0
Supplies and materials	0.2	3.5	–	–	–	–	–	3.5
Furniture and equipment	5.6	–	–	–	–	–	–	–
Total	**1 897.3**	**2 568.6**	**–**	**–**	**–**	**–**	**–**	**2 568.6**

Table 1.142
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
Proposed for 2026	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)

Table 1.143
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	2	–	–	–	–	2
P-3	2	–	–	–	–	2
P-2/1	1	–	–	–	–	1
Subtotal	**7**	**–**	**–**	**–**	**–**	**7**

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
Total	**9**	**–**	**–**	**–**	**–**	**9**

1.320 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.144 to 1.146 and figure 1.XXXIII.

1.321 As reflected in tables 1.144 (1) and 1.145 (1), the overall resources proposed for 2026 amount to $2,568,600, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.144
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Programme of work	1 897.3	2 568.6	–	–	–	–	–	2 568.6
Subtotal, 1	**1 897.3**	**2 568.6**	**–**	**–**	**–**	**–**	**–**	**2 568.6**

(2) *Other assessed*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	960.3	1 090.5	55.1	5.1	1 145.6
Subtotal, 2	**960.3**	**1 090.5**	**55.1**	**5.1**	**1 145.6**

(3) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	1 409.9	1 390.8	–	–	1 390.8
Subtotal, 3	**1 409.9**	**1 390.8**	**–**	**–**	**1 390.8**
Total (1+2+3)	**4 267.5**	**5 049.9**	**55.1**	**1.1**	**5 105.0**

Table 1.145
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	9	–	–	–	–	9
Subtotal, 1	**9**	**–**	**–**	**–**	**–**	**9**

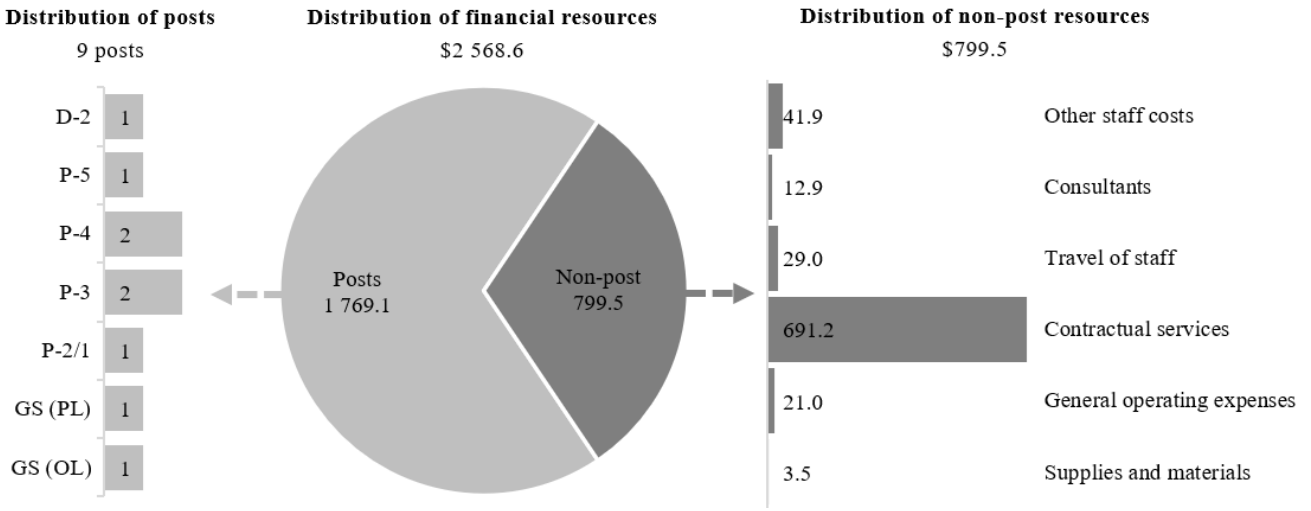
(2) *Other assessed*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	3	–	3
Subtotal, 2	**3**	**–**	**3**
Total (1+2)	**12**	**–**	**12**

Table 1.146
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 366.5	1 769.1	–	–	–	–	–	1 769.1
Non-post	530.8	799.5	–	–	–	–	–	799.5
Total	**1 897.3**	**2 568.6**	–	–	–	–	–	**2 568.6**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		2	–	–	–	–	–	2
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 1.XXXIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Other assessed resources

1.322 As reflected in tables 1.144 (2) and 1.145 (2), other assessed resources amount to $1,145,600. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

1.323 As reflected in table 1.144 (3), extrabudgetary resources amount to $1,390,800. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of the Office's mandates and cover the administration of the financial disclosure programme.

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

1.325 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.147. The Office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.147
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	100	100	100	100	100

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

B. Proposed post and non-post resource requirements for 2026

Overview

1.326 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 1.148.

Table 1.148
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Consultants	84.4	69.8	–	73.9	–	73.9	105.9	143.7
Contractual services	1.6	–	–	1.2	–	1.2	–	1.2
Total	**86.0**	**69.8**	–	**75.1**	**–**	**75.1**	**107.6**	**144.9**

1.327 As shown in table 1.148, the overall resources proposed for 2026 amount to $144,900, reflecting an increase of $75,100 (or 107.6 per cent) compared with the approved budget for 2025. Resource changes result from new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Explanation of variances by factor

Overall resource changes

New and expanded mandates

1.328 As shown in table 1.148, resource changes reflect an increase of $75,100 under consultants and contractual services, which would provide for the continuation of the planned scope of the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him, in accordance with General Assembly resolution 79/244.

XIII. Resident coordinator system

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.329 General Assembly resolution 72/279 on the repositioning of the United Nations development system and the Economic and Social Council segment on operational activities for development guide the scope and implementation of the activities of the resident coordinator system. In line with resolutions 72/279, 75/233, 79/226 and other relevant Assembly resolutions, the substantive mandates of the resident coordinator system are oriented around supporting countries in the implementation of the 2030 Agenda. The management of the resident coordinator system rests with the Development Coordination Office, with resident coordinators reporting directly to the Secretary-General. Resident coordinators are the designated representatives of the Secretary-General for development coordination at the country level. At the heart of the resident coordinator system are 130 resident coordinators leading 130 United Nations country teams operating in over 160 countries and territories.

Programme of work

Objective

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

Strategy and external factors for 2026

1.331 To contribute to the objective, the resident coordinator system will scale up partnerships-driven development support to national Governments in order to implement the 2030 Agenda, including by strengthening the design and implementation of United Nations Sustainable Development Cooperation Frameworks. Specifically, the resident coordinator system will:

(a) Ensure diverse and effective resident coordinator profiles and skill sets tailored to the needs of countries;

(b) Provide effective support, through the Development Coordination Office, at the global and regional levels, to United Nations country teams in delivering individual and collective results;

(c) Act as the secretariat for the United Nations Sustainable Development Group;

(d) Ensure accountable and transparent results of the resident coordinator system and United Nations development system in support of the 2030 Agenda at the global, regional and national levels;

(e) Support high-quality Sustainable Development Goal analysis and tailored programming responses at the country level, by leveraging data-driven solutions, information technology and digital innovation;

(f) Facilitate the achievement of system-wide efficiencies of the United Nations Sustainable Development Group through the following workstreams: business operations strategies, common back offices, global shared services and common premises;

(g) Continue to leverage catalytic funding provided by the Joint Sustainable Development Goals Fund to help countries to accelerate the achievement of the Goals by propelling key transitions in areas such as digitalization, food systems, energy, and social protection and jobs, with an emphasis on the localization of and synergies to be achieved across multiple Goals and fostering systems-level change for the 2030 Agenda;

(h) In line with intergovernmental mandates, support Member States in addressing and proactively managing risks and in taking preventive action vis-à-vis increasing and compounding actual, anticipated and unforeseen crises, including cost-of-living pressures and the impact of other global crises. This approach will be anchored firmly within the United Nations Sustainable Development Cooperation Frameworks.

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

(a) A stronger convening role for the broad system of development stakeholders to offer countries interdisciplinary, coherent and future-informed policy solutions to advance the achievement of the Sustainable Development Goals;

(b) A coherent and transparent approach to United Nations sustainable development operations at the national, regional and global levels, including consistent implementation of system-wide priorities, policies and approaches across United Nations Sustainable Development Group entities;

(c) Strengthened partnerships to accelerate the progress made by Member States in the attainment of the Sustainable Development Goals, including by attracting and leveraging public and private financing for the Goals;

(d) Increased financial resources and effectiveness for United Nations programme implementation through reduced costs and the increased agility of United Nations development activities;

(e) The safeguarding of lives and livelihoods by continuing to address the socioeconomic and long-term impacts of multiple and interlocking crises, with attention given to those hit hardest.

1.333 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Adequate funding for the resident coordinator system, as well as for the Joint Sustainable Development Goals Fund and other key pooled funds;

(b) Continued and renewed engagement by Member States on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and further incentivize United Nations coherence and unity of purpose.

1.334 With regard to inter-agency coordination and liaison, the resident coordinator system will continue to actively coordinate member United Nations entities at the principal, director and technical levels. The resident coordinator system will also work closely with United Nations development entities and Secretariat entities, including peacekeeping and special political missions. The resident coordinators will continue to lead United Nations country teams in supporting national plans and priorities.

1.335 With regard to cooperation with other entities at the global, regional, national and local levels, the resident coordinator system will continue to work closely with Member States, international financial institutions and civil society partners to advance the Sustainable Development Goals and the 2030 Agenda.

1.336 The resident coordinator system integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The resident coordinator system will continue to enhance implementation of and reporting on the United Nations accountability framework on gender equality. For example, through the United Nations System-wide Gender Equality Acceleration Plan, the system will ensure the application of the United Nations country team gender equality marker to track planned investment by the country teams for gender equality and the empowerment of women and to advance gender-responsive realization of the Sustainable Development Goals.

1.337 In line with the United Nations Disability Inclusion Strategy, the resident coordinator system will focus on the implementation of the Strategy and support United Nations country teams in implementing and reporting on the Strategy; in parallel, the system will continue supporting programme country Governments to implement the Convention on the Rights of Persons with Disabilities.

Evaluation activities

1.338 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) Evaluation of the resident coordinator system in complex settings (OIOS);

(b) Review of the implementation of the principle of mutual recognition within the United Nations system (Joint Inspection Unit);

(c) Eight evaluations conducted on United Nations Sustainable Development Cooperation Frameworks (two in the Africa region, one in the Asia and the Pacific region, four in the Eastern Europe and Central Asia region, and one in the Latin America and the Caribbean region).

1.339 In response to the results of the evaluations, the Development Coordination Office will collect and share good practices on sustainable development funding and financing, as well as on joined-up risk analysis and risk-informed planning in complex settings, in close collaboration with relevant United Nations entities, to promote a system-wide approach.

1.340 The following evaluations are planned for 2026:

(a) A total of 31 United Nations Sustainable Development Cooperation Framework evaluations, namely, 13 in the Africa region, 3 in the Arab States region, 7 in the Asia and the Pacific region, 3 in the Europe and Central Asia region, and 5 in the Latin America and the Caribbean region;

(b) OIOS evaluation of the resident coordinator system on a topic to be determined.

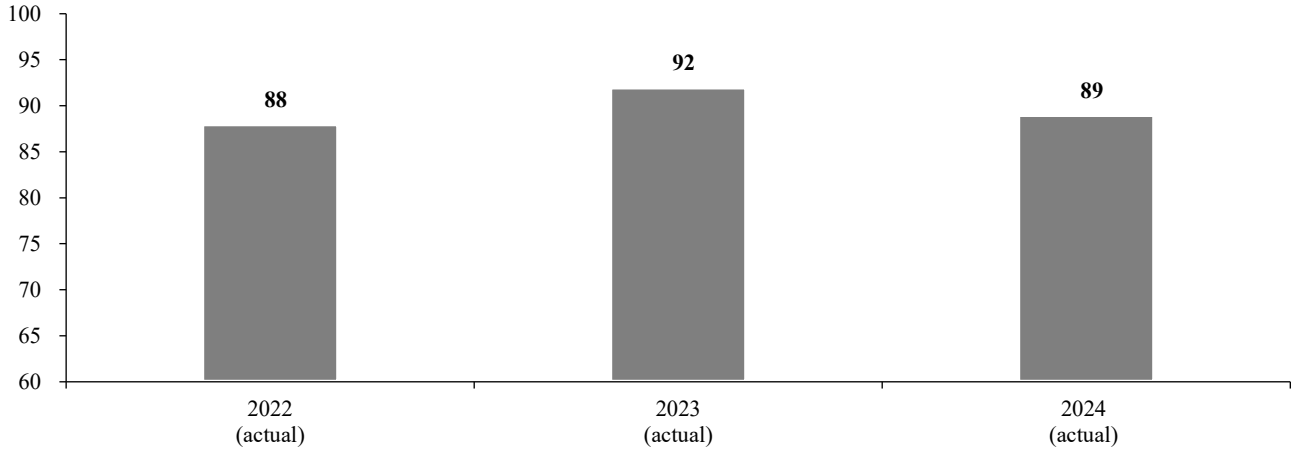
Programme performance in 2024

National Governments engaged in global priorities towards Sustainable Development Goal acceleration

1.341 Resident coordinators play a crucial role in supporting their host countries in translating global priorities related to sustainable development into country-level initiatives. In 2024, resident coordinators worked with host Governments at the highest level to support their engagement with the Pact for the Future. Ahead of the Summit of the Future, resident coordinators supported host Governments in organizing over 100 country-level initiatives. Resident coordinators led United Nations country teams to support host Governments in addressing key policy issues outlined in the Pact for the Future, in line with national needs and priorities and within the context of their cooperation frameworks.

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

Figure 1.XXXIV
Performance measure: percentage of host country Governments that indicated that the resident coordinator effectively leads the United Nations country team's strategic support for national plans and priorities
(Percentage)



Planned results for 2026

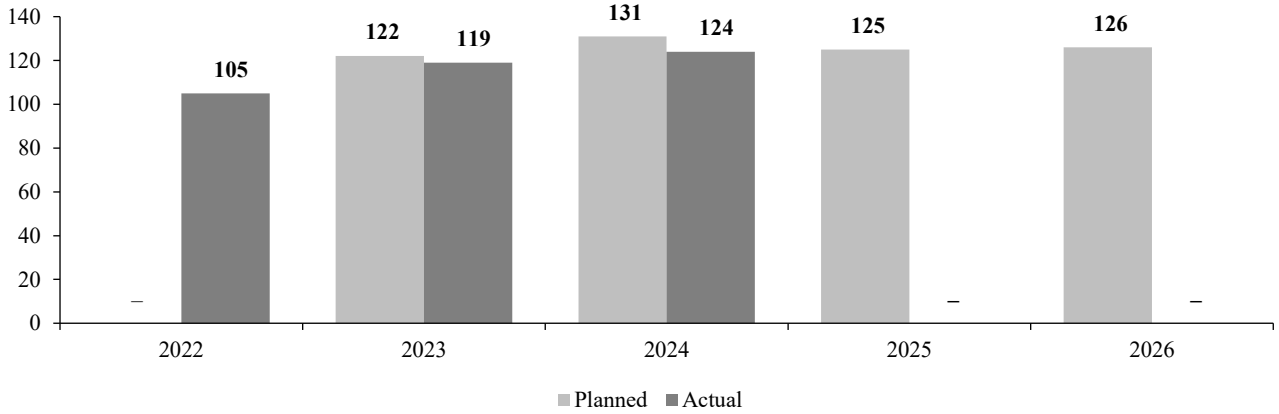
Result 1: improved transparency and accountability of United Nations country teams' joint programmatic work on the ground

Programme performance in 2024 and target for 2026

1.343 The programme's work contributed to 124 United Nations country team workplans being showcased through UN-Info, which did not meet the planned target of 131. The target was not met owing to challenges in collecting data for joint workplans from all members of United Nations country teams.

1.344 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XXXV).

Figure 1.XXXV
Performance measure: number of United Nations country team joint workplans showcased through UN-Info (annual)



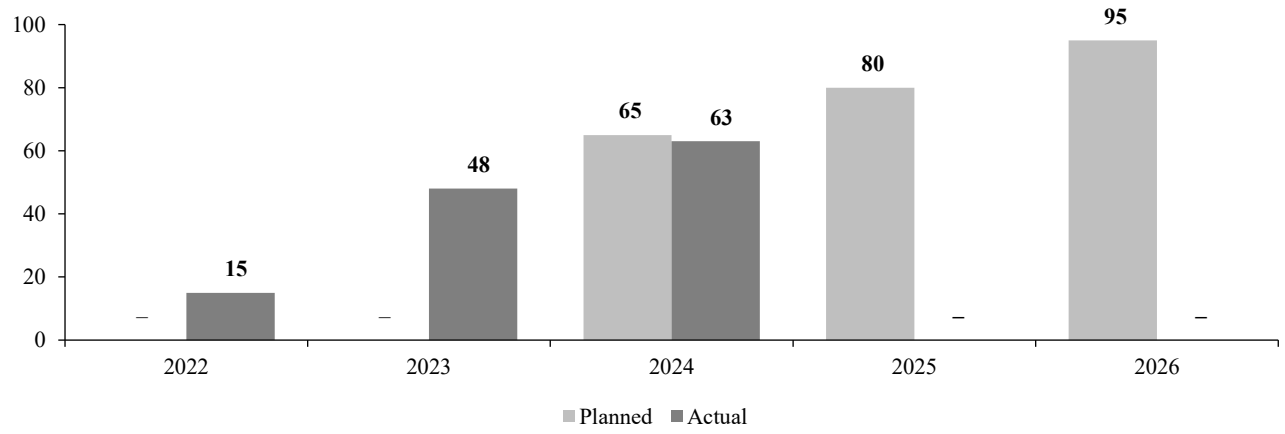
Result 2: increased transparency and accountability for United Nations results and the contribution to the Sustainable Development Goals through standard United Nations Sustainable Development Cooperation Framework indicators

Programme performance in 2024 and target for 2026

1.345 The programme's work contributed to 63 United Nations country teams providing data against agreed common indicators on the United Nations development system's contribution to advancing the Sustainable Development Goals, which did not meet the planned target of 65. The target was not met due to inconsistent agency participation in system-wide reporting at the country level.

1.346 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XXXVI).

Figure 1.XXXVI
Performance measure: United Nations country teams providing data against agreed common indicators on the United Nations development system's contribution to advancing the Sustainable Development Goals (annual)
(Percentage)



Result 3: enhanced effectiveness of United Nations support in achieving the Sustainable Development Goals through data-driven solutions and digital innovation

Proposed programme plan for 2026

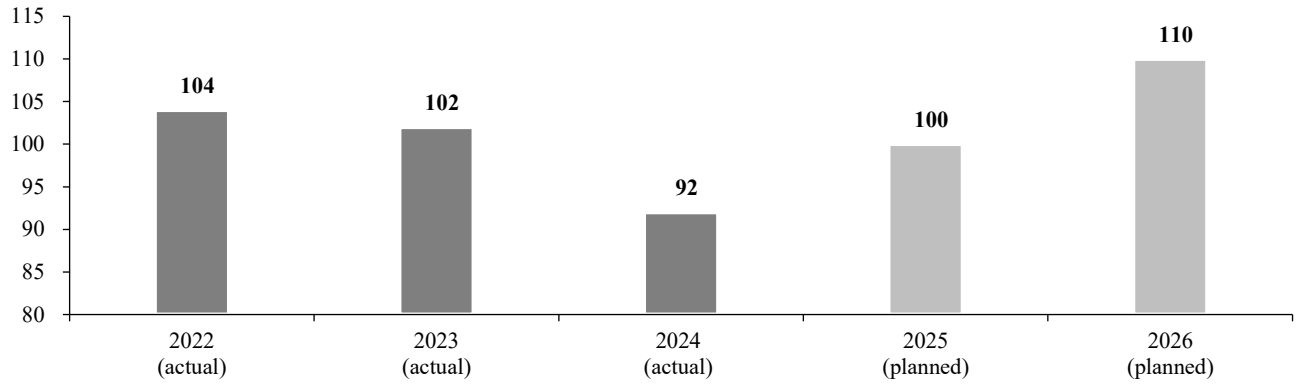
1.347 The programme is aimed at prioritizing data-driven solutions and digital innovation in supporting programme countries to achieve the Sustainable Development Goals. The programme is aligned with the commitments outlined in the Global Digital Compact, adopted in 2024 (General Assembly resolution 79/1, annex I), which is focused on fostering digital cooperation, ensuring digital inclusion and promoting a secure, human-centred digital future.

Lessons learned and planned change

1.348 The lesson for the programme, building on the analysis of the opportunities presented by emerging and fast-changing digital innovation, was the need to strengthen support for data-driven policies and programmes for sustainable development, as well as mitigating the associated risks. In applying the lesson, the programme plans to prioritize data-driven solutions and digital innovation in supporting programme countries to achieve the Sustainable Development Goals. The programme will strengthen technical support, knowledge and data for digital leadership in order to create a foundation for stronger United Nations Sustainable Development Cooperation Frameworks, which will further support programme countries to advance digital transformation and accelerate the achievement of the Goals, in line with national needs and priorities.

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

Figure 1.XXXVII
Performance measure: number of United Nations country teams providing support to host country Governments on the use of new technologies and innovation to achieve the Sustainable Development Goals (annual)



Legislative mandates

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

General Assembly resolutions

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/248; 74/238; 76/220; 77/184; 78/166	Operational activities for development of the United Nations system
71/243; 75/233; 79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	79/258 A	Special subjects relating to the proposed programme budget for 2025

Economic and Social Council resolutions

2019/15; 2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system	2022/25; 2023/31; 2024/19	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Deliverables

1.351 Table 1.149 lists all deliverables of the programme.

Table 1.149
Resident coordinator system: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office, including on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**2**	**4**	**2**	**4**
2. Meetings of the Fifth Committee	1	2	1	2
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	2	1	2
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**336**	**258**	**329**	**296**
4. Common country analyses (new or annual update) to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	132	117	132	132
5. United Nations country team reports to the universal periodic review	38	–	42	–
6. Evaluations of United Nations Sustainable Development Cooperation Frameworks	33	8	22	31
7. Annual reports on joint United Nations country team results	132	132	132	132
8. Annual consolidated progress report on the Joint Sustainable Development Goals Fund	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: consultation with Member States, regional organizations and the private sector on common action in support of development cooperation frameworks; and 18 substantive briefings to Member States.

D. Communication deliverables

Digital platforms and multimedia content: UN-Info.

Outreach programmes, special events and information materials: at least two thematic windows to finance and promote Sustainable Development Goal transitions.

E. Enabling deliverables

Administration: occupational health and safety for United Nations personnel and dependants; support for the design and implementation of the business operations strategies, common back offices, global shared services and common premises; timely issuance of Secretary-General's delegation of authority to newly appointed resident coordinators and monitoring of accountability key performance indicators.

Legal services: negotiation on and conclusion of the legal framework to create an authorizing environment for the reinvigorated resident coordinator system with host countries.

B. Proposed post and non-post resource requirements for 2026

Overview

1.352 The proposed programme budget resources for 2026 (regular budget), including the breakdown of resource changes, as applicable, are reflected in table 1.150.

Table 1.150
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*[a]	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Grants and contributions	13 442.5	13 842.3	–	471.3	–	471.3	3.4	14 313.6
Total	**13 442.5**	**13 842.3**	**–**	**471.3**	**–**	**471.3**	**3.4**	**14 313.6**

[a] In addition to the appropriation of $13,842,300 approved for 2025, the General Assembly, in its resolution 79/258 A, authorized the Secretary-General, exceptionally and without creating a precedent, to enter into commitments with assessment not exceeding $53 million for the period from 1 January to 31 December 2025. The Secretary-General proposes the continuation of that arrangement in 2026, as reflected in paragraph 1.352 below.

1.353 Pursuant to General Assembly resolution 72/279, the resident coordinator system is funded through a 1 per cent coordination levy on tightly earmarked non-core contributions to United Nations system development-related activities, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and voluntary contributions. In section XVIII of its resolution 79/258 A, the Assembly noted that the current funding model was expected to generate $215 million from the levy, cost-sharing and the projected voluntary contribution in 2025, and decided to authorize the Secretary-General, exceptionally and without creating a precedent, to enter into commitments with assessment not exceeding $53 million for the period from 1 January to 31 December 2025, in accordance with United Nations financial regulations and rules, to support the funding of the resident coordinator system. The Assembly requested the Secretary-General to report on the use of the commitment authority and its continuation in the context of his performance and budget reports. It also requested the Secretary-General to submit a refined comprehensive and detailed report on the financing of and governance over the resident coordinator system to the Assembly at its eighty-first session. Pending the submission of that report, the Secretary-General requests the Assembly's approval to continue the commitment authority with assessment not exceeding $53 million for the period from 1 January to 31 December 2026.

1.354 As shown in table 1.150, the proposed programme budget for 2026 reflects an increase of $471,300 under new and expanded mandates, compared with the approved appropriation for 2025, to cover the Secretariat's share of the cost-sharing arrangement among the entities of the United Nations Sustainable Development Group. The increase of $471,300 under grants and contributions reflects the General Assembly's decision in its resolution 79/258 A to adjust the cost-sharing amount for annual inflation, starting from 1 January 2025, pending an agreement on the funding arrangement.

Overview of overall resources for the resident coordinator system

1.355 For 2026, the overall resources for the resident coordinator system include the special purpose trust fund and locally mobilized resources. Under the special purpose trust fund, although the resident coordinator system intends to generate up to $281.8 million of pooled funding, comprising voluntary contributions, United Nations Sustainable Development Group cost-sharing and the 1 per cent coordination levy, historical funding patterns suggest potential shortfalls, especially in the area of voluntary contributions. A continuation of the commitment authority with assessment would supplement any funding gaps in the special purpose trust fund. The distribution of the resources is reflected in tables 1.151 and 1.152. Under the locally mobilized resources, the resident coordinator system

anticipates $8 million of earmarked contributions to be received at the country level for activities financed by third parties that are mobilized locally for activities that go beyond the core focus of the special purpose trust fund (reflected in table 1.151 below under country coordination component).

Table 1.151
Financial resources by component
(Thousands of United States dollars)

(a) Special purpose trust fund

			Changes		
Component	*2024 expenditure*	*2025 estimate*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	4 426.0	5 796.6	(12.3)	(0.2)	5 784.3
B. Programme of work					
1. Global coordination	13 129.8	17 986.5	(36.0)	(0.2)	17 950.5
2. Regional coordination	9 556.5	11 146.2	(4.0)	–	11 142.2
3. Country coordination	182 028.0	239 292.7	69.1	–	239 361.8
Subtotal, B	**204 714.3**	**268 425.4**	**29.1**	**–**	**268 454.5**
C. Programme support	5 786.0	7 604.4	(16.8)	(0.2)	7 587.6
Total	**214 926.3**	**281 826.4**	**–**	**–**	**281 826.4**

(b) Locally mobilized resources

			Changes		
Component	*2024 expenditure*	*2025 estimate*	*Total*	*Percentage*	*2026 estimate*
Country coordination	6 858.6	7 644.5	342.7	4.5	7 987.2
Total	**6 858.6**	**7 644.5**	**342.7**	**4.5**	**7 987.2**

Table 1.152
Financial resources by object of expenditure (special purpose trust fund)
(Thousands of United States dollars)

			Changes		
Object of expenditure	*2024 expenditure*	*2025 estimate*	*Total*	*Percentage*	*2026 estimate*
Posts	159 537.8	189 816.0	164.9	0.1	189 980.9
Other staff costs	8 692.1	7 326.1	(43.6)	(0.6)	7 282.5
Hospitality	82.2	804.5	–	–	804.5
Consultants	6 249.5	12 281.4	–	–	12 281.4
Travel of staff	5 990.6	10 583.7	–	–	10 583.7
Contractual services	8 840.0	31 202.6	7.4	–	31 210.0
General operating expenses	23 117.1	26 646.3	(128.7)	(0.5)	26 517.6
Supplies and materials	1 437.7	1 172.3	–	–	1 172.3
Furniture and equipment	979.5	1 993.5	–	–	1 993.5
Total	**214 926.3**	**281 826.4**	**–**	**–**	**281 826.4**

1.356 The overall resource requirements for 2026 include $281.8 million for the special purpose trust fund for the resident coordinator system (see table 1.152). A comprehensive and detailed report on the financing of and governance over the resident coordinator system, to be submitted to the General Assembly at its eighty-first session, as requested by the Assembly in paragraph 4 of section XVIII of its resolution 79/258 A, is expected to include a detailed analysis of structural and resource requirements, addressing both post and non-post requirements, while moving beyond a one-size-fits-all approach to better reflect country-specific contexts. Accordingly, the extrabudgetary estimates for 2026 remain largely consistent with the 2025 estimates, which will provide operational stability while the Development Coordination Office conducts the review.

1.357 Resource requirements of $281.8 million under the special purpose trust fund for 2026 include cost-neutral changes compared with the estimates for 2025. The increase of $164,900 under posts reflects the provision for the United Nations Resident and Humanitarian Coordinator post in Iraq (previously cost-shared with the United Nations Assistance Mission for Iraq) effective June 2026, the provision for the Resident and Humanitarian Coordinator post at the Assistant Secretary-General level in Somalia effective November 2026 (previously cost-shared with the United Nations Transitional Assistance Mission in Somalia) and the upward reclassification of the Resident Coordinator/Humanitarian Coordinator post in Nigeria from D-2 to Assistant Secretary-General level. The increase is offset by corresponding decreases under non-post resources. The net decrease of $164,900 under non-post resources comprises: (a) a redeployment of $43,600 from other staff costs to posts for the Resident and Humanitarian Coordinator post in Nigeria (representing the cost differential between D-2 and Assistant Secretary-General levels previously budgeted as general temporary assistance); and (b) a reduction of $128,700 under general operating expenses, due to lower operational requirements across country offices; and (c) an increase of $7,400 under contractual services to accommodate anticipated increases in information technology service costs.

1.358 The estimated number of posts for the special purpose trust fund in 2026 is reflected in table 1.153. The proposed staffing for 2026 reflects an increase of two posts compared with 2025, as explained in paragraph 1.356 above.

Table 1.153
Post resources by component for 2026
(Number of posts)

	Professional and higher									*General Service and related*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Subtotal*	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	*Total*
2025 estimates	–	7	45	79	116	182	28	–	457	8	5	413	404	1 287
2026 estimates														
A. Executive direction and management	–	1	1	–	5	3	4	–	14	2	1	–	–	17
B. Programme of work														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	8	39	75	90	130	2	–	344	–	–	413	396	1 153
Subtotal, B	**–**	**8**	**44**	**78**	**108**	**168**	**21**	**–**	**427**	**–**	**3**	**413**	**404**	**1 247**
C. Programme support	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Total 2026 estimates	**–**	**9**	**45**	**79**	**116**	**182**	**28**	**–**	**459**	**8**	**5**	**413**	**404**	**1 289**
Change	**–**	**2**	**–**	**–**	**–**	**–**	**–**	**–**	**2**	**–**	**–**	**–**	**–**	**2**

Table 1.154
Distribution of resources by component
(Percentage)

Component	*2025 estimate*	*2026 estimate*
A. Executive direction and management	2.1	2.1
B. Programme of work		
1. Global coordination	6.4	6.4
2. Regional coordination	4.0	4.0
3. Country coordination	84.9	84.9
Subtotal, B	**95.3**	**95.3**
C. Programme support	2.7	2.7
Total	**100.0**	**100.0**

Budget by component

Executive direction and management

1.359 The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. This Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of implementation and progress-tracking of the quadrennial comprehensive policy review. The Office is responsible for managing the engagement with Member States and ensuring their oversight of the resident coordinator system for increased accountability, including by the General Assembly and the Economic and Social Council, and forging strategic partnerships for the mobilization of extrabudgetary resources for the system. The Office also provides substantive engagement and liaison with the highest bodies of decision-making of the United Nations and other departments to ensure greater operational coherence in delivering on the mandate of the resident coordinator system. The Assistant Secretary-General is responsible for the management and oversight of the resident coordinator system, including the resident coordinators. There is no change in the number and level of posts in 2026 compared with 2025. The distribution of resources is reflected in tables 1.155 and 1.156.

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

Table 1.155
Resource requirements: executive direction and management
(Thousands of United States dollars/number of posts)

	Resources			*Posts*	
Category	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*
Posts	4 601.7	4 601.7	–	17	17
Non-post	1 194.9	1 182.6	(12.3)	–	–
Total	**5 796.6**	**5 784.3**	**(12.3)**	**17**	**17**

Table 1.156
Requirements by object of expenditure: executive direction and management
(Thousands of United States dollars)

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Posts	3 944.8	4 601.7	4 601.7	–
Other staff costs	152.1	500.0	500.0	–
Hospitality	–	10.5	10.5	–
Consultants	–	31.5	31.5	–
Travel of staff	121.6	325.1	325.1	–
Contractual services	3.8	45.1	32.8	(12.3)
General operating expenses	203.1	276.7	276.7	–
Supplies and materials	0.8	6.0	6.0	–
Total	**4 426.0**	**5 796.6**	**5 784.3**	**(12.3)**

Programme of work

1.361 The distribution of resources under programme of work (global, regional and country coordination) is reflected in tables 1.157 and 1.158.

Table 1.157
Resource requirements: programme of work
(Thousands of United States dollars/number of posts)

	Resources			*Posts*	
	2025 estimate	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*
Global coordination	17 986.5	17 950.5	(36.0)	53	53
Regional coordination	11 146.2	11 142.2	(4.0)	41	41
Country coordination	239 292.7	239 361.8	69.1	1 151	1 153
Total	**268 425.4**	**268 454.5**	**29.1**	**1 245**	**1 247**

Table 1.158
Requirements by object of expenditure: programme of work
(Thousands of United States dollars)

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Posts	150 886.7	179 305.1	179 470.0	164.9
Other staff costs	7 876.9	5 899.8	5 856.2	(43.6)
Hospitality	82.2	794.0	794.0	–
Consultants	6 249.5	12 200.1	12 200.1	–
Travel of staff	5 856.6	10 086.6	10 086.6	–
Contractual services	8 836.2	31 098.3	31 134.8	36.5
General operating expenses	22 579.6	25 923.7	25 795.0	(128.7)
Supplies and materials	1 437.0	1 124.3	1 124.3	–
Furniture and equipment	909.7	1 993.5	1 993.5	–
Total	**204 714.3**	**268 425.4**	**268 454.5**	**29.1**

Global coordination

1.362 Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group and the broader United Nations system to improve the strategic and operational coherence of operational activities for development. This is achieved by fostering system-wide approaches for integrated policy priorities that accelerate the implementation of the 2030 Agenda. The branches and sections also provide strategic guidance to United Nations country teams for joint analysis, planning, programming, monitoring and assessment of United Nations Sustainable Development Cooperation Frameworks, as well as guidance for joint communications and advocacy on the Sustainable Development Goals and the advancement of system-wide operational efficiencies. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. There is no change in number and level of posts in 2026 compared with 2025.

1.363 The distribution of resources for global coordination is reflected in tables 1.159 and 1.160.

Table 1.159
Resource requirements: global coordination
(Thousands of United States dollars/number of posts)

	Resources			*Posts*	
Category	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*
Posts	14 189.6	14 189.6	–	53	53
Non-post	3 796.9	3 760.9	(36.0)	–	–
Total	**17 986.5**	**17 950.5**	**(36.0)**	**53**	**53**

Table 1.160
Requirements by object of expenditure: global coordination
(Thousands of United States dollars)

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Posts	10 403.4	14 189.6	14 189.6	–
Other staff costs	813.1	1 487.9	1 487.9	–
Consultants	738.4	517.1	517.1	–
Travel of staff	150.9	176.6	176.6	–
Contractual services	75.3	867.2	831.2	(36.0)
General operating expenses	946.7	705.0	705.0	–
Supplies and materials	0.4	–	–	–
Furniture and equipment	1.5	43.1	43.1	–
Total	**13 129.8**	**17 986.5**	**17 950.5**	**(36.0)**

Regional coordination

1.364 The regional teams of the resident coordinator system provide support for country-level coordination. They focus on day-to-day management and support for coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions. The regional offices of the Development Coordination Office are strategically

positioned to provide tailored and dedicated support to various regions around the world, due to their close proximity to the point of delivery and their direct oversight of a select number of country contexts. There is no change in number and level of posts in 2026 compared with 2025.

1.365 The distribution of resources for regional coordination is reflected in tables 1.161 and 1.162.

Table 1.161
Resource requirements: regional coordination
(Thousands of United States dollars/number of posts)

	Resources			*Posts*	
Category	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*
Posts	8 898.1	8 898.1	–	41	41
Non-post	2 248.1	2 244.1	(4.0)	–	–
Total	**11 146.2**	**11 142.2**	**(4.0)**	**41**	**41**

Table 1.162
Requirements by object of expenditure: regional coordination
(Thousands of United States dollars)

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Posts	7 371.3	8 898.1	8 898.1	–
Other staff costs	839.4	506.0	506.0	–
Hospitality	0.3	2.0	2.0	–
Consultants	143.8	308.0	308.0	–
Travel of staff	316.0	327.3	327.3	–
Contractual services	119.1	351.0	347.0	(4.0)
General operating expenses	703.3	654.7	654.7	–
Supplies and materials	15.5	14.9	14.9	–
Furniture and equipment	47.8	84.2	84.2	–
Total	**9 556.5**	**11 146.2**	**11 142.2**	**(4.0)**

Country coordination

1.366 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading a new generation of United Nations country teams and development system support for the implementation of the 2030 Agenda at the country level. This independent, impartial and empowered coordination function operates in full alignment with national priorities, needs and planning frameworks under the ownership and leadership of programme countries, for a coherent, effective, efficient and accountable response to country-specific needs, to maximize the impact of the United Nations support and the sustainability of development results. The proposed staffing for 2026 includes an upward reclassification of the Resident Coordinator/Humanitarian Coordinator post in Nigeria from D-2 to Assistant Secretary-General level; an increase of one post at the Assistant Secretary-General level in Somalia for the Resident and Humanitarian Coordinator function from November 2026, following the anticipated closure of the United Nations Transitional Assistance Mission in Somalia; and an increase of one post at the D-2 level for the Resident and Humanitarian Coordinator function in Iraq from June 2026, following the closure of the United Nations Assistance Mission for Iraq. Previously, the Resident and Humanitarian Coordinator posts in Iraq and Somalia were reflected as cost-shared triple-hatted Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) posts.

1.367 The distribution of resources for country coordination is reflected in tables 1.163 and 1.164 (a) for resources under the special purpose trust fund and in table 1.164 (b) for resources under locally mobilized resources.

Table 1.163
Resource requirements: country coordination (special purpose trust fund)
(Thousands of United States dollars/number of posts)

	Resources			*Posts*	
Category	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*
Posts	156 217.4	156 382.3	164.9	1 151	1 153
Non-post	83 075.3	82 979.5	(95.8)	–	–
Total	**239 292.7**	**239 361.8**	**69.1**	**1 151**	**1 153**

Table 1.164
Requirements by object of expenditure: country coordination
(Thousands of United States dollars)

(a) Special purpose trust fund

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Posts	133 112.0	156 217.4	156 382.3	164.9
Other staff costs	6 224.4	3 905.9	3 862.3	(43.6)
Hospitality	81.9	792.0	792.0	–
Consultants	5 367.3	11 375.0	11 375.0	–
Travel of staff	5 389.7	9 582.7	9 582.7	–
Contractual services	8 641.8	29 880.1	29 956.6	76.5
General operating expenses	20 929.6	24 564.0	24 435.3	(128.7)
Supplies and materials	1 421.0	1 109.4	1 109.4	–
Furniture and equipment	860.3	1 866.2	1 866.2	–
Total	**182 028.0**	**239 292.7**	**239 361.8**	**69.1**

(b) Locally mobilized resources

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Other staff costs	2 876.3	5 635.0	5 887.6	252.6
Hospitality	2.3	–	–	–
Consultants	2 165.3	345.6	361.0	15.4
Travel of staff	192.8	249.6	260.8	11.1
Contractual services	403.9	428.1	447.3	19.1
General operating expenses	401.2	421.0	439.8	18.8
Supplies and materials	6.2	2.1	2.2	0.1
Furniture and equipment	58.2	63.1	65.9	2.8
Grants and contributions	752.4	500.1	522.5	22.4
Total	**6 858.6**	**7 644.5**	**7 987.2**	**342.7**

Programme support

1.368 Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability for and oversight of the system. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office at the global level, including on human resources, information technology, finance, travel, procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office's regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the General Assembly. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. The Branch is also responsible for policy guidance on management accountability and oversight support for the Office in coordination with other offices within the Secretariat. There is no change in number and level of posts in 2026 compared with 2025.

1.369 The distribution of resources for programme support is reflected in tables 1.165 and 1.166.

Table 1.165
Resource requirements: programme support
(Thousands of United States dollars/number of posts)

	Resources			*Posts*	
Category	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*
Posts	5 909.2	5 909.2	–	25	25
Non-post	1 695.2	1 678.4	(16.8)	–	–
Total	**7 604.4**	**7 587.6**	**(16.8)**	**25**	**25**

Table 1.166
Requirements by object of expenditure: programme support
(Thousands of United States dollars)

Object of expenditure	*2024 expenditure*	*2025 estimate*	*2026 estimate*	*Variance*
Posts	4 706.3	5 909.2	5 909.2	–
Other staff costs	663.1	926.3	926.3	–
Consultants	–	49.8	49.8	–
Travel of staff	12.4	172.0	172.0	–
Contractual services	–	59.2	42.4	(16.8)
General operating expenses	334.4	445.9	445.9	–
Supplies and materials	–	42.0	42.0	–
Furniture and equipment	69.8	–	–	–
Total	**5 786.0**	**7 604.4**	**7 587.6**	**(16.8)**

XIV. United Nations Youth Office

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.370 The United Nations has long recognized that the imagination, ideals and energy of young people are vital for the continuing development of the societies in which they live. In 1965, in its resolution 2037 (XX), the General Assembly acknowledged the Declaration on the Promotion among Youth of the Ideals of Peace, Mutual Respect and Understanding between Peoples. In 1995, the Assembly adopted the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution 50/81, which provided a policy framework and practical guidelines to improve the situation of young people. In 2007, the Assembly adopted the Supplement to the Word Programme of Action for Youth to the Year 2000 and Beyond in its resolution 62/126, which provided further guidance on promoting the participation of young people in social and economic development. Since 2015, the Security Council, in its resolutions 2250 (2015), 2419 (2018) and 2535 (2020), has called upon all relevant actors to increase the inclusive representation of young people in the prevention and resolution of conflict, including when negotiating and implementing peace agreements.

1.371 In 2013, the Secretary-General appointed the first Envoy on Youth. In 2018, to strengthen the coordination and accountability of the United Nations system with regard to its work on young people, the Secretary-General launched the United Nations Youth Strategy. The General Assembly, in its resolution 76/306, decided to establish the United Nations Youth Office as a dedicated office for youth affairs in the Secretariat, integrating the Office of the Secretary-General's Envoy on Youth. On 27 October 2023, the Secretary-General appointed the first-ever Assistant Secretary-General for Youth Affairs to lead the Office, representing the youngest serving Assistant Secretary-General in the history of the Organization. The mandate derives from the priorities established in relevant resolutions and decisions of the Assembly and the Security Council, including Assembly resolutions 50/81, 62/126, 76/306, 77/336 and 78/179 and Council resolutions 2250 (2015), 2419 (2018) and 2535 (2020).

Programme of work

Objective

1.372 The objective, to which the Office contributes, is to ensure the meaningful engagement and leadership of young people in the work of the United Nations and accelerated action at the global, regional and country levels to empower young people, promote their rights and address their needs.

Strategy and external factors for 2026

1.373 To contribute to the objective, the Office will:

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

(b) Promote meaningful, inclusive and effective engagement of young people and of youth-led and youth-focused organizations in the work of the United Nations, in close collaboration with United Nations system entities;

(c) Encourage greater United Nations system-wide collaboration, coordination and accountability on the advancement of youth issues, including United Nations support to Member States, as appropriate and upon request, in promoting the effective and meaningful engagement, participation and empowerment of young people;

(d) Engage with youth-focused envoys, representatives and offices of regional organizations on advancing youth issues;

(e) Propose innovative approaches to advance multi-stakeholder initiatives on the engagement and empowerment of young people, for the consideration of Member States, including on quality and inclusive education, decent jobs, skills development, digital transformation and youth-led innovation and solutions;

(f) Promote and facilitate intergenerational and intercultural dialogue, collaboration and solidarity by creating opportunities for young people to not only share and collaborate among one other, but also engage with Member States, the private sector, academia and the United Nations, including through intergovernmental policy forums;

(g) Support efforts to enhance youth representation at the United Nations, including through increasing and improving the conditions of internships and employment opportunities for young people, especially for those from developing countries and with due regard to gender balance;

(h) Support efforts towards the mobilization of financial and technical support and investment to promote and upscale quality and inclusive education and training, skills development, capacity-building and bridging the digital divide, in tandem with job creation, for young people and creating an enabling environment for harnessing their talents and abilities to contribute to their societies;

(i) Conduct outreach to young people and to youth-led and youth-focused organizations, through innovative means, including the use of social media, narrative storytelling and audiovisual content, with an emphasis on the creation of multilingual assets and templates, where possible, for global dissemination through United Nations country teams and United Nations information centres.

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

(a) Meaningful youth engagement being systematically integrated into governance structures, policymaking and decision-making processes at the intergovernmental, regional and national, levels;

(b) Strengthened coherence, accountability and collaboration on youth issues across the United Nations system;

(c) Enhanced mechanisms and increased investments being made available to support socioeconomic opportunities for young people, across social, economic and environmental priorities at the global, regional and national levels.

1.375 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States continue to support the advancement of the situation of young people, including in the implementation of relevant international frameworks and agreements;

(b) Sustained recognition by the global community of the important role that young people play in the promotion of peace and security, sustainable development and human rights;

(c) There is adequate allocation of resources for action on young people and meaningful youth engagement across the United Nations system and national, regional and global institutions.

1.376 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will collaborate with regional and national youth envoys and regional organizations. It will also prioritize the forging of new relationships and the strengthening of existing ones with relevant youth organizations, civil society organizations, academia and the private sector.

1.377 With regard to inter-agency coordination and liaison, the Office will continue to mobilize United Nations entities and United Nations country teams for improved coordination, collaboration and accountability on youth work across the United Nations system. It will collaborate with the Department of Global Communications and other United Nations entities through the management of a dedicated youth-focused communications group. It will also work with the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and other members of the United Nations Youth Strategy task team to improve internships and employment opportunities across the United Nations system. It will partner with relevant United Nations entities, as mandated, on meaningful youth participation in major intergovernmental meetings, to promote socioeconomic opportunities for young people and to reduce the digital divide. As part of the efforts to strengthen the youth, peace and security agenda, the Office will continue its collaboration with the Department of Political and Peacebuilding Affairs and the United Nations Population Fund, as well as with OHCHR and other relevant entities on young people's political participation and protection issues. The Office will also contribute regularly to the work of various inter-agency working groups and will provide secretariat support to the inter-agency High-level Steering Committee and joint working group responsible for advancing coherent action by the United Nations system on youth-related matters.

1.378 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, by ensuring the meaningful participation of girls and young women in United Nations processes and intergovernmental decision-making, facilitating intergenerational discussions on women's leadership, promoting the integration of a gender perspective into youth inclusion and youth-led action and by promoting discussions on sexual and reproductive health and rights as an integral part of the youth agenda.

1.379 In line with the United Nations Disability Inclusion Strategy and guided by the Office's research findings and recommendations on young people with disabilities, the Office will advocate for meaningful participation of young persons with disabilities in the work of the United Nations and beyond. In consultation with young people with disabilities and their networks and organizations, the Office will mainstream disability inclusion into all aspects of its work, with the aim of ensuring accessibility to opportunities, information and events, to the greatest extent possible.

Evaluation activities

1.380 The first interim review of the United Nations Youth Strategy, conducted by the Office and completed in 2024, has guided the proposed programme plan for 2026.

1.381 In response to the results of the evaluation referenced above, the Office coordinated, together with the Youth2030 Joint Working Group, the development of strategic priorities for the second phase of the Strategy (2025–2030).

Programme performance in 2024

Progress in youth engagement at the Summit of the Future

1.382 On 20 September 2024, the Youth Action Day, held during the Summit of the Future, highlighted young people's leadership in driving global commitments and translating the Pact for the Future into action. Convened by the Office in collaboration with United Nations entities, civil society and youth networks, the event engaged 2,447 registered participants under the age of 30, making it the largest youth gathering in United Nations history. Anchored in chapter IV of the Pact for the Future and in the Declaration on Future Generations, the event served to amplify youth voices, fostered intergenerational dialogue and strengthened accountability for commitments. It culminated in an outcome document in which over 20 recommendations across three principles were outlined, namely, inclusion, equity and trust, and six key themes: gender equality, technology and digital infrastructure, intergenerational solidarity and equity, climate and environmental sustainability, governance, and

humanitarian action. Through those efforts, young people were positioned as co-creators in shaping global policy and the future.

1.383 Progress towards the objective is presented in the performance measure below (see table 1.167).

Table 1.167
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Significant advancement towards mainstreaming meaningful youth participation in policymaking and decision-making spaces at all levels, as reflected in the Pact for the Future

Planned results for 2026

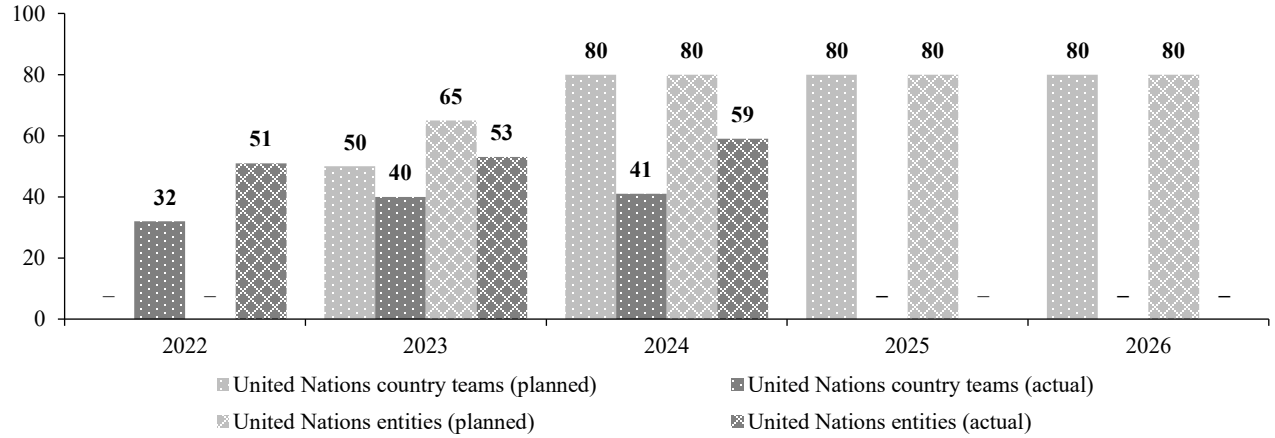
Result 1: strengthened system-wide action for and with young people to address their needs, amplify their voices and advance their meaningful engagement

Programme performance in 2024 and target for 2026

1.384 The Office's work contributed to 41 per cent of United Nations country teams and 59 per cent of United Nations entities achieving a "green" performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard in 2024, which did not meet the planned targets of 80 per cent. The targets were not met owing to gaps in integrating the youth agenda into United Nations strategic frameworks and a lack of institutional mechanisms for tracking youth-related investments.

1.385 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 1.XXXVIII).

Figure 1.XXXVIII
Performance measure: percentage of United Nations country teams and United Nations entities that achieved a "green" performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard[a]



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

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

Programme performance in 2024 and target for 2026

1.386 The Office's work contributed to the participation of young people, United Nations entities and Member States in consultations on key principles for meaningful youth engagement in the context of the Summit of the Future, which met the planned target.

1.387 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.168).

Table 1.168
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	United Nations entities and country teams tracked indicators on meaningful youth engagement in their accountability scorecards on an annual basis	Young people, Member States and United Nations system entities participated in consultations on the key principles for meaningful youth engagement	Member States consider a global standard for meaningful youth engagement	Principles for meaningful youth participation widely adopted by Member States, United Nations entities and other stakeholders when engaging young people in intergovernmental processes

Result 3: towards a global youth investment platform to scale up youth-related programming

Proposed programme plan for 2026

1.388 In the Pact for the Future, Member States stressed the importance of investing in, and ensuring equitable access to, essential services for all children and young people to advance their social and economic development. To fulfil their full potential and secure decent, productive work and quality employment, young people must have access to safe, inclusive, equitable and quality education opportunities, including in emergencies, throughout their lives that equip them with the knowledge, skills and capabilities they need to thrive in a rapidly changing world.

Lessons learned and planned change

1.389 The lesson for the Office was the need to strengthen access to sustainable and coordinated financing for youth-focused and youth-led initiatives. In applying the lesson, the Office will work towards the establishment of a global youth investment platform to attract and better finance youth-related programming at the country level, in line with paragraph 60 (a) of the Pact for the Future. The platform will be aimed at addressing funding gaps, strengthening coordination and ensuring that investments are inclusive, equitable and aligned with the needs of young people. The Office will engage in system-wide consultations to develop the concept for the platform and the options for its operationalization for the consideration of Member States.

1.390 Expected progress towards the objective is presented in the performance measure below (see table 1.169).

Table 1.169
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	The need to invest in the social and economic development of children and young people was highlighted in the Pact for the Future (action 34)	Youth networks and United Nations entities collaborate to develop a proposal for a global youth investment platform	Member States consider the Secretary-General's proposal for the establishment of a global youth investment platform

Legislative mandates

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

General Assembly resolutions

50/81	World Programme of Action for Youth to the Year 2000 and Beyond	76/306	Establishment of the United Nations Youth Office
62/126	Policies and programmes involving youth: youth in the global economy – promoting youth participation in social and economic development	77/336	Model United Nations
		78/179	Policies and programmes involving youth
		79/1	The Pact for the Future

Security Council resolutions

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

Deliverables

1.392 Table 1.170 lists all deliverables of the programme.

Table 1.170
United Nations Youth Office: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**1**	**2**
1. Report of the Secretary-General to the General Assembly on the activities of the United Nations Youth Office	1	1	1	1
2. Report of the Secretary-General to the Security Council on youth, peace and security	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	**10**	**10**	**11**	**11**
3. Economic and Social Council youth forum	6	6	6	6
4. Meetings of the Security Council	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
5. Meetings of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. Meetings of the Fifth Committee	1	1	1	1
8. Peacebuilding Commission	–	–	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**16**	**4**	**18**	**21**
9. Training events for young people (including the Young Leaders for the Sustainable Development Goals)	1	1	1	6
10. Training events and workshops for United Nations entities on the United Nations Youth Strategy	15	3	15	5
11. Training sessions for young people on meaningful youth participation in peace and security-related processes	–	–	2	2
12. Training sessions for young people on meaningful youth engagement in United Nations intergovernmental processes	–	–	–	8
Publications (number of publications)	**2**	**2**	**2**	**2**
13. Progress report on the implementation of the United Nations Youth Strategy	1	1	1	1
14. Research report on young people with disabilities	1	1	–	–
15. Research report on the meaningful participation of young people	–	–	1	1
Technical materials (number of materials)	**4**	**3**	–	**4**
16. Guidance on scorecards for United Nations country teams and United Nations entities on the United Nations Youth Strategy	1	1	–	1
17. Action guide for implementation of the United Nations Youth Strategy	1	1	–	1
18. Guidance for monitoring system-wide efforts on young people	1	1	–	1
19. Toolkit for young people briefers on engagement with United Nations bodies and mechanisms on peace and security	1	–	–	1

C. Substantive deliverables

Consultation, advice and advocacy: Regular briefings with Member States, including country visits and bilateral meetings with ministers responsible for young people and other high-level government officials; consultations with national and regional youth envoys; annual strategic meeting of the high-level steering committee of the United Nations Youth Strategy; and advocacy and policy round tables on enhancing youth representation at the United Nations.

Databases and substantive digital materials: United Nations Youth Strategy scorecard reporting system and dashboard; and United Nations Youth Strategy online toolkit platform.

D. Communication deliverables

Outreach programmes, special events and information materials: Commemoration of International Youth Day, including support for partner advocacy campaigns, World Youth Skills Day and other relevant international days and observances; communications relating to the Young Leaders for the Sustainable Development Goals; publications and reports of the United Nations Youth Office; and advocacy and communications campaigns on meaningful youth engagement, system-wide coordination and accountability, socioeconomic opportunities for young people and other flagship initiatives of the Youth Office.

Digital platforms and multimedia content: United Nations Youth Office website, social media accounts and the Youth2030 Pulse newsletter, with regular updates on issues relevant to young people; and social media takeover campaigns and collaborative campaigns with youth and youth-led networks.

B. Proposed post and non-post resource requirements for 2026

Overview

1.393 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.171 to 1.173.

Table 1.171
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 119.5	3 183.0	–	–	–	–	–	3 183.0
Other staff costs	78.9	94.5	–	–	–	–	–	94.5
Hospitality	–	5.7	–	–	–	–	–	5.7
Consultants	64.6	117.0	–	–	–	–	–	117.0
Travel of staff	91.1	81.0	–	–	–	–	–	81.0
Contractual services	160.1	277.6	–	–	–	–	–	277.6
General operating expenses	65.1	35.9	–	–	–	–	–	35.9
Supplies and materials	–	6.5	–	–	–	–	–	6.5
Furniture and equipment	9.2	16.7	–	–	–	–	–	16.7
Grants and contributions	124.8	141.7	–	–	–	–	–	141.7
Total	**2 713.3**	**3 959.6**	**–**	**–**	**–**	**–**	**–**	**3 959.6**

Table 1.172
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2/1, 1 GS (OL)
Proposed for 2026	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2/1, 1 GS (OL)

Table 1.173
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	2	–	–	–	–	2
P-3	5	–	–	–	–	5
P-2/1	6	–	–	–	–	6
Subtotal	**15**	**–**	**–**	**–**	**–**	**15**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	**1**	**–**	**–**	**–**	**–**	**1**
Total	**16**	**–**	**–**	**–**	**–**	**16**

1.394 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.174 to 1.176 and figure 1.XXXIX.

1.395 As shown in tables 1.174 (1) and 1.175 (1), the overall resources proposed for 2026 amount to $3,959,600, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.174
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	2 713.3	3 959.6	–	–	–	–	–	3 959.6
Subtotal, 1	**2 713.3**	**3 959.6**	**–**	**–**	**–**	**–**	**–**	**3 959.6**

(2) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	1 546.6	1 161.4	(585.1)	(50.4)	576.3
Subtotal, 2	**1 546.6**	**1 161.4**	**(585.1)**	**(50.4)**	**576.3**
Total (1+2)	**4 259.9**	**5 121.0**	**(585.1)**	**(11.4)**	**4 535.9**

Table 1.175
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	16	–	–	–	–	16
Subtotal, 1	**16**	**–**	**–**	**–**	**–**	**16**

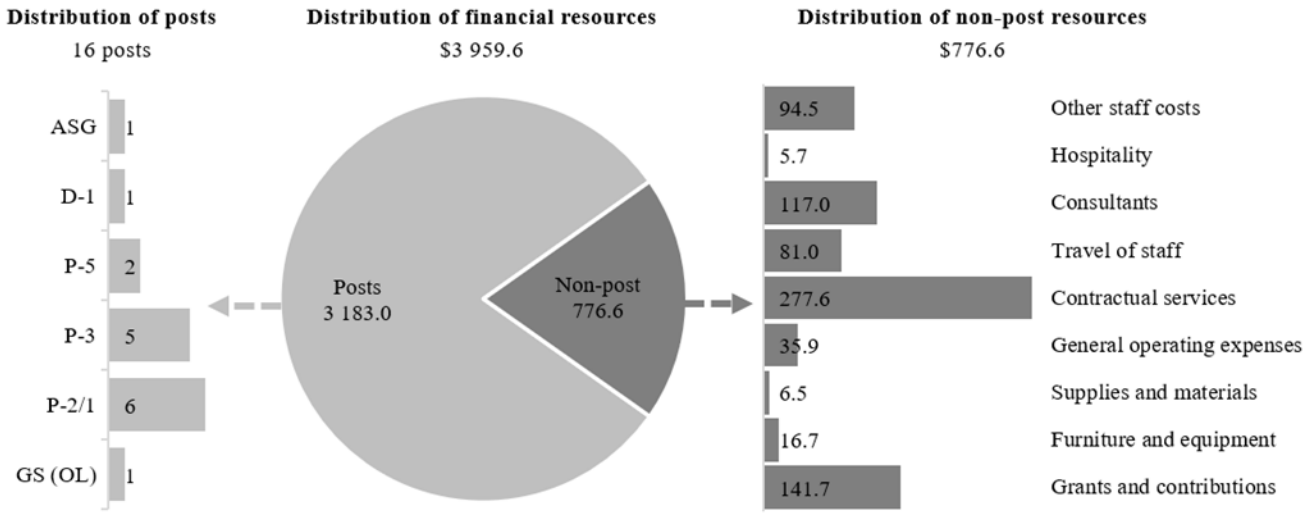
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	1	(1)	–
Subtotal, 2	**1**	**(1)**	–
Total (1+2)	**17**	**(1)**	**16**

Table 1.176
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 119.5	3 183.0	–	–	–	–	–	3 183.0
Non-post	593.8	776.6	–	–	–	–	–	776.6
Total	**2 713.3**	**3 959.6**	**–**	**–**	**–**	**–**	**–**	**3 959.6**
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		1	–	–	–	–	–	1
Total		**16**	**–**	**–**	**–**	**–**	**–**	**16**

Figure 1.XXXIX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

1.396 As reflected in tables 1.174 (2) and 1.175 (2), extrabudgetary resources amount to $576,300. The non-post resources would complement regular budget resources and support the delivery of

mandates, including supporting meaningful youth engagement and enhancing meaningful youth participation in decision-making processes.

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

1.398 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.177. The Office will strengthen its efforts to ensure the advance booking of tickets in line with the advance booking of air travel policy and to improve its compliance rate.

Table 1.177
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	–	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	46	29	100	100

XV. Office of Data Protection and Privacy

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.399 The Office of Data Protection and Privacy was established pursuant to General Assembly resolution 78/252 as an independent office responsible for assisting the Secretariat in ensuring respect for data protection and privacy in the use and processing of personal data by Secretariat entities, consistent with United Nations mandates. The right to privacy in contemporary international law is enshrined in multiple international frameworks, including article 12 of the Universal Declaration of Human Rights and article 17 of the International Covenant on Civil and Political Rights. The Assembly has continued to consider this issue actively, including through its resolution 77/211 and preceding resolutions, by which it reaffirmed the right to privacy in the digital age, and its resolution 78/265, in which it advocated for the safeguard of privacy and the protection of personal data as part of promoting safe, secure and trustworthy artificial intelligence systems.

1.400 In furtherance of relevant resolutions and decisions of the General Assembly, the Secretary-General promulgated a bulletin by which he established a data protection and privacy policy for the Secretariat (ST/SGB/2024/3). The Office contributes to the effective implementation of data protection and privacy standards, in line with that policy, and to fostering a culture of data protection and privacy awareness across the Secretariat.

Programme of work

Objective

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

Strategy and external factors for 2026

1.402 To contribute to the objective, the Office will:

(a) Provide independent and impartial advice and support to the Secretary-General and United Nations Secretariat entities on the measures to be taken to ensure compliance with the data protection and privacy rules, regulations, processes and policies of the Secretariat;

(b) Provide assistance to entities, for example, to fulfil requests made by individuals about their personal data to ensure implementation and compliance with relevant data protection and privacy rules, regulations, processes and policies in relation to personal data that are shared across entities, including through Secretariat-wide enterprise systems, or that otherwise relate to several entities;

(c) Establish and maintain a reporting mechanism for receiving and disseminating requests made by individuals about their personal data;

(d) Monitor and report to the Secretary-General on compliance with data protection and privacy rules, regulations, processes and policies of the Secretariat;

(e) Foster a culture of data protection and privacy awareness across the Organization.

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

(a) A workplace culture that recognizes the importance of data protection and privacy across the Secretariat;

(b) Effective prevention, identification and mitigation of data protection and privacy risks across the Organization;

(c) Increased transparency and accountability in the Organization's data protection and privacy practices.

1.404 With regard to the external factors, the overall plan for 2026 is based on the following assumptions:

(a) United Nations Secretariat entities adopt data protection and privacy standards, in line with the data protection and privacy policy;

(b) United Nations Secretariat entities build dedicated capacity to ensure that personal data are processed appropriately and respect the rights of individuals and groups.

1.405 With regard to inter-agency coordination and liaison, the Office will participate in inter-agency networks, as appropriate, to share best practices and advance common practices for data protection and privacy system-wide.

1.406 The Office integrates a gender perspective into its operational activities, deliverables and results. The Office will identify any systemic issues concerning gender inequality in the Organization's operations as regards data protection and privacy aspects. The Office will also provide gender statistics, where relevant and appropriate.

1.407 In line with the United Nations Disability Inclusion Strategy, the Office will ensure that it takes into account the needs of persons with disabilities, both in the accessibility of its services and in its support for the implementation of the data protection and privacy requirements within the Organization. The Office will, in particular, work to ensure that any relevant content, including information conveyed online such as through privacy notices and forms, contains accessibility features that benefit persons with disabilities.

Programme performance in 2024

Progress in the protection of personal data and privacy at the Secretariat through the promulgation of an overarching data protection and privacy policy

1.408 Ensuring the responsible use of personal data within the Organization is a priority of the Secretary-General. In March 2024, following the establishment of the Office of Data Protection and Privacy pursuant to General Assembly resolution 78/252, the Secretary-General promulgated a bulletin in which he established an overarching data protection and privacy policy for the Secretariat (ST/SGB/2024/3). The policy represents a significant milestone in data protection and privacy at the Secretariat, as it strengthens the Organization's approaches in that area by aligning them with international best practices while addressing the recommendation of the Board of Auditors, issued in 2021, to expedite the development of a comprehensive data protection and privacy policy (A/77/5 (Vol. I), chap. II, para. 587). The promulgation of the policy is also integral to the Organization's broader efforts to achieve a more agile, responsive and resilient United Nations, as referenced in paragraph 73 (a) of the Pact for the Future.

1.409 Progress towards the objective is presented in the performance measure below (see table 1.178).

Table 1.178
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Promulgation of the Secretary-General's bulletin on a data protection and privacy policy for the Secretariat (ST/SGB/2024/3)

Planned results for 2026

Result 1: increased data protection and privacy across the Secretariat

Programme performance in 2024 and target for 2026

1.410 The Office's work contributed to the promulgation of ST/SGB/2024/3, which met the planned target.

1.411 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 1.179).

Table 1.179
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Promulgation of the bulletin of the Secretary-General on a data protection and privacy policy for the Secretariat (ST/SGB/2024/3)	Personnel have access to additional information and resources regarding data protection and privacy in the Organization	Strengthened coherence and consistency in the application of data protection and privacy standards across the Organization

Result 2: optimized business processes to integrate and ensure compliance with the data protection and privacy policy across the Organization

Proposed programme plan for 2026

1.412 While the promulgation of the data protection and privacy policy was a critical first step in strengthening the Organization's approaches in that regard, ensuring effective compliance with data protection and privacy standards remains a multidimensional endeavour, with implications across not only policy, but also business processes.

Lessons learned and planned change

1.413 The lesson for the Office was that the effective implementation of the policy requires dedicated mechanisms to integrate data protection and privacy compliance considerations into the Organization's structure and business processes. In applying the lesson, the Office will establish strategic partnerships with key internal stakeholders, such as the Office of Information and Communications Technology, the Office of Legal Affairs, the Department of Management, Strategy, Policy and Compliance, and the Department of Operational Support, and oversee the revision of existing business processes and the development of dedicated mechanisms to ensure effective and sustained compliance in relation to data protection and privacy across the Organization.

1.414 Expected progress towards the objective is presented in the performance measure below (see table 1.180).

Table 1.180
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Support mechanisms are established and operationalized in the Secretariat in order to facilitate timely and effective assistance by the Office to entities and individuals	Key business processes that are essential for integrating data protection and privacy compliance considerations across the Organization are identified

Legislative mandates

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

General Assembly resolutions

77/211; 79/175	The right to privacy in the digital age	78/265	Seizing the opportunities for safe, secure and trustworthy artificial intelligence systems for sustainable development
78/252	Questions relating to the proposed programme budget for 2024		

Deliverables

1.416 Table 1.181 lists all deliverables of the programme.

Table 1.181
Office of Data Protection and Privacy: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Fifth Committee	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice, guidance and technical assistance to staff and non-staff personnel on data protection and privacy issues.				
D. Communication deliverables				
Digital platforms and multimedia content: Office of Data Protection and Privacy website.				

B. Proposed post and non-post resource requirements for 2026

Overview

1.417 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.182 to 1.184.

Table 1.182
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	–	640.1	–	–	–	–	–	640.1
Consultants	150.0	39.9	–	–	–	–	–	39.9
Travel of staff	–	26.1	–	–	–	–	–	26.1
Contractual services	–	140.1	–	–	–	–	–	140.1
General operating expenses	–	4.0	–	–	–	–	–	4.0
Supplies and materials	–	0.4	–	–	–	–	–	0.4
Furniture and equipment	–	3.6	–	–	–	–	–	3.6
Total	**150.0**	**854.2**	–	–	–	–	–	**854.2**

Table 1.183
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	3	1 D-1, 1 P-3, 1 P-2/1
Proposed for 2026	3	1 D-1, 1 P-3, 1 P-2/1

Table 1.184
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-1	1	–	–	–	–	1
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Total	**3**	–	–	–	–	**3**

1.418 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.185 to 1.187 and figure 1.XL.

1.419 As shown in tables 1.185 and 1.186, the overall resources proposed for 2026 amount to $854,200, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.185
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

Regular budget

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	150.0	854.2	–	–	–	–	–	854.2
Total	**150.0**	**854.2**	–	–	–	–	–	**854.2**

Table 1.186
Proposed posts for 2026 by source of funding and component
(Number of posts)

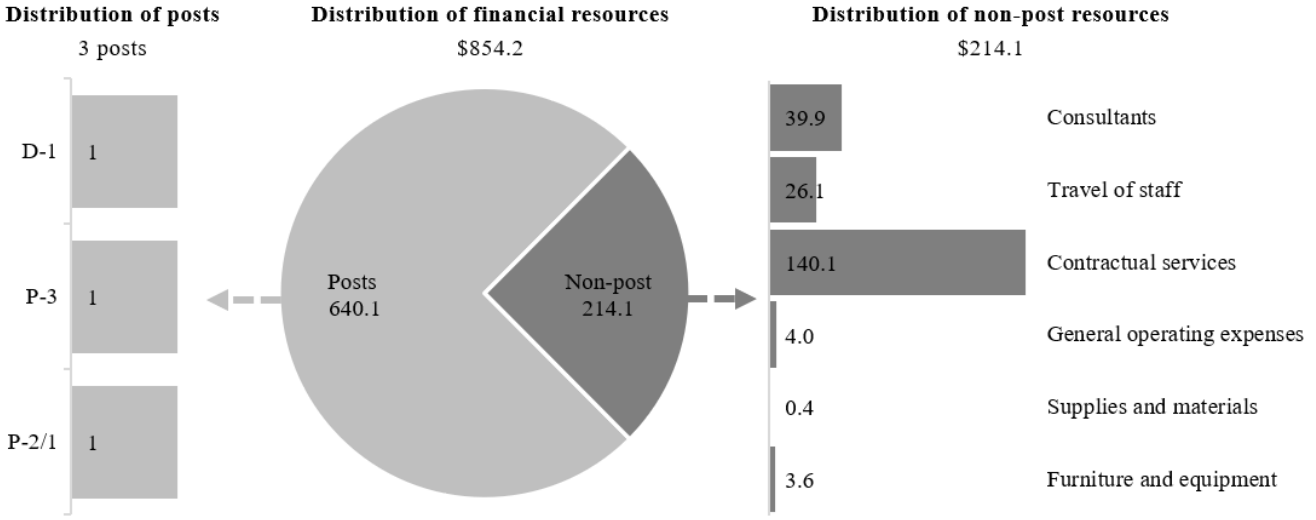
Regular budget

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	3	–	–	–	–	3
Total	**3**	–	–	–	–	**3**

Table 1.187
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	640.1	–	–	–	–	–	640.1
Non-post	150.0	214.1	–	–	–	–	–	214.1
Total	**150.0**	**854.2**	–	–	–	–	–	**854.2**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 1.XL
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



1.420 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.188.

Table 1.188
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	–	–	–	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	–	–	100	100

XVI. Office for Digital and Emerging Technologies

A. Proposed programme plan for 2026

Overall orientation

Mandates and background

1.421 In an age of increasing digital interdependence, the General Assembly has long recognized that effective cooperation on technology issues is an indispensable component of addressing the new challenges and opportunities posed by an increasingly digitalized world, inter alia, in resolutions 56/183, 70/1, 70/125, 75/1, 78/132 and 78/160, including as a key driver for the implementation of the 2030 Agenda. The position of Envoy of the Secretary-General on Technology was established in 2021 to advise the senior leadership of the United Nations on key trends in technology, so as to guide the strategic approach taken by the Organization on such issues, to serve as an advocate and focal point for digital cooperation so that Member States, the technology industry, civil society and other stakeholders would have a first port of call for the broader United Nations system, and to facilitate multi-stakeholder policy dialogue on emerging technologies (see A/74/821). The establishment of the Office of the Envoy of the Secretary-General on Technology was noted by the Assembly in its resolution 75/316.

1.422 Through the adoption of the Global Digital Compact (resolution 79/1, annex I), the General Assembly requested the Secretary-General, following consultations with Member States, to submit a proposal to the Assembly for the establishment of an office, building on and incorporating the existing activities and resources of the existing Office of the Envoy of the Secretary-General on Technology, to facilitate system-wide coordination, working closely with existing mechanisms. In its resolution 79/258 A, the Assembly approved the establishment of the Office for Digital and Emerging Technologies and its operational functions.

Programme of work

Objective

1.423 The objective, to which the Office contributes, is to ensure that cooperation on technology governance is advanced for a better future.

Strategy and external factors for 2026

1.424 To contribute to the objective, the Office will:

(a) Advise the senior leadership of the United Nations on key trends in technology, so as to guide the strategic approach taken by the Organization on such issues;

(b) Serve as an advocate and focal point for digital cooperation, through engagement with Member States, the technology industry, civil society and other stakeholders;

(c) Facilitate multi-stakeholder policy dialogue on digital and emerging technology issues;

(d) Strengthen system-wide coordination within and across the United Nations system on digital and emerging technology issues;

(e) Support the follow-up and implementation of the Global Digital Compact.

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

(a) More inclusive and effective cooperation at all levels on digital and emerging technology issues;

(b) Strengthened coherence within and across the United Nations system on digital and emerging technology issues;

(c) Enhanced implementation of the Global Digital Compact.

1.426 With regard to the external factors, the overall plan for 2026 is based on the following assumptions:

(a) Member States continue to engage in constructive dialogue and cooperation on digital and emerging technology issues at the global and regional levels;

(b) Adequate extrabudgetary resources are available to ensure meaningful engagement across the United Nations system, and with national, regional and global institutions and organizations.

1.427 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will collaborate with global and regional organizations, such as the World Bank, the African Union, the European Union and the Organisation for Economic Co-operation and Development. The Office will also prioritize the forging of new relationships and the strengthening of existing ones with relevant civil society organizations, academia and the private sector.

1.428 With regard to inter-agency coordination and liaison, the Office will strengthen system-wide coordination within and across the United Nations system on digital and emerging technology issues, with the aim of promoting collective synergies and messaging on such issues and more effective use of resources across the United Nations system. Such activities include serving as Co-Chair of the Working Group on Digital Technologies with the International Telecommunication Union; and facilitating more frequent, intensive engagement and systematic follow-up on joint efforts, and strengthening coordination within and between the processes for the implementation of the Global Digital Compact and for the 20-year review of the World Summit on the Information Society, as well as other United Nations processes, such as the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals, and coordination with the Technology Bank for the Least Developed Countries. The Office will continue to partner with and connect other United Nations system and non-United Nations entities through joint programming towards the Office's objective. It will also step up engagement with the regional economic commissions, the Development Coordination Office and the resident coordinator system to provide guidance on best practices regarding digital transformation for use by Member States, and for connecting to regional, national and local networks in support of implementation of the Global Digital Compact.

1.429 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including by advocating for the meaningful participation of girls and young women in relevant United Nations processes, and by incorporating a gender perspective on digital and emerging technology issues in multi-stakeholder policy dialogues facilitated by the Office.

1.430 In line with the United Nations Disability Inclusion Strategy, the Office will advocate for the meaningful participation of persons with disabilities in relevant United Nations processes and incorporate the perspectives of persons with disabilities on digital and emerging technology issues in multi-stakeholder policy dialogues facilitated by the Office. The Office will aim to ensure accessibility for persons with disabilities to information produced and events organized by the Office, to the greatest extent possible.

Result 1: strengthened multi-stakeholder commitment to the Global Digital Compact

Proposed programme plan for 2026

1.431 At the Summit of the Future in 2024, the General Assembly adopted the Global Digital Compact, which serves as a comprehensive global framework for digital cooperation with the goal of an inclusive, open, sustainable, fair, safe and secure digital future for all. The Office has encouraged and enabled international and regional organizations, the private sector, academia, the technical community and civil society groups to engage actively in the Compact's implementation. These actions will broaden and deepen efforts to realize the Compact's objectives, with voluntary endorsements serving as an indicator of the extent of stakeholder alignment with the Compact's

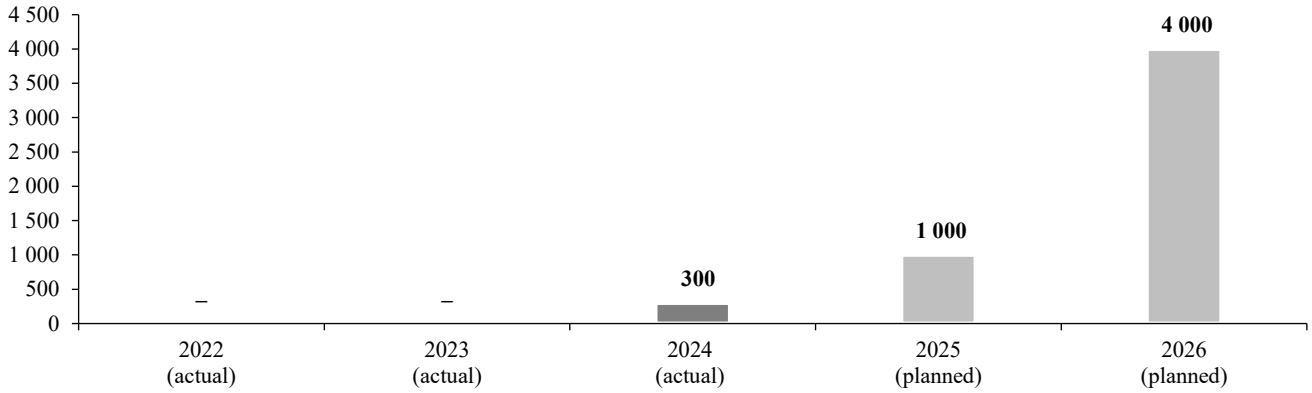
vision and commitments through the high-level review of the Global Digital Compact to be held during the eighty-second session of the Assembly.

Lessons learned and planned change

1.432 The lesson for the Office was that endorsement modalities require continuous stakeholder engagement and thorough vetting, which can be resource-intensive. Following the Summit of the Future and the adoption of the Global Digital Compact, the Office swiftly established an endorsement modality in accordance with paragraph 66 of the Global Digital Compact. Through open calls to international and regional organizations, the private sector, academia, the technical community and civil society groups, the modality quickly gained significant traction. However, due to the open nature of the modality, each submission requires careful vetting, which places a considerable demand on available resources. In applying the lesson, the Office will adapt the endorsement modality to reduce the burden, such as through semi-automated filtering and improved internal processes and workflows.

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

Figure 1.XLI
Performance measure: number of endorsements of the Global Digital Compact (cumulative)



Legislative mandates

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

General Assembly resolutions

75/316; 77/320	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets	79/1, annex I	Global Digital Compact
		79/258 A	Special subjects relating to the proposed programme budget for 2025
78/311	Enhancing international cooperation on capacity-building of artificial intelligence		

Deliverables

1.435 Table 1.189 lists all deliverables of the programme.

Table 1.189
Office for Digital and Emerging Technologies: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	**2**	**1**
1. Report of the Secretary-General to the General Assembly on the unique challenges faced by developing countries in artificial intelligence capacity-building, including recommendations aimed at addressing those challenges	–	–	–	1
2. Report of the Secretary-General to the General Assembly on developing innovative voluntary financing options for artificial intelligence capacity-building that take into account the recommendations of the High-level Advisory Body on Artificial Intelligence	–	–	1	–
3. Report of the Secretary-General to the General Assembly on the impact of rapid technological change on the achievement of the Sustainable Development Goals and targets	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	**17**	**17**
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
5. Meetings of the Fifth Committee	–	–	1	1
6. Meetings of the General Assembly regarding digital and emerging technology issues			15	15
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	–	**10**	**10**
7. Diplomatic capacity-building events and multi-stakeholder consultation in support of United Nations intergovernmental and multi-stakeholder processes on digital and emerging technologies	–	–	10	10
Publications (number of publications)	–	–	**2**	**2**
8. Update of the digital public infrastructure safeguards framework	–	–	1	1
9. Publication on the implications of emerging technologies, such as in the areas of energy and labour markets, and the interface with digital public infrastructure	–	–	1	1
Technical materials (number of materials)	–	–	**8**	**16**
10. Guidance on digital transformation for United Nations senior leadership, including resident coordinators and the regional economic commissions	–	–	2	10
11. Implementation mapping of the Global Digital Compact	–	–	1	1
12. Technical materials required as part of support to United Nations intergovernmental and multi-stakeholder processes on digital and emerging technologies	–	–	5	5

C. Substantive deliverables

Consultation, advice and advocacy: 50 substantive meetings with United Nations senior leadership to provide advice on key trends in technology; three briefings for all Member States on topics related to digital and emerging technology issues; five country visits and bilateral meetings with ministers responsible for information technology and digital cooperation; 40 substantive meetings with technology industry stakeholders and leaders; 20 substantive meetings with civil society; 20 substantive meetings with academia; working groups on digital public infrastructure safeguards; co-chairing the Working Group on Digital Technologies; and advice to United Nations intergovernmental and multi-stakeholder processes on digital and emerging technologies, as required.

Databases and substantive digital materials: endorsement modality for the Global Digital Compact; interactive knowledge resource on the digital public infrastructure safeguards framework.

D. Communication deliverables

Outreach programmes, special events and information materials: Open Source Programme Offices for Good Conference; special events on topics related to digital and emerging technology issues at the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and the Internet Governance Forum, and at the high-level political forum on sustainable development and during the high-level week of the General Assembly.

Digital platforms and multimedia content: websites and social media accounts maintained by the Office.

B. Proposed post and non-post resource requirements for 2026

Overview

1.436 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.190 to 1.192.

Table 1.190
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	–	1 290.9	–	326.9	–	326.9	25.3	1 617.8
Other staff costs	–	37.2	–	–	–	–	–	37.2
Hospitality	–	5.3	–	–	–	–	–	5.3
Consultants	–	105.9	(65.7)	–	–	(65.7)	(62.0)	40.2
Travel of staff	–	133.1	–	–	–	–	–	133.1
Contractual services	–	44.8	–	5.9	–	5.9	13.2	50.7
General operating expenses	–	2.5	–	1.2	–	1.2	48.0	3.7
Supplies and materials	–	1.6	–	0.9	–	0.9	56.3	2.5
Furniture and equipment	–	1.9	–	6.1	–	6.1	321.1	8.0
Total	–	**1 623.2**	**(65.7)**	**341.0**	–	**275.3**	**17.0**	**1 898.5**

Table 1.191
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	6	1 USG, 1 P-5, 1 P-4, 2 P-2/1, 1 GS (OL)
Establishment	3	2 P-4, 1 P-3
Proposed for 2026	9	1 USG, 1 P-5, 3 P-4, 1 P-3, 2 P-2/1, 1 GS (OL)

Table 1.192
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	2	–	2	3
P-3	–	–	1	–	1	1
P-2/1	2	–	–	–	–	2
Subtotal	**5**	–	**3**	**–**	**3**	**8**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	**1**	–	–	–	–	**1**
Total	**6**	–	**3**	–	**3**	**9**

1.437 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.193 to 1.195 and figure 1.XLII.

1.438 As shown in tables 1.193 (1) and 1.194 (1), the overall resources proposed for 2026 amount to $1,898,500, reflecting an increase of $275,300 (or 17.0 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments and from new or expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.193
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	–	1 623.2	(65.7)	341.0	–	275.3	17.0	1 898.5
Subtotal, 1	–	**1 623.2**	**(65.7)**	**341.0**	–	**275.3**	**17.0**	**1 898.5**

(2) Extrabudgetary

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	–	499.1	27.1	5.4	526.1
Subtotal, 2	–	**499.1**	**27.1**	**5.4**	**526.1**
Total (1+2)	**-**	**2 122.3**	**302.4**	**14.2**	**2 424.6**

Table 1.194
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	6	–	3	–	3	9
Subtotal, 1	**6**	–	3	–	3	**9**

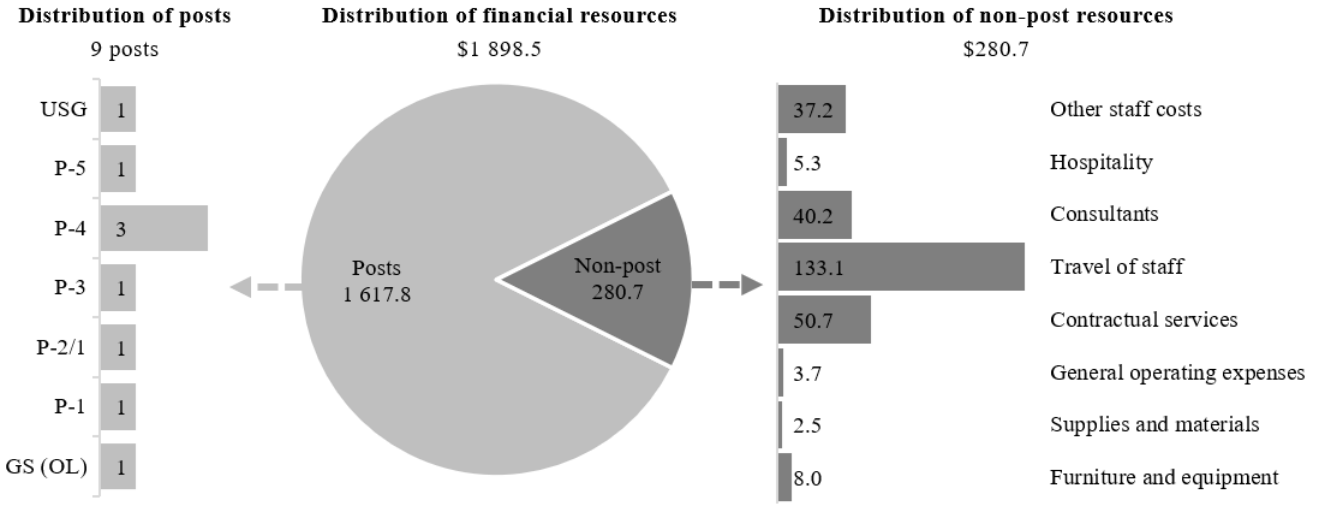
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	2	–	2
Subtotal, 2	**2**	**–**	**2**
Total (1+2)	**8**	**–**	**11**

Table 1.195
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	1 290.9	–	326.9	–	326.9	25.3	1 617.8
Non-post	–	332.3	(65.7)	14.1	–	(51.6)	(15.5)	280.7
Total	**–**	**1 623.2**	**(65.7)**	**341.0**	**–**	**275.3**	**17.0**	**1 898.5**
Post resources by category								
Professional and higher		6	–	3	–	3	–	9
Total		**6**	**–**	**3**	**–**	**3**	**–**	**9**

Figure 1.XLII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

1.439 As shown in table 1.193 (1), resource changes reflect a decrease of $65,700, relating to the removal of non-recurrent provisions under consultants associated with time-bound specialized projects in 2025.

New and expanded mandates

1.440 As shown in tables 1.193 (1) and 1.194 (1), resource changes reflect an increase of $341,000, owing to the proposed establishment of three Programme Management Officer posts (2 P-4 and 1 P-3), in accordance with General Assembly resolutions 79/1 and 79/258 A (see annex II to the present report).

Extrabudgetary resources

1.441 As reflected in tables 1.193 (2) and 1.194 (2), extrabudgetary resources amount to $526,100. The resources would complement regular budget resources and would be used mainly to provide for two posts (1 P-4 and 1 P-2/1) and non-post resources that would be used to support the delivery of mandates, including advancing cooperation on technology governance.

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

1.443 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.196.

Table 1.196
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	–	–	–	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	–	–	100	100

XVII. United Nations Alliance of Civilizations

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1.444 The United Nations Alliance of Civilizations was established in 2005, as an initiative of the Secretary-General, to explore the root causes of polarization within and between societies and to recommend a programme of action, including through the promotion of intercultural and interreligious dialogue to build bridges of understanding. The Alliance aims to foster understanding and cooperation across cultures and religions and to counter polarization and extremism.

1.445 The General Assembly, through its resolutions 64/14 and 69/312, expressed its support for the work of the Alliance and reiterated its valuable role in promoting greater understanding and respect among civilizations, cultures, religions and beliefs.

1.446 In its resolution 78/264, the General Assembly requested the Secretary-General to appoint a United Nations Special Envoy to combat Islamophobia. Subsequently, in its resolution 79/258 B, the Assembly approved the conversion of the post of High Representative for the United Nations Alliance of Civilizations (Under-Secretary-General), previously funded from extrabudgetary resources, to regular budget funding under the Alliance under section 1. The post would serve a dual role as High Representative for the United Nations Alliance of Civilizations and the United Nations Special Envoy to combat Islamophobia.

Programme of work

Objective

1.447 The objective, to which the Alliance contributes, is to improve understanding and cooperation among nations and peoples across cultures and religions and to reduce polarization at the local and global levels.

Strategy and external factors for 2026

1.448 To contribute to the objective, the Alliance will:

(a) Promote interreligious and intercultural dialogue, including dialogue among civilizations;

(b) Design and implement peace education initiatives aimed at equipping young people with the critical thinking skills and competencies needed to play an active and positive role in issues of peace and security and in preventing violent extremism and radicalization;

(c) Provide a grant funding mechanism, capacity-building support and mentorship for young people and for civil society organizations that implement projects related to intercultural and interfaith dialogue, particularly in areas affected by identity-based conflict, with a view to combating intolerance and stereotyping on the grounds of religion or belief;

(d) Facilitate dialogues to build stronger partnerships and promote the voices of young people and of civil society at large, including faith actors and grass-roots organizations, thereby fostering mutual understanding and collaboration across divides;

(e) Reinforce synergies with international organizations that work for the integration of migrant communities and promote the role of municipalities and cities in building inclusive and resilient societies;

(f) Develop initiatives that serve to train young people in multimedia storytelling and video production and facilitate collaborative media projects that unite young creators from different cultural and religious backgrounds, with an emphasis on the creation of content that changes the narrative around migrants and promotes tolerance, respect, dialogue and cooperation;

(g) Promote the role and contribution of women as peace mediators, including through the Women's Alliance for Peace initiative and through intercultural and interreligious mediation training aimed at women leaders in conflict contexts;

(h) Identify, showcase and promote the role of religious leaders and faith-based organizations engaged in interreligious mediation;

(i) Develop, support and participate in global communication, advocacy and programming initiatives aimed at amplifying the message of inclusion and peace through sports;

(j) Collaborate with arts institutions, cultural organizations and educational institutions to integrate arts into broader advocacy efforts aimed at promoting tolerance, respect, dialogue and cooperation;

(k) Engage with United Nations entities for a comprehensive and coordinated approach to addressing and responding to Islamophobia, antisemitism and other forms of intolerance on the basis of religion and belief;

(l) Conduct briefings for Member States to highlight the nexus between religious intolerance and human rights, and to contribute to efforts towards the effective development of system-wide responses to all forms of religious intolerance;

(m) Organize tailored institutional events focused on trends in Islamophobia to provide a platform for a multi-stakeholder approach, including Member States, relevant United Nations entities, media providers, civil society and faith actors, in combating Islamophobia;

(n) Engage in dialogue on Islamophobia with State and non-State actors, in order to address the root causes and explore possible solutions and good practices to address Islamophobia;

(o) Engage with Member States and relevant stakeholders to assist, as appropriate, in the implementation of the recommendations contained in the United Nations Plan of Action to Safeguard Religious Sites, including carrying out the "#forSafeWorship" communication campaign; raising the awareness of the international community and the general public about the universality of religious sites; and issuing press statements in condemnation of attacks on worshippers, acts of violence, and attacks on and destruction of religious places, sites and shrines, which are in violation of international law, in both conflict and non-conflict situations;

(p) Engage with relevant United Nations entities and agencies on the implementation of the recommendations contained in the United Nations action plan to enhance the monitoring of and response to antisemitism, including the convening of relevant stakeholders (Member States, regional and international organizations, and Jewish organizations and communities) to explore good practices to respond to antisemitism.

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

(a) Enhanced social stability and an environment conducive to peace and mutual understanding;

(b) Advancement of intercultural and interreligious dialogue, and a culture of peace and mutual respect;

(c) Improved action by Member States and non-State actors in addressing the root causes of all forms of religious intolerance, xenophobia and discrimination on the basis of religion, belief or ethnicity.

1.450 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Governments have the political commitment and dedicate resources to accelerate action to prevent conflicts and address the root causes of all forms of religious intolerance;

(b) Civil society, faith-based organizations, local communities, the private sector and media are committed to working together to advance intercultural and interreligious dialogue;

(c) Personnel, at all levels, prioritize addressing all forms of religious intolerance within United Nations operations.

1.451 With regard to cooperation with other entities at the global, regional, national and local levels, the Alliance of Civilizations will continue to garner the support of Member States for the advancement of intercultural and interreligious dialogue, a culture of peace and mutual respect, and for the reinforcement of partnerships with regional and subregional actors for the practical implementation of its activities, including with the European Union, the League of Arab States, the Organization of Islamic Cooperation, the Organization of American States, the Council of Europe, the Black Sea Economic Cooperation Organization, the Organization for Security and Cooperation in Europe, the International Organization of Turkic Culture and the Union for the Mediterranean. In addition, the Alliance will continue to work closely with non-State actors, namely civil society, young people, local communities, faith actors, academic institutions, the media, research institutes and the private sector, to build capacity and raise awareness of the role of intercultural and interreligious dialogue in conflict prevention and addressing the root causes of all forms of religious intolerance, xenophobia and discrimination on the basis of religion, belief or ethnicity.

1.452 With regard to inter-agency coordination and liaison, the Alliance will continue to co-chair the United Nations Inter-Agency Task Force on Religion and Sustainable Development and engage its multi-faith advisory council; act as Vice-Chair of the Working Group on Preventing and Countering Violent Extremism Conducive to Terrorism; and lead the establishment and the activities of a United Nations working group to monitor, evaluate and assess the impact of policies and measures to address antisemitism on a regular basis. In addition, the Alliance will continue to strengthen its cooperation with the Department of Global Communications, the Department of Political and Peacebuilding Affairs, the International Organization for Migration, the United Nations Population Fund, the Office of Counter-Terrorism, the United Nations Educational, Scientific and Cultural Organization, the office of the Special Adviser to the Secretary-General on the Prevention of Genocide, OHCHR, the United Nations Youth Office and the Special Rapporteur on freedom of religion or belief through information exchange, joint events and initiatives, for more effective advocacy and coordinated actions to ensure that the prevention agenda remains prominent on the international agenda and to address all forms of religious intolerance in a coherent manner within the United Nations system.

1.453 The Alliance integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In 2026, it will continue to support the Women's Alliance for Peace and promote the inclusion of women peace mediators in conflict mediation and conflict resolution initiatives. It will also continue its advocacy to ensure that the voices of young women and men that support peace processes at the local level are more actively represented at global events organized by the Alliance and other relevant forums. Information on the beneficiaries of the Alliance's programmes will continue to be systematically disaggregated by sex in order to present a gender-sensitive analysis of the impact of the Alliance's programme.

1.454 In line with the United Nations Disability Inclusion Strategy, the Alliance will seek to increase the accessibility of its core documents and capacity-building training materials for persons with disabilities, to the extent possible.

Programme performance in 2024

Enhanced ownership of Member States towards the promotion of a culture of peace, and interreligious and intercultural dialogue for mutual understanding

1.455 In November 2024, the Government of Portugal and the Alliance delivered the tenth Global Forum of the United Nations Alliance of Civilizations in Cascais, Portugal, with the in-person participation of 118 official delegations of Member States and international organizations and over 1,200 partners from civil society, academia, the private sector and the media, as well as religious leaders, faith actors and members of the general public. The event featured a youth forum, with the participation of over 128 young leaders from more than 70 countries; two plenary sessions and nine thematic panels; and special segments, such as the Intercultural Innovation Hub and the PLURAL+ youth video festival ceremonies. A special side event entitled “One humanity match for peace and inclusion” brought together celebrated athletes, global leaders and young people to highlight the transformative power of sports as a platform for promoting peace, tolerance, respect, dialogue and cooperation among different cultures, civilizations and peoples. At the Global Forum, the Group of Friends of the Alliance adopted by consensus the Cascais political declaration, marking the achievements of the Alliance over the past 20 years. In the declaration, Member States emphasized the need to combat all forms of religious intolerance and acknowledged the central role of inclusive, quality and transformative education in promoting dialogue, peace and human rights.

1.456 In 2024, the Alliance also commemorated the International Day of Human Fraternity in partnership with the Permanent Missions of Egypt and the United Arab Emirates to the United Nations. It was also one of the leading substantive partners and co-organizers of the sixth World Forum on Intercultural Dialogue, hosted by Azerbaijan, during which it convened a plenary session on interfaith dialogue as a confidence-building measure.

1.457 Progress towards the objective is presented in the performance measure below (see table 1.197).

Table 1.197
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Four Member States hosted international forums to promote a culture of peace 118 Member States and international organizations adopted a political declaration in support of the Alliance of Civilizations and its values and principles

Planned results for 2026

Result 1: increased awareness about contemporary trends in Islamophobia among State and non-State actors

Proposed programme plan for 2026

1.458 In its resolution 78/264, the General Assembly expressed concern at the growing manifestations of intolerance based on religion or belief and emphasized the importance of respect for religious and cultural diversity, as well as interreligious, interfaith and intercultural dialogue aimed at promoting a culture of tolerance and respect among individuals, societies and nations. In the same resolution, the Assembly requested the Secretary-General to appoint a United Nations Special Envoy to combat Islamophobia. In line with Assembly resolution 79/258 B, the post of High Representative for the

United Nations Alliance of Civilizations will serve a dual role as High Representative for the Alliance and as the United Nations Special Envoy to combat Islamophobia.

Lessons learned and planned change

1.459 The lesson for the Alliance was the need for a strategic framework to guide the work of the United Nations on combating Islamophobia. In applying the lesson, the High Representative for the Alliance and United Nations Special Envoy to combat Islamophobia will develop a United Nations action plan to combat Islamophobia, which will contain recommendations and a call for action for Member States, civil society and the general public. The Alliance will establish a consultative process on the root causes of, and good practices in combating, contemporary forms of Islamophobia, and will engage with a wide range of stakeholders, including relevant United Nations entities and coordinators, Member States, regional organizations and civil society actors, with a view to developing the action plan. The action plan and its implementation will enable coordinated, system-wide efforts towards combating Islamophobia and promoting a culture of tolerance and respect.

1.460 Expected progress towards the objective is presented in the performance measure below (see table 1.198).

Table 1.198
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Member States, United Nations entities, and civil society and academic institutions exchange information on the root causes of, and good practices in combating, contemporary forms of Islamophobia	Member States, United Nations entities, and civil society and academic institutions contribute to the development and finalization of the United Nations action plan to combat Islamophobia

Legislative mandates

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

General Assembly resolutions

64/14	The Alliance of Civilizations	78/264	Measures to combat Islamophobia
69/312	United Nations Alliance of Civilizations	78/277	Follow-up to the Declaration and Programme of Action on a Culture of Peace
75/258	Promoting a culture of peace and tolerance to safeguard religious sites	78/286	International Day for Dialogue among Civilizations
77/221	Freedom of religion or belief	79/180	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
77/318	Promoting interreligious and intercultural dialogue and tolerance in countering hate speech	79/258 B	Special subjects relating to the programme budget for 2025
78/129	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace		

Deliverables

1.462 Table 1.199 lists all deliverables of the programme.

Table 1.199
United Nations Alliance of Civilizations: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	**1**	–
1. Report of the Secretary-General on the implementation of General Assembly resolution 78/264	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	**2**	**2**
2. Meetings of the General Assembly	–	–	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**60**	**120**	**80**	**80**
4. Capacity-building training and workshops for civil society and other non-State partners	60	120	80	80
Publications (number of publications)	–	–	**1**	**1**
5. Studies, reports, policy papers and other publications on interreligious and intercultural dialogue and addressing religious intolerance	–	–	1	1
Technical materials (number of materials)	**4**	**4**	**5**	**5**
6. Technical guidelines and courses on intercultural and interreligious dialogue	4	4	5	5

C. Substantive deliverables

Consultation, advice and advocacy: briefings and consultations with some 100 Member States; briefings and consultations with approximately five regional and subregional organizations that support the Alliance's mandate and promote interreligious and intercultural dialogue, and related meetings at the national and regional levels.

Databases and other substantive digital materials: e-learning module on antisemitism, aimed at all United Nations personnel.

D. Communication deliverables

Outreach programmes, special events and information materials: keynote speeches at approximately 50 high-level events with the participation of Member States and non-governmental and civil society organizations, including symposiums, expert round tables and forums, on issues related to dialogue, peace and security, conflict prevention and a culture of peace, hate speech and addressing the root causes of violent extremism as and when conducive to terrorism, and religious intolerance across all faiths; 10 high-level events; commemoration of four United Nations international days; multimedia presentations, brochures and other materials, targeting national Governments, regional officials and the general public, at the global, regional and national levels.

External and media relations 35 press releases and press statements; one press conference; 25 op-eds, interviews and recorded statements; 10 newsletters.

Digital platforms and multimedia content: content for websites and social media accounts, including social media campaigns such as the "#forSafeWorship" and "#OneHumanity" campaigns.

B. Proposed post and non-post resource requirements for 2026

Overview

1.463 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.200 to 1.202.

Table 1.200
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	–	527.7	288.9	–	–	288.9	54.7	816.6
Travel of staff	–	77.8	–	–	–	–	–	77.8
Contractual services	–	128.3	–	–	–	–	–	128.3
General operating expenses	–	1.6	–	–	–	–	–	1.6
Supplies and materials	–	0.8	–	–	–	–	–	0.8
Furniture and equipment	–	7.2	(6.0)	–	–	(6.0)	(83.3)	1.2
Total	–	**743.4**	**282.9**	–	–	**282.9**	**38.1**	**1 026.3**

Table 1.201
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	3	1 USG, 1 P-5, 1 P-3
Proposed for 2026	3	1 USG, 1 P-5, 1 P-3

Table 1.202
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	**3**	**–**	**–**	**–**	**–**	**3**
Total	**3**	**–**	**–**	**–**	**–**	**3**

1.464 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.203 to 1.205 and figure 1.XLIII.

1.465 As shown in tables 1.203 (1) and 1.204 (1), the overall resources proposed for 2026 amount to $1,026,300, reflecting an increase of $282,900 compared with the approved budget for 2025.

Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.203
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

Component	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Programme of work	–	743.4	282.9	–	–	282.9	38.1	1 026.3
Subtotal, 1	–	**743.4**	**282.9**	–	–	**282.9**	**38.1**	**1 026.3**

(2) *Extrabudgetary*

Component	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	4 948.8	4 153.5	193.7	4.7	4 347.2
Subtotal, 2	**4 948.8**	**4 153.5**	**193.7**	**4.7**	**4 347.2**
Total (1+2)	**4 948.8**	**4 896.9**	**476.6**	**9.7**	**5 373.5**

Table 1.204
Proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

Component	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	3	–	–	–	–	3
Subtotal, 1	**3**	–	–	–	–	**3**

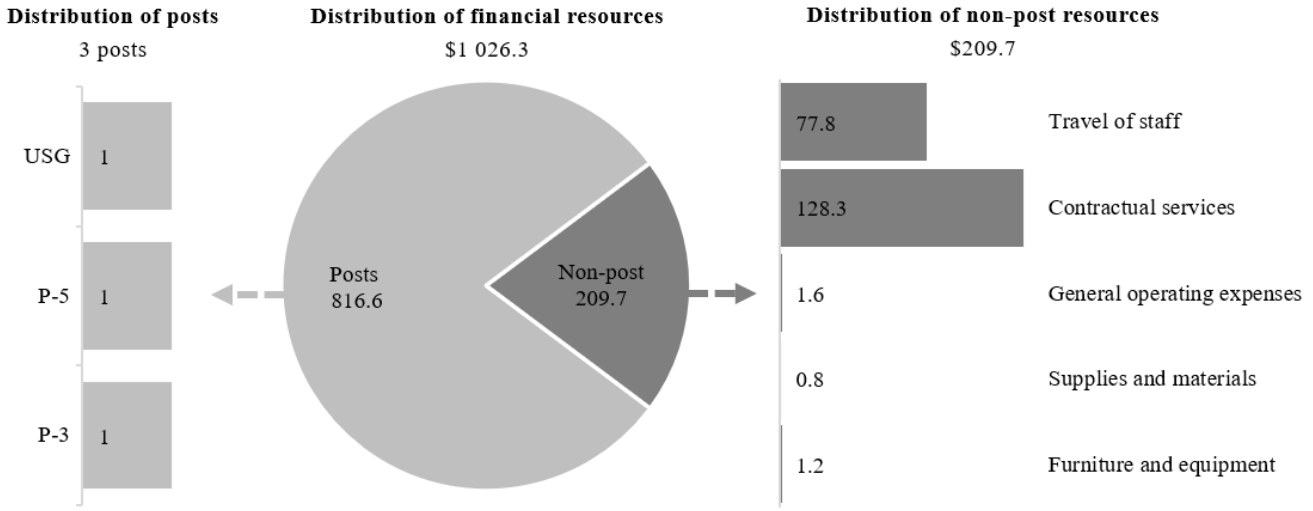
(2) *Extrabudgetary*

Component	2025 estimate	Change	2026 estimate
Programme of work	5	1	6
Subtotal, 2	**5**	**1**	6
Total (1+2)	**8**	**1**	**9**

Table 1.205
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	527.7	288.9	–	–	288.9	54.7	816.6
Non-post	–	215.7	(6.0)	–	–	(6.0)	(83.3)	209.7
Total	**–**	**743.4**	**282.9**	**–**	**–**	**282.9**	**38.1**	**1 026.3**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 1.XLIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

1.466 As shown in tables 1.203 (1) and 1.204 (1), the resource changes reflect an increase of $288,900 under posts, relating to the delayed impact of the conversion of one post effective 1 April 2025 and the establishment of two posts with a vacancy rate of 50 per cent in 2025, pursuant to General Assembly resolution 78/264. The increase is offset in part by a decrease of $6,000 under non-post resources, relating to the removal of non-recurrent provisions under furniture and equipment associated with the acquisition of office automation equipment for the newly established posts.

Extrabudgetary resources

1.467 As reflected in tables 1.203 (2) and 1.204 (2), extrabudgetary resources amount to $4,347,200. The resources would complement regular budget resources and would be used to provide for six posts (1 D-2, 2 P-4, 2 P-3 and 1 General Service (Other level)) and non-post resources that would be used to support the delivery of mandates, including promoting interreligious and intercultural dialogue, addressing religious intolerance and discrimination, designing and implementing peace education initiatives for the empowerment of young people, and advancing the role and contributions of women as peace mediators.

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

1.469 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.206.

Table 1.206
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	–	–	–	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	–	–	100	100

XVIII. Office of the Special Envoy of the Secretary-General for Future Generations

A. Proposed programme plan for 2026

Overall orientation

Mandates and background

1.470 The Special Envoy of the Secretary-General for Future Generations would provide leadership and coordination across the United Nations system on the capacities, activities and programmes required to support Member States in their efforts to implement the Declaration on Future Generations, which was adopted by the General Assembly on 22 September 2024 (resolution 79/1, annex II).

1.471 In the Declaration, Heads of State and Government reaffirmed their earlier commitments to the purposes and principles of the Charter of the United Nations, the Universal Declaration of Human Rights, the 2030 Agenda for Sustainable Development, the political declaration of the Sustainable Development Goals Summit of 2023 and the Rio Declaration on Environment and Development.

1.472 In the Declaration, the foundations to safeguard the needs and interests of future generations through concrete measures and follow-up mechanisms are set out. Future generations are defined as all those generations that do not yet exist, and who will inherit this planet. It includes a commitment by Heads of State and Government to equip the multilateral system, including the United Nations, to support States, upon their request, in their efforts to implement the Declaration and embed the needs and interests of future generations and long-term thinking in policymaking processes by fostering cooperation and facilitating greater use of anticipatory planning and foresight, based on science, data and statistics, and raising awareness of and advising on the likely intergenerational or future impacts of policies and programmes (para. 30); and to foster an organizational culture that is future-oriented and mainstreamed across the United Nations system in order to facilitate science- and evidence-based decision-making by developing diverse capabilities, including anticipatory planning, foresight and futures literacy, and systematically promoting long-term and intergenerational thinking at all levels (para. 31). It also contains a decision to convene an inclusive high-level plenary meeting of the General Assembly on future generations that will review the implementation of the Declaration during the eighty-third session of the General Assembly and provide updates on the actions taken to safeguard the needs and interests of future generations, and a request to the Secretary-General to present a report on the implementation of the Declaration for consideration at the high-level plenary meeting to be held during the eighty-third session of the General Assembly (para. 32).

1.473 The Special Envoy of the Secretary-General for Future Generations would provide leadership and coordination across the United Nations system in order to meet the demands on the United Nations system deriving from the Declaration.

1.474 The Special Envoy would serve as a voice for long-term thinking and future generations at the global level, and would advocate, including in intergovernmental processes, high-level events and other forums, for present generations to act responsibly to safeguard the needs and interests of future generations.

1.475 The Special Envoy would be responsible for developing a vision to fulfil the commitments of the Declaration on Future Generations and set strategic goals and objectives for its implementation. Doing so would involve offering support and advice to Member States and providing leadership and policy guidance to the United Nations system on activities intended to accelerate the implementation of the Declaration, including through better use of science, data, anticipatory planning, strategic foresight and futures literacy. The Special Envoy would also lead the preparations of the report of the Secretary-General on the implementation of the Declaration for consideration at the high-level plenary meeting to be held during the eighty-third session of the General Assembly in September 2028 and support Member States with the preparatory work, organization and execution of that meeting.

B. Proposed post and non-post resource requirements for 2026

Overview

1.476 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 1.207 to 1.209.

Table 1.207
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	–	–	–	–	901.3	901.3	–	901.3
Travel of staff	–	–	–	–	81.9	81.9	–	81.9
Contractual services	–	–	–	–	59.1	59.1	–	59.1
General operating expenses	–	–	–	–	6.5	6.5	–	6.5
Supplies and materials	–	–	–	–	1.0	1.0	–	1.0
Furniture and equipment	–	–	–	–	13.0	13.0	–	13.0
Total	–	–	–	–	**1 062.8**	**1 062.8**	–	**1 062.8**

Table 1.208
Proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	–	–
Establishment	2	1 P-5, 1 P-2/1
Conversion	3	1 USG, 1 P-3, 1 GS (OL)
Proposed for 2026	5	1 USG, 1 P-5, 1 P-3, 1 P-2/1, 1 GS (OL)

Table 1.209
Proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	–	–	–	1	1	1
P-5	–	–	–	1	1	1
P-3	–	–	–	1	1	1
P-2/1	–	–	–	1	1	1
Subtotal	–	–	–	**4**	**4**	**4**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	–	–	–	1	1	1
Subtotal	–	–	–	**1**	**1**	**1**
Total	–	–	–	**5**	**5**	**5**

1.477 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 1.210 to 1.212 and figure 1.XLIV.

1.478 As shown in tables 1.210 and 1.211, the overall resources proposed for 2026 amount to $1,062,800, reflecting an increase of $1,062,800 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.210
Evolution of financial resources by source of funding and component
(Thousands of United States dollars)

Regular budget

Component/subprogramme	2024 expenditure	2025 appropriation	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	–	–	–	–	1 062.8	1 062.8	–	1 062.8
Total	–	–	–	–	**1 062.8**	**1 062.8**	**–**	**1 062.8**

Table 1.211
Proposed posts for 2026 by source of funding and component
(Number of posts)

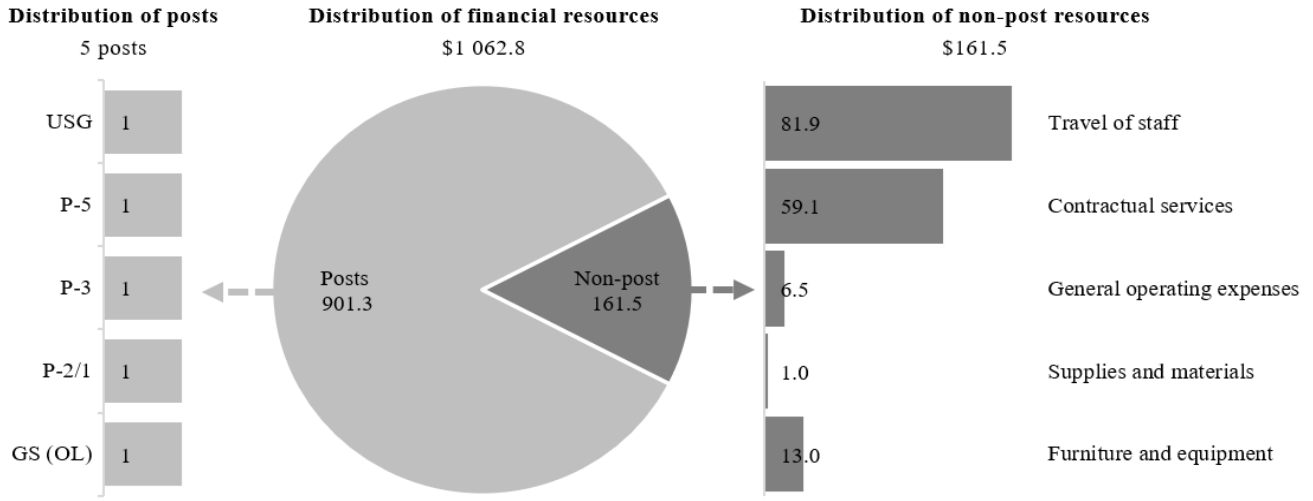
Regular budget

Component	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	–	–	–	5	5	5
Total	–	–	–	**5**	**5**	**5**

Table 1.212
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	–	–	–	901.3	901.3	–	901.3
Non-post	–	–	–	–	161.5	161.5	–	161.5
Total	**–**	**–**	**–**	**–**	**1 062.8**	**1 062.8**	**–**	**1 062.8**
Post resources by category								
Professional and higher		–	–	–	4	4	–	4
General Service and related		–	–	–	1	1	–	1
Total		**–**	**–**	**–**	**5**	**5**	**–**	**5**

Figure 1.XLIV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.479 As shown in tables 1.210 and 1.211, resource changes reflect an increase of $1,062,800 owing to the proposed conversion of three posts (1 Under-Secretary-General, 1 P-3 and General Service (Other level)) funded from extrabudgetary resources and the establishment of two posts (1 P-5 and 1 P-2/1) as part of the efforts to meet the demands on the United Nations system deriving from the Declaration on Future Generations.

1.480 The functions of the Special Envoy would include the following:

(a) Developing a shared vision to fulfil the commitments of the Declaration on Future Generations and set strategic goals and objectives for its implementation;

(b) Offering support to Member States, upon their request, in their efforts to develop long-term thinking in their policymaking processes;

(c) Advising Member States, as appropriate and with the support of other United Nations entities, on mainstreaming future-oriented considerations in United Nations documents under deliberation;

(d) Providing leadership and policy guidance to the United Nations system on activities intended to accelerate the implementation of the Declaration on Future Generations, including by adopting a system-wide approach for the assessment, development, implementation and evaluation of policies and programmes that safeguard the needs and interests of future generations;

(e) Promoting a future-oriented culture across the United Nations system, including by supporting better use of science, data, anticipatory planning, strategic foresight and futures literacy;

(f) Leading the preparations of the report of the Secretary-General on the implementation of the Declaration for consideration at the high-level plenary meeting to be held during the eighty-third session of the General Assembly in September 2028;

(g) Supporting Member States with the preparatory work, organization and execution of the high-level plenary meeting.

1.481 The increase of $1,062,800 includes an increase of $901,300 under posts, for the proposed conversion of three posts, comprising 1 Under-Secretary-General (Special Envoy of the Secretary-General for Future Generations), 1 P-3 (Programme Management Officer) and 1 General Service (Other level) (Administrative Assistant), and for the establishment of two posts, comprising 1 P-5 (Senior Programme Management Officer) and 1 P-2/1 (Associate Programme Management Officer) (see annex II to the present report).

1.482 The increase of $161,500 under non-post resources reflects provisions of $81,900 under travel of staff for the participation of the Special Envoy and his or her team in meetings of United Nations bodies and consultations with organizations, institutions, specialized agencies and other stakeholders to discuss the assessment, development, implementation and evaluation of policies and programmes aimed at safeguarding the needs and interests of future generations; $59,100 under contractual services to cover the organization of a workshop and the development of a website; and $20,500 for related non-post resources to support the proposed conversion and establishment of posts.

1.483 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.213.

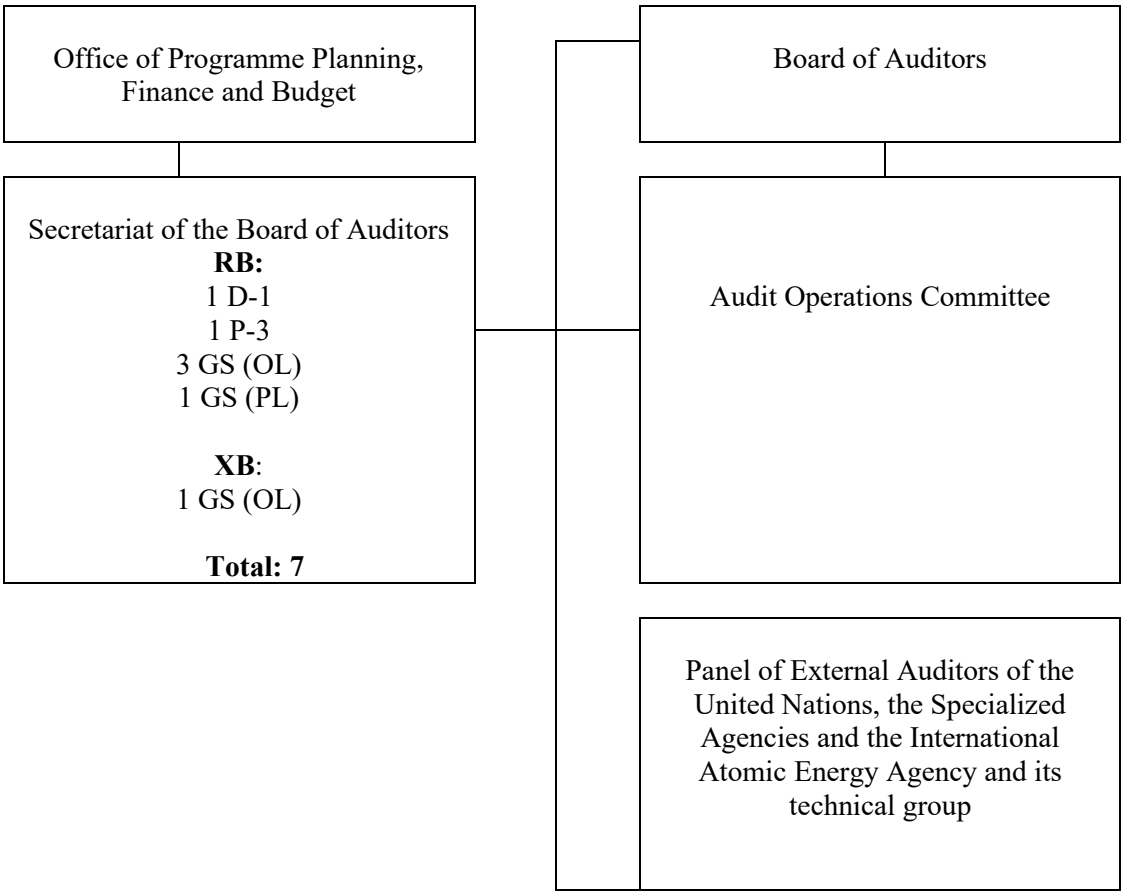
Table 1.213
Compliance rate
(Percentage)

	Actual 2022	*Actual 2023*	*Actual 2024*	*Planned 2025*	*Planned 2026*
Timely submission of documentation	–	–	–	–	100
Air tickets purchased at least two weeks before the commencement of travel	–	–	–	–	100

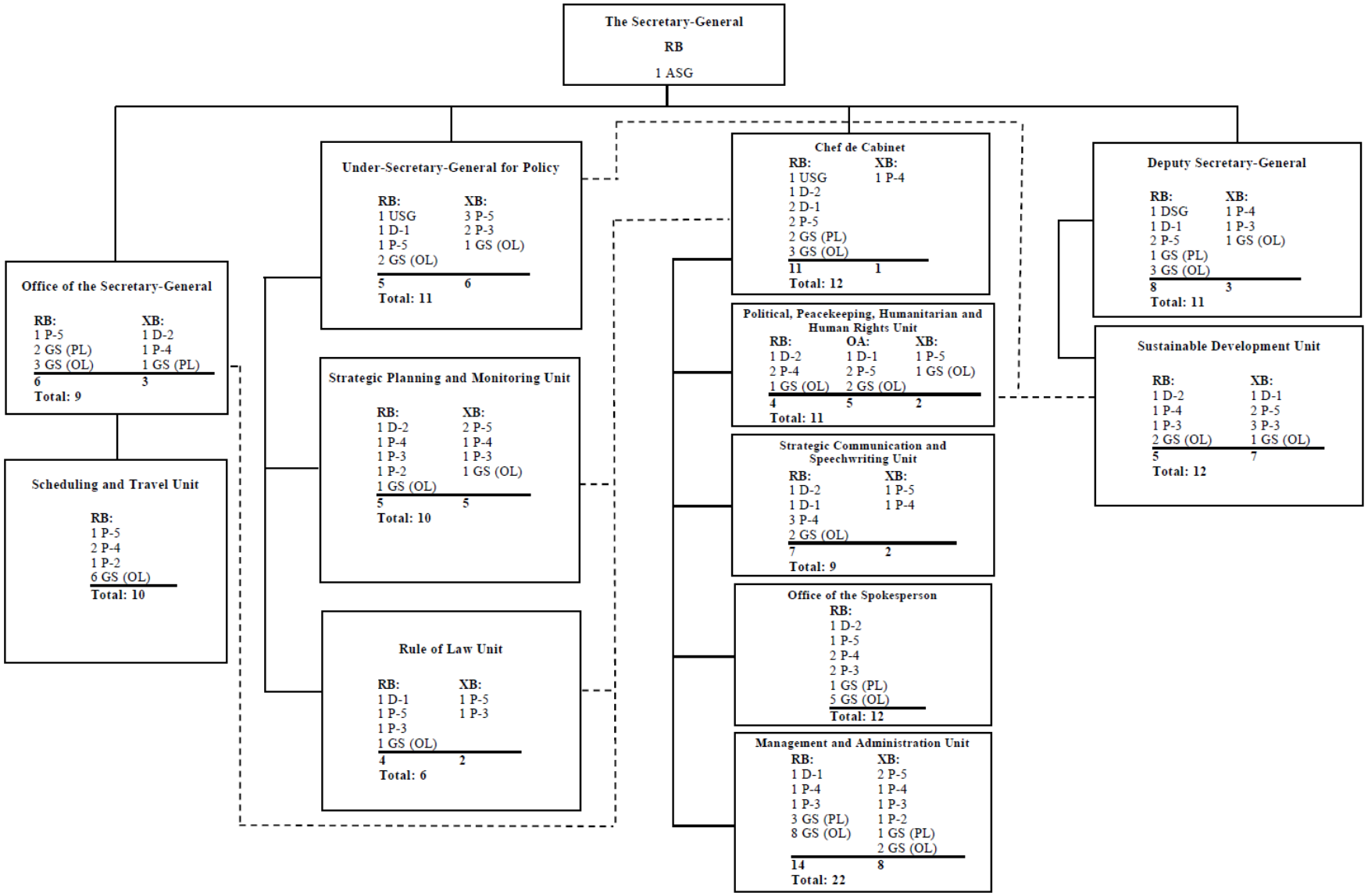
Annex I

Organizational structure and post distribution for 2026

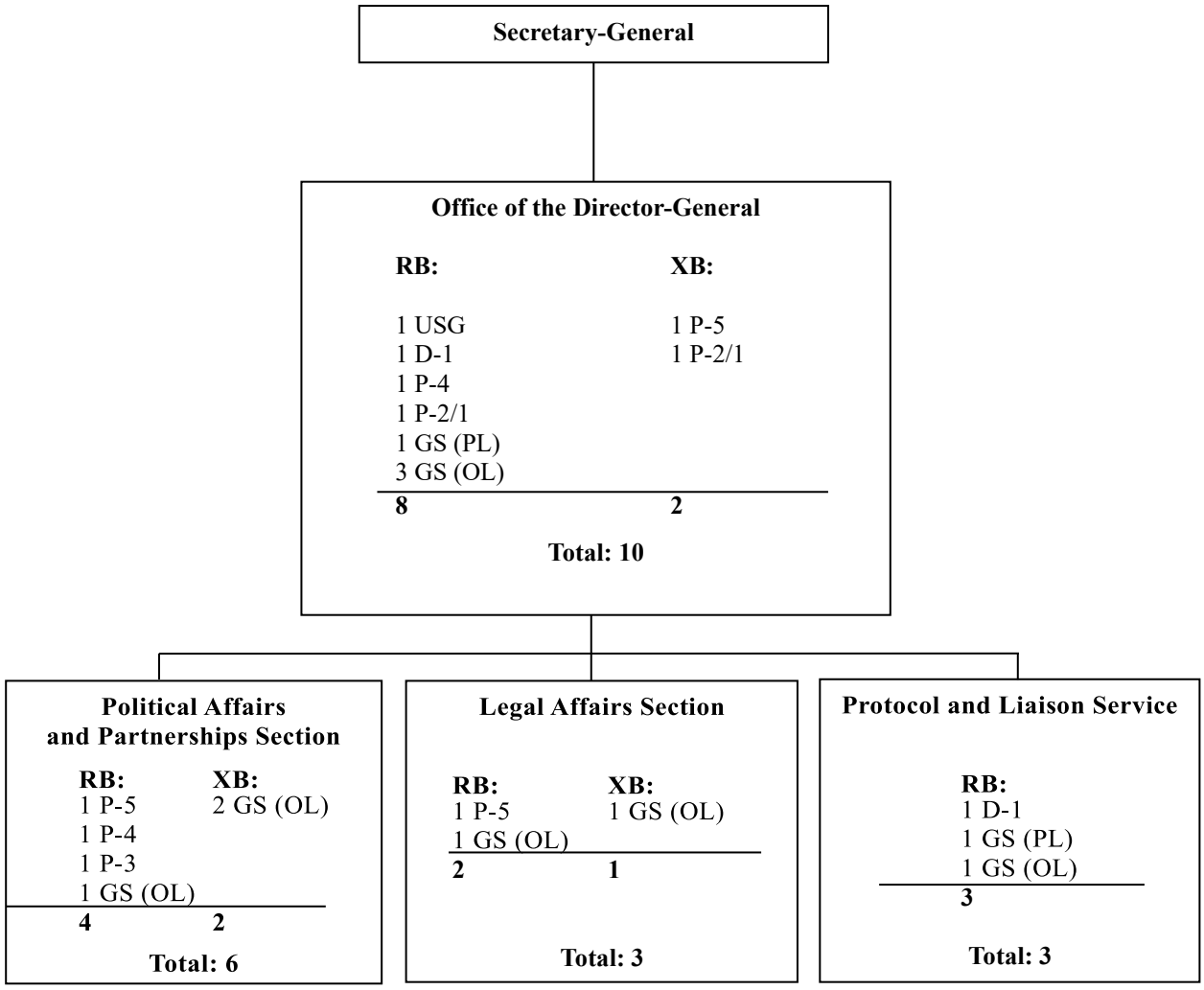
A. Board of Auditors



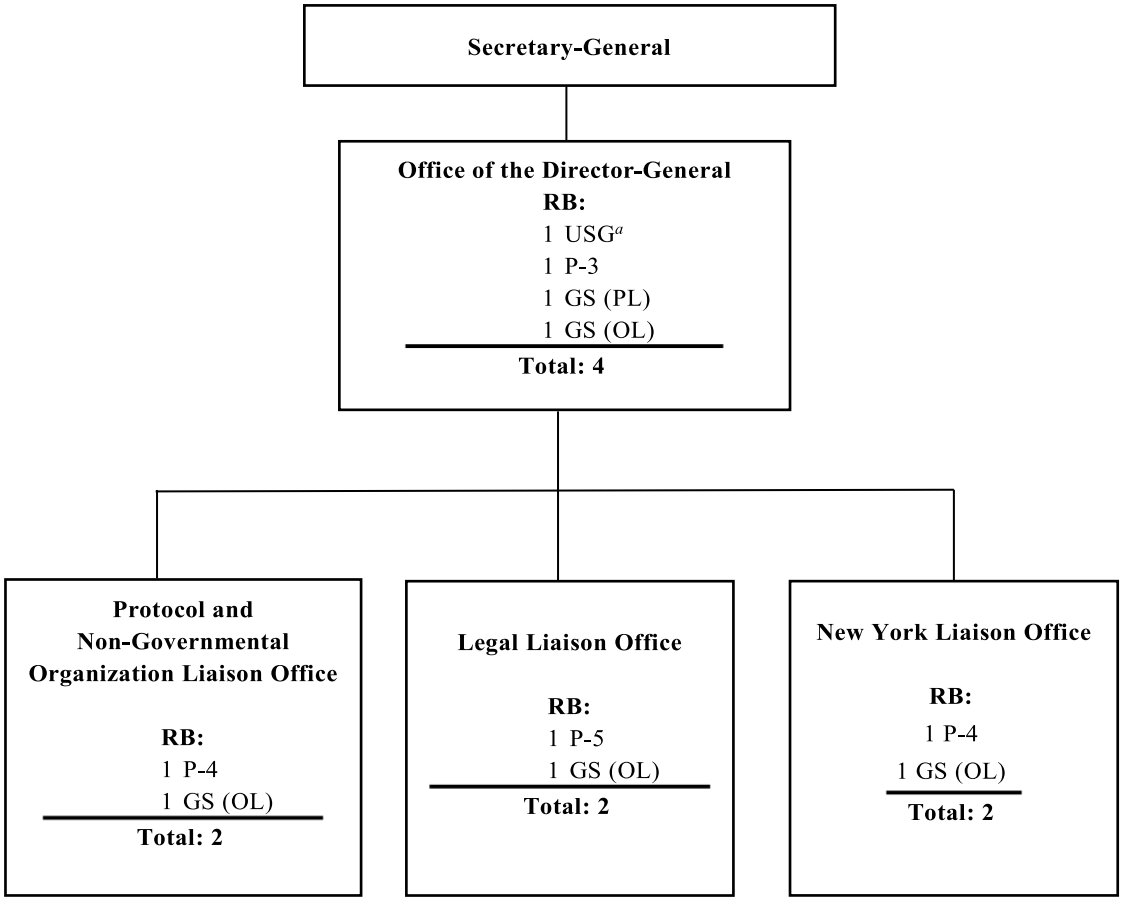
B. Secretary-General and Executive Office of the Secretary-General



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

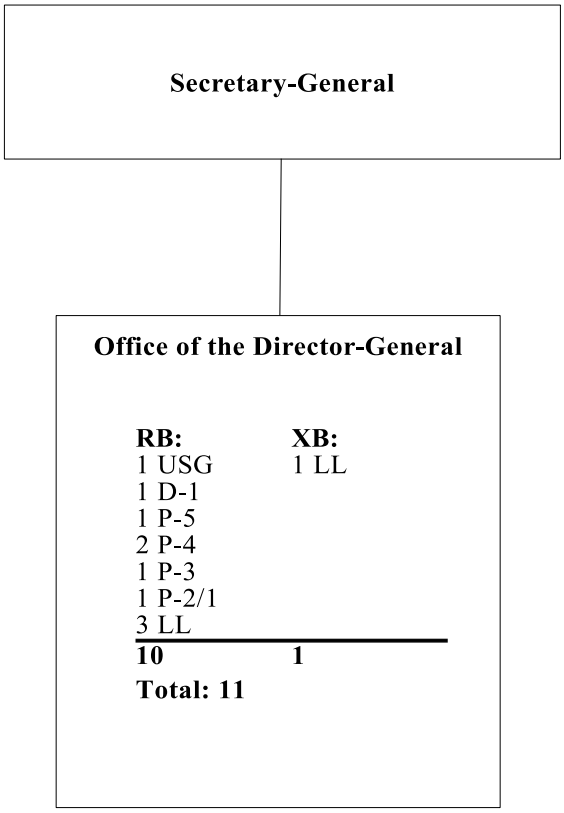


D. Office of the Director-General, United Nations Office at Vienna

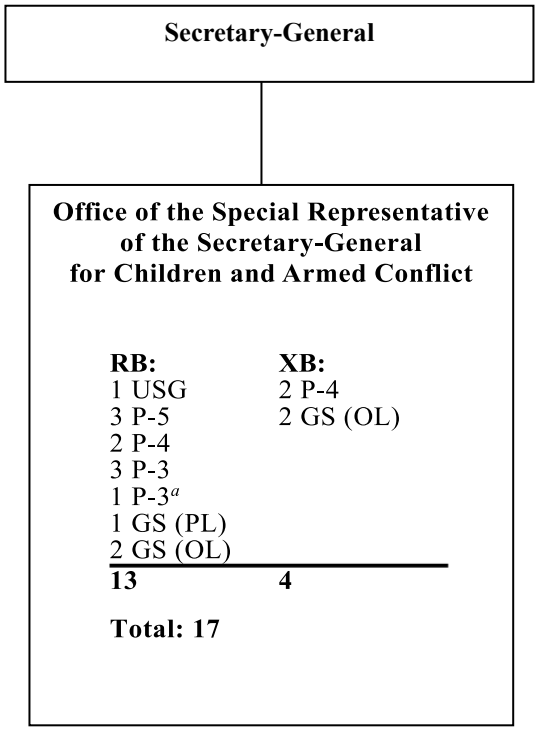


[a] Reflected under the staffing complement of the United Nations Office on Drugs and Crime (sect. 16).

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

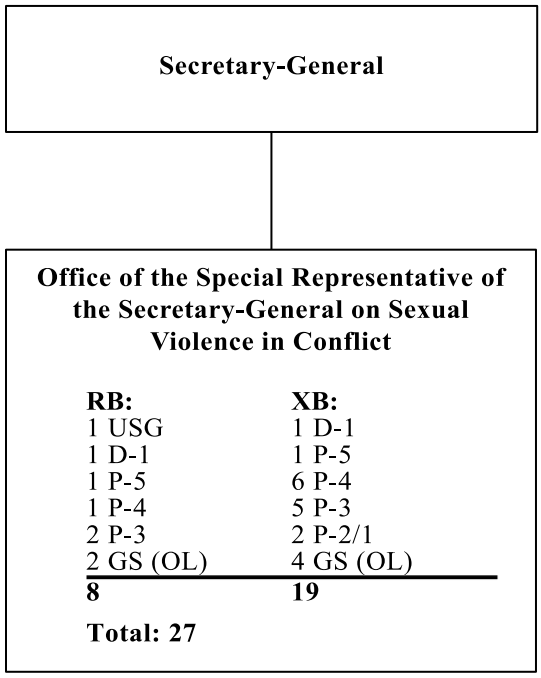


F. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

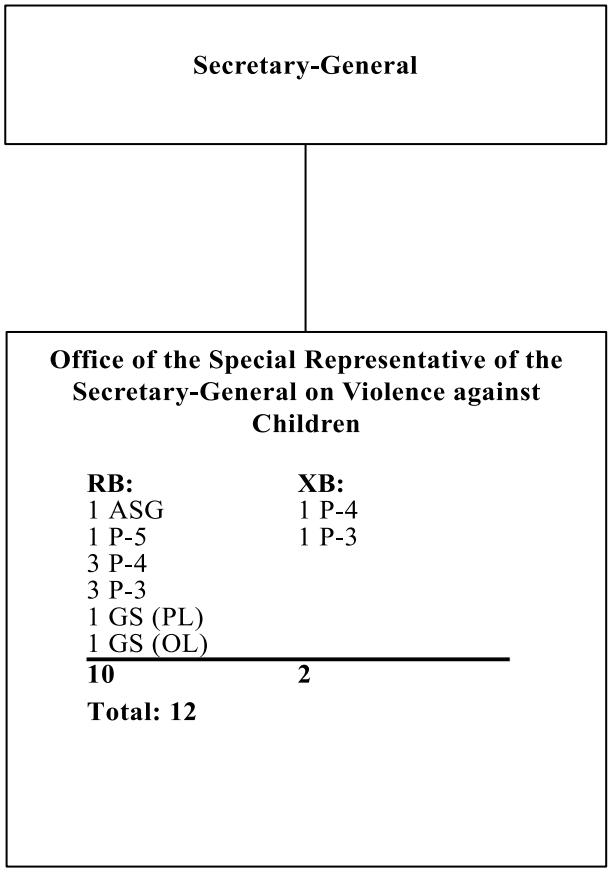


[a] Establishment.

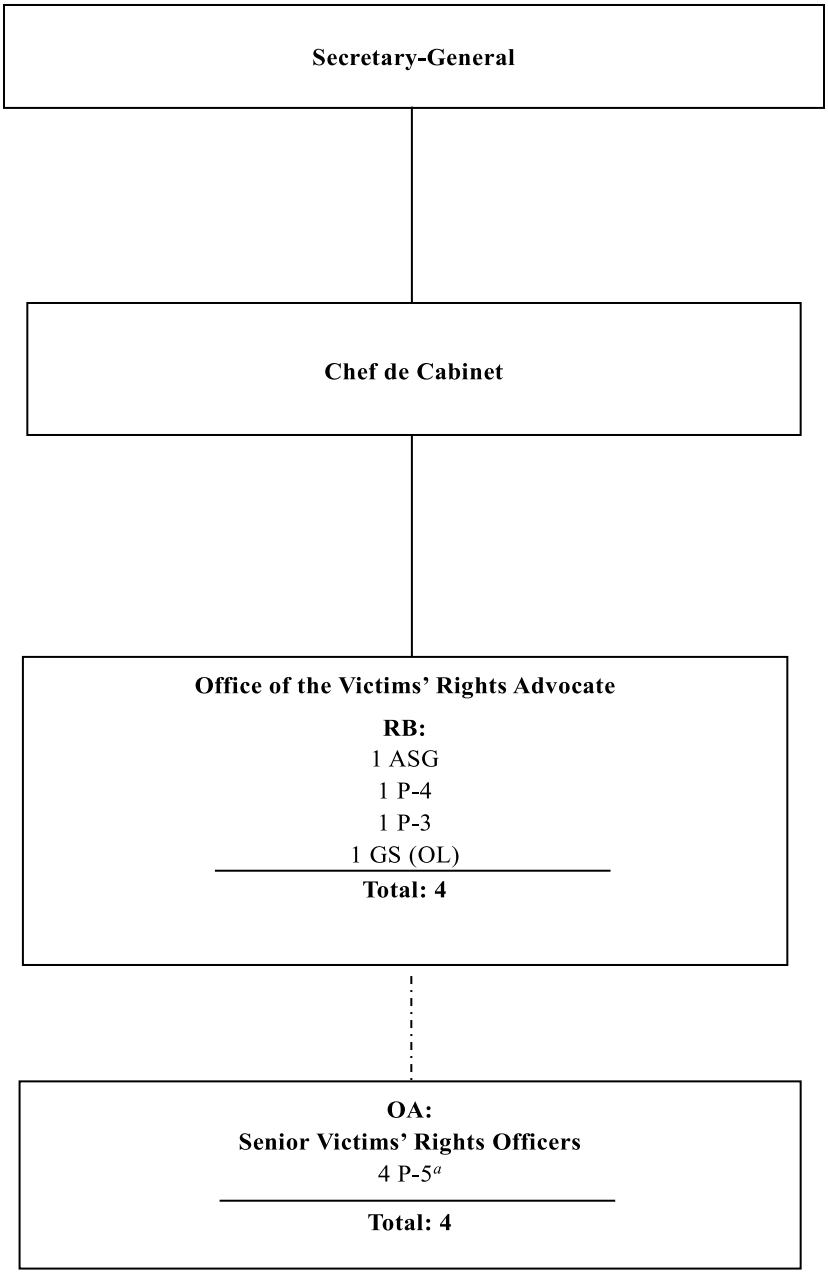
G. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict



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

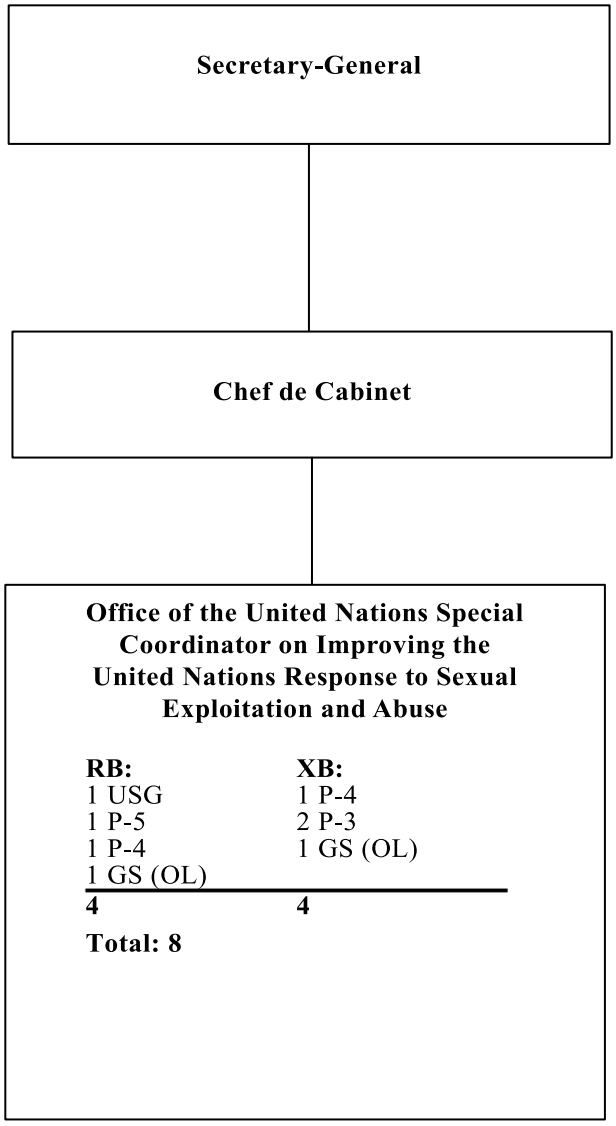


I. Office of the Victims' Rights Advocate

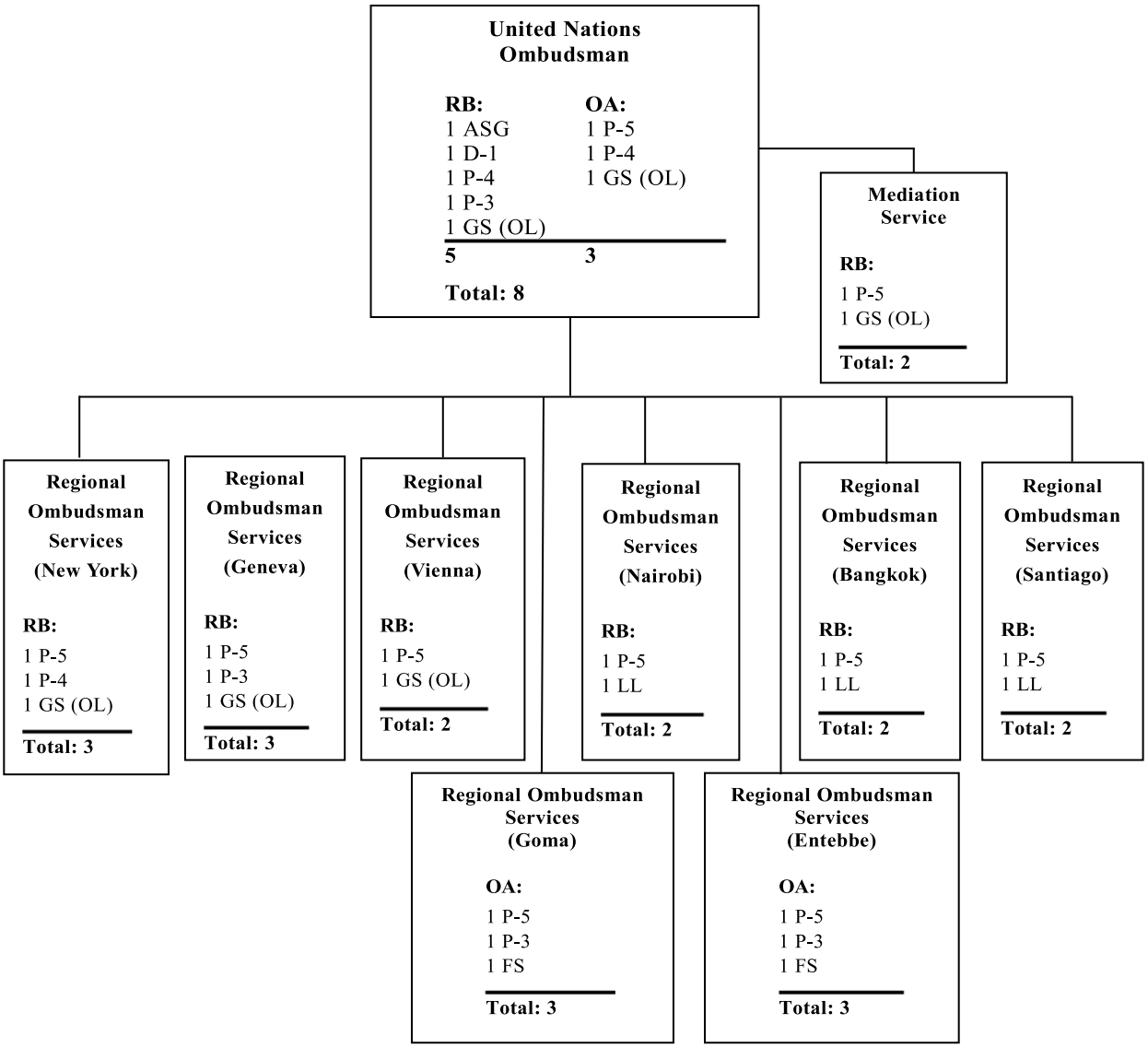


[a] Four Senior Victims' Rights Officer posts/positions, reflected under the following individual peacekeeping and special political missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; the United Nations Mission in South Sudan; the United Nations Integrated Office in Haiti; and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

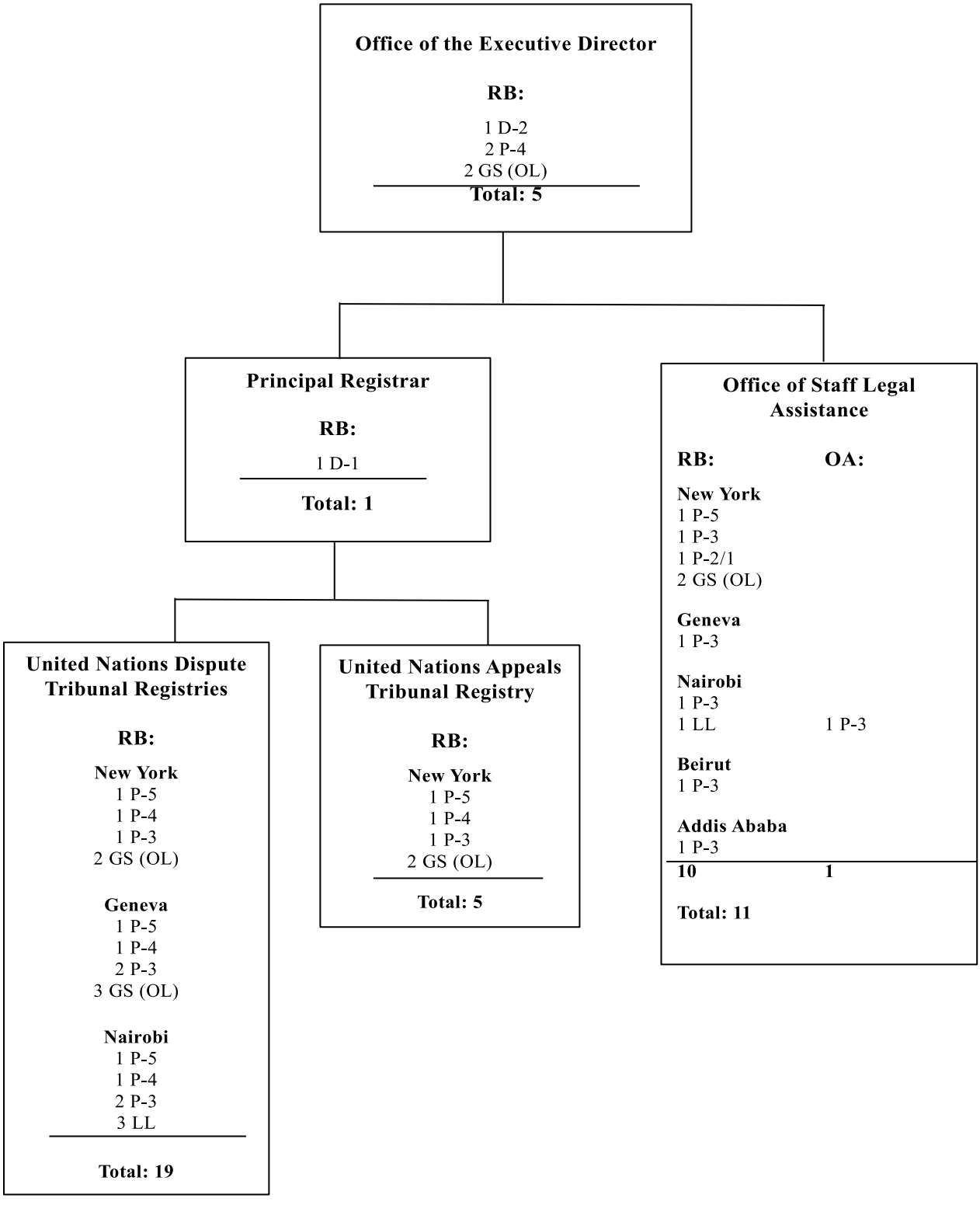
J. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse



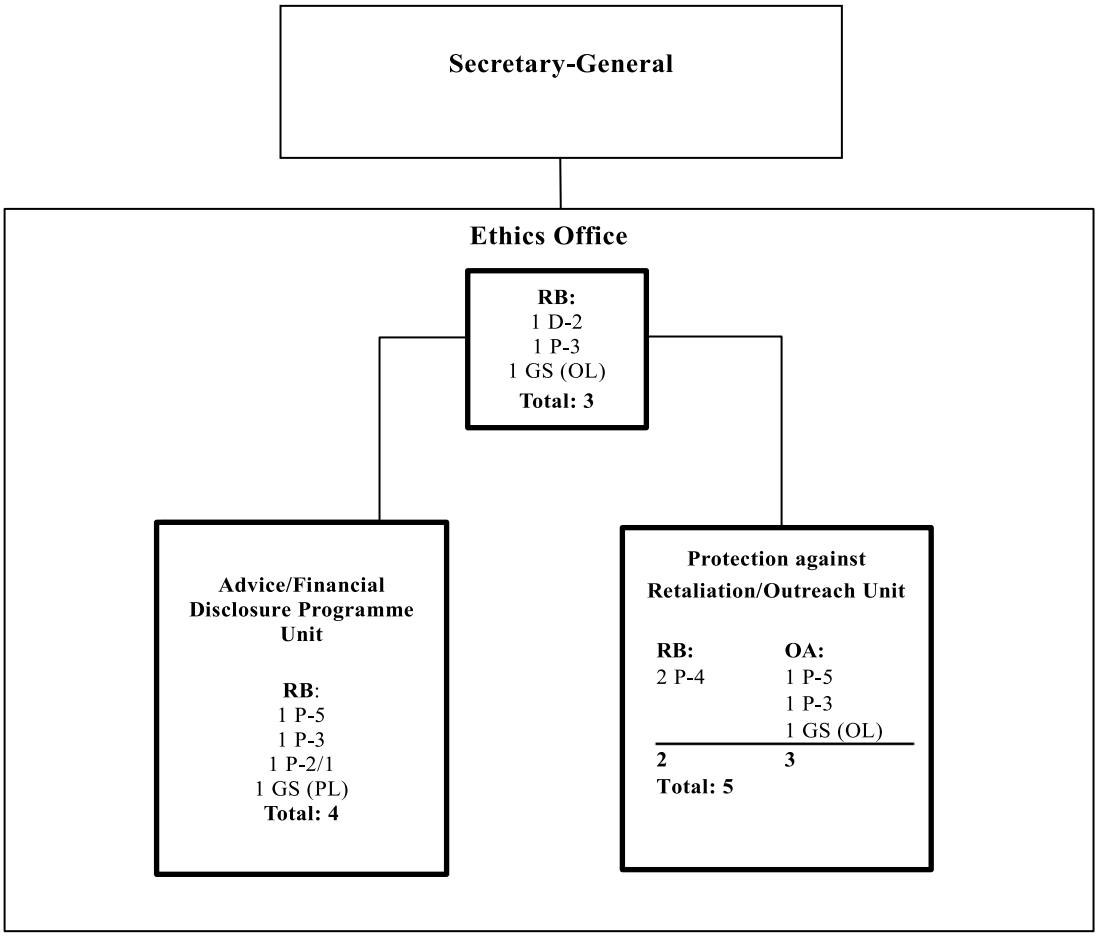
K. Office of the United Nations Ombudsman and Mediation Services



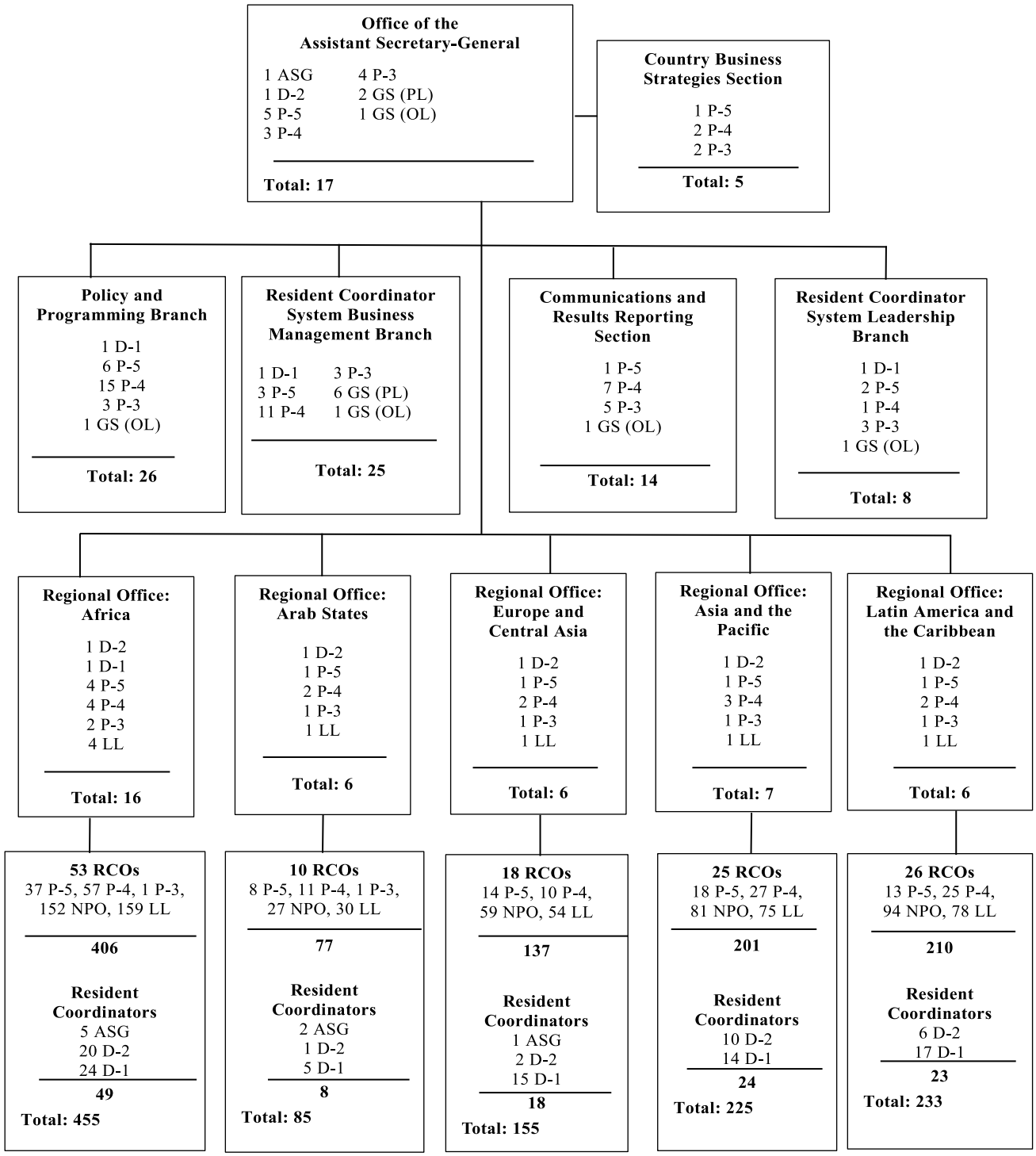
L. Office of Administration of Justice



M. Ethics Office

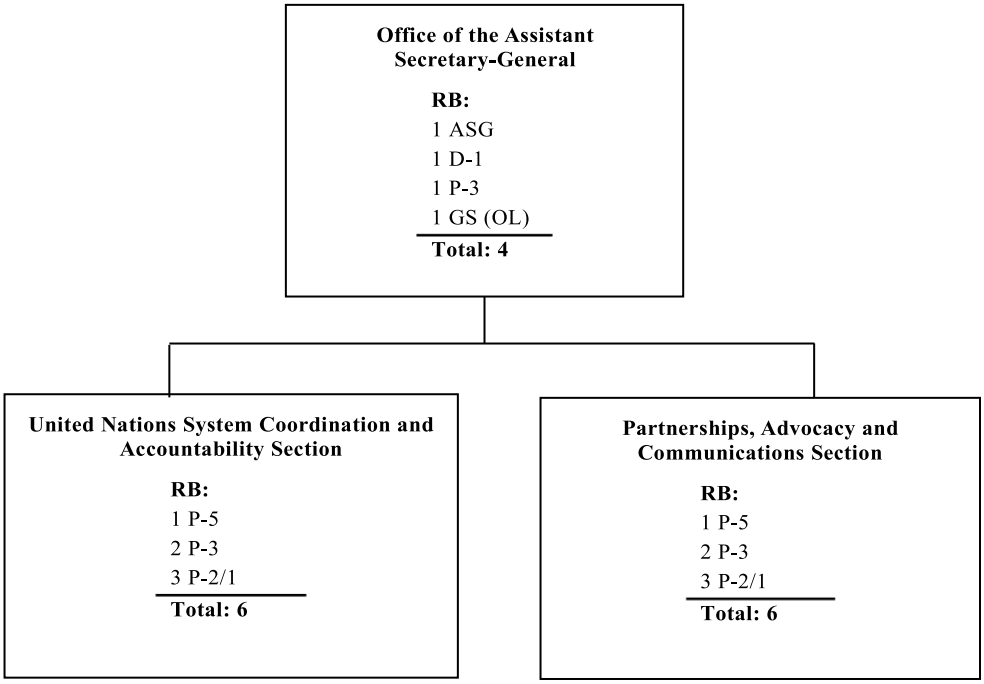


N. Resident coordinator system[a]



[a] The chart reflects only posts to be funded through the special purpose trust fund for the resident coordinator system during 2026. All posts at the D-1 level and above are subject to concurrence of the Advisory Committee on Administrative and Budgetary Questions.

O. United Nations Youth Office



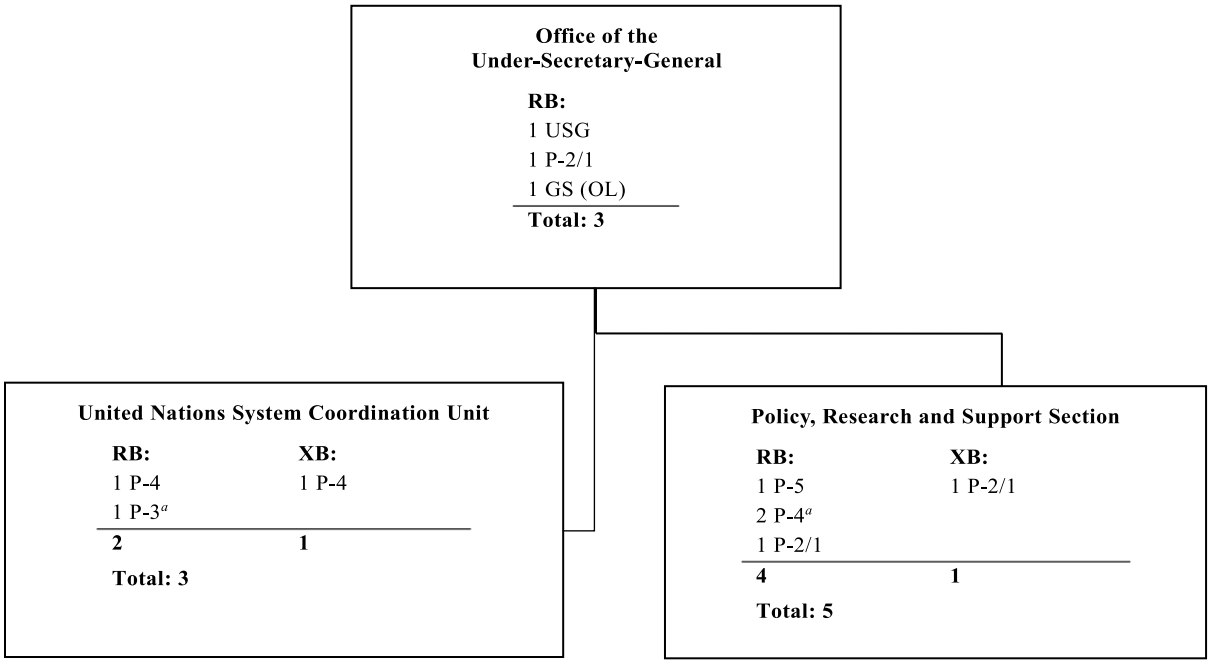
P. Office of Data Protection and Privacy

Office of Data Protection and Privacy

RB:
1 D-1
1 P-3
1 P-2/1

Total: 3

Q. Office for Digital and Emerging Technologies



[a] Establishment.

R. United Nations Alliance of Civilizations

United Nations Alliance of Civilizations

RB:	XB:
1 USG	1 D-2
1 P-5	2 P-4
1 P-3	2 P-3
	1 GS (OL)
3	**6**

Total: 9

S. Office of the Special Envoy of the Secretary-General for Future Generations

Office of the Special Envoy of the Secretary-General for Future Generations

RB:

1 USG[a]
1 P-5[b]
1 P-3[a]
1 P-2[b]
1 GS (OL)[a]

Total: 5

Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, Other assessed; RB, regular budget; RCO, resident coordinator office; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Conversion.

[b] Establishment.

Annex II

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

Component	*Posts*	*Grade*	*Description*	*Reason for change*
Independent Audit Advisory Committee	1	P-4	**Establishment** of 1 post of Administrative Officer	The Independent Audit Advisory Committee plays a critical role in promoting transparency, accountability and efficiency within the United Nations system. As the scope and complexity of its work have expanded, including additional reporting on the budget of the Office of Internal Oversight Services and broader oversight responsibilities, the Committee, at its sixty-eighth session, held from 3 to 6 December 2024, endorsed the establishment of an Administrative Officer post to strengthen its operational capacity. The Administrative Officer would provide essential support to manage the growing workload, while ensuring the timely and diligent completion of tasks and safeguarding the high standards of the Committee's work. The incumbent would also enhance the continuity of operations by providing senior-level support and oversight in the absence of the Executive Secretary, thereby ensuring the stability and effectiveness of the Office in fulfilling its increasing mandates.
Office of the Special Representative of the Secretary-General for Children and Armed Conflict	1	P-3	**Establishment** of 1 post of Data Specialist	In its resolution 79/257, the General Assembly reaffirmed that the Office of the Special Representative of the Secretary-General for Children and Armed Conflict should be provided with the necessary resources to effectively implement the mandate, including to ensure that the monitoring and reporting mechanism collects and communicates accurate, objective, reliable and verifiable information. The mechanism increasingly relies on robust data analysis to identify patterns, trends and gaps in the six grave violations against children. From 2019 to 2024, the number of cases of grave violations against children rose by 35 per cent (from over 24,000 to 32,990 cases), with data now monitored and reported in 26 situations. In this context, it is proposed that one post of Data Specialist (P-3) be established to enhance the mechanism's capacity to provide actionable insights and ensure the collection and communication of accurate, objective, reliable and verifiable information. The incumbent would complement the qualitative reporting by field teams through quantitative analysis to drive evidence-based advocacy, United Nations strategic decision-making and engagement aimed at enhancing child protection. In addition, the incumbent would ensure coherence in data collection and reporting across United Nations entities in the field and provide guidance to entities such as the United Nations Educational, Scientific and Cultural Organization and the World Health Organization as they increase their mandate-specific monitoring.

Component	*Posts*	*Grade*	*Description*	*Reason for change*
Office for Digital and Emerging Technologies	1	P-4	**Establishment** of 1 post of Programme Management Officer	The proposed establishment would provide a regional presence of the Office within the regional economic commissions and serve as a vital interface with the Economic Commission for Africa and the regional presence of the Development Coordination Office. The incumbent, based in Addis Ababa, would source regional expertise for global digital cooperation processes, engage in relevant regional initiatives and advise resident coordinators on their support to Governments, as well as other entities supported by the resident coordinator, in the area of digital and emerging technologies. The role is critical for supporting the implementation of the Global Digital Compact.
	1	P-4	**Establishment** of 1 post of Programme Management Officer	The proposed establishment would provide a regional presence of the Office within the regional economic commissions and serve as a vital interface with the Economic Commission for Latin America and the Caribbean. The incumbent, based in Santiago, would source regional expertise for global digital cooperation processes, engage in relevant regional initiatives and advise resident coordinators on their support to Governments, as well as other entities supported by the resident coordinator, in the area of digital and emerging technologies. The role is critical for supporting the implementation of the Global Digital Compact.
	1	P-3	**Establishment** of 1 post of Programme Management Officer	The incumbent would contribute to United Nations system coordination on digital cooperation and emerging technologies and further strengthen the cooperation between the Geneva-based and New York-based processes. The functions of the incumbent, based in Geneva, would include supporting United Nations system-wide coordination arrangements on digital and emerging technologies, including preparing for, organizing and following up on coordination exercises, drafting and synthesizing language inputs in order to develop common messaging and positions regarding technology issues, and contributing to United Nations system-wide information-sharing and reporting on the implementation of technology-related work.
Office of the Special Envoy of the Secretary-General for Future Generations	1	USG	**Conversion** of 1 post of Special Envoy of the Secretary-General for Future Generations	The Special Envoy for Future Generations would serve as the senior adviser of the Secretary-General on issues related to the implementation of the Declaration on Future Generations (General Assembly resolution 79/1, annex II). The Special Envoy would fulfil leadership and coordination functions within the United Nations system in order to ensure the readiness of the Organization to implement the Declaration, as mandated in paragraphs 30 to 32 thereof. The Special Envoy would take the lead in positioning the future generations agenda at the highest levels and offer support to Member States, upon their request, in their efforts to develop long-term thinking in policymaking processes and raise awareness of and advise on the likely intergenerational or future impacts of policies and programmes. The incumbent would advise

Component	*Posts*	*Grade*	*Description*	*Reason for change*
				Member States, as appropriate and with the support of other United Nations entities, on safeguarding the needs and interests of future generations, including through intergovernmental processes. The Special Envoy would also foster the cooperation of Member States and the United Nations system with stakeholders, including civil society, young people, academic institutions, the scientific community and the private sector, and encourage intergenerational partnerships and whole-of-society approaches to develop innovative, long-term and forward-thinking policies and programmes. The Special Envoy would lead the preparation of the report on the implementation of the Declaration for consideration at the high-level plenary meeting to be held during the eighty-third session of the General Assembly in September 2028, and support Member States with the preparatory work, organization and execution of the meeting.
	1	P-5	**Establishment** of 1 post of Senior Programme Management Officer	The Senior Programme Management Officer would lead the development and implementation of the programme of work of the Office of the Special Envoy of the Secretary-General for Future Generations, providing leadership and coordination for the efforts of the United Nations system in contributing to the implementation of the Declaration on Future Generations. The incumbent would lead the development of analytical tools and policy recommendations on the likely intergenerational or future impacts of policies and programmes, and on safeguarding the needs and interests of future generations, including through intergovernmental processes; provide substantive advice for the engagements of the Special Envoy with Member States and stakeholders, and represent the Special Envoy, as needed; guide and coordinate the drafting process related to the preparation of the report on the implementation of the Declaration for consideration at the high-level plenary meeting to be held during the eighty-third session of the General Assembly in September 2028; and coordinate the preparatory work, organization and execution of that meeting. The responsibilities of the Senior Programme Management Officer would also include the coordination of United Nations outreach to Member States and stakeholders on matters related to the implementation of the Declaration. The incumbent would provide overall team leadership for the day-to-day management of the Office, clarify expectations and desired results, monitor and oversee progress of each team member’s work, provide guidance and take timely action to ensure delivery and achievement of the team’s objectives.
	1	P-3	**Conversion** of 1 post of Programme Management Officer	The Programme Management Officer would directly support the Special Envoy’s work and function as the Envoy’s Special Assistant. Under the supervision of a Senior Programme Management Officer, and with the support of relevant United Nations entities, the incumbent would support the development and

Component	*Posts*	*Grade*	*Description*	*Reason for change*
				refinement of analytical tools and policy recommendations on the likely intergenerational or future impacts of policies and programmes, and on mainstreaming future-oriented language in documents being negotiated and adopted in intergovernmental forums, for the consideration of Member States. The incumbent would also provide support for the engagements of the Special Envoy with Member States and stakeholders, including civil society, young people, academic institutions, the scientific community and the private sector; assist in drafting and coordinating inputs from the United Nations system for the report on the implementation of the Declaration for consideration at the high-level plenary meeting to be held during the eighty-third session of the General Assembly in September 2028; and support the preparatory work, organization and execution of the meeting.
	1	P-2	**Establishment** of 1 post of Associate Programme Management Officer	The Associate Programme Management Officer would directly support the Special Envoy's work on the implementation of the Declaration on Future Generations, as mandated in paragraphs 30 to 32 thereof. Under the supervision of a Senior Programme Management Officer, and with the support of relevant United Nations entities, the incumbent would contribute, through research and analysis, to the development of analytical tools and policy recommendations on the likely intergenerational or future impacts of policies and programmes, and on mainstreaming future-oriented language in documents being negotiated and adopted in intergovernmental forums, for the consideration of Member States. The incumbent would also provide logistical support for the engagements of the Special Envoy with Member States and stakeholders, including civil society, academic institutions, the scientific community and the private sector, and support the Special Envoy in the preparatory work, organization and execution of the high-level plenary meeting to be held during the eighty-third session of the General Assembly in September 2028 and perform logistical and administrative tasks, as required.
	1	GS (OL)	**Conversion** of 1 post of Administrative Assistant	The incumbent would provide administrative support to the Special Envoy and to other members of the Office in the discharge of their work in support of the United Nations system implementation of the Declaration on Future Generations, in relation to actions 30, 31 and 32 thereof. The incumbent would be responsible, inter alia, for drafting routine correspondence, providing protocol support for meetings and conferences, arranging travel and performing other administrative duties, as required.

Abbreviation: USG, Under-Secretary-General; GS (OL), General Service (Other level).

Annex III

Overview of financial and post resources, by component and funding source

(Thousands of United States dollars/number of posts)

		Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
		2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources													
I.	Policymaking organs												
1.	General Assembly												
(a)	Travel of representatives of Member States that are least developed countries	1 599.3	1 599.3	–	–	–	–	–	–	–	1 599.3	1 599.3	–
(b)	Presidents of the General Assembly	264.4	264.4	–	–	–	–	2 867.8	2 867.8	–	3 132.2	3 132.2	–
(c)	Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	2 578.2	2 578.2	–	–	–	–	–	–	–	2 578.2	2 578.2	–
2.	Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	7 725.5	7 725.5	–	862.7	938.6	75.9	–	–	–	8 588.2	8 664.1	75.9
3.	Committee on Contributions	410.3	410.3	–	–	–	–	–	–	–	410.3	410.3	–
4.	Board of Auditors (including its secretariat)	4 306.3	4 164.2	(142.1)	4 056.9	3 671.8	(385.1)	6 643.2	6 965.8	322.6	15 006.4	14 801.8	(204.6)
5.	Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	3 461.5	3 461.5	–	–	–	–	2 146.1	2 146.1	–	5 607.6	5 607.6	–
6.	Committee for Programme and Coordination	653.3	653.3	–	–	–	–	–	–	–	653.3	653.3	–
7.	Independent Audit Advisory Committee	667.5	799.2	131.7	–	–	–	–	–	–	667.5	799.2	131.7
	Subtotal, policymaking organs	**21 666.3**	**21 655.9**	**(10.4)**	**4 919.6**	**4 610.4**	**(309.2)**	**11 657.1**	**11 979.7**	**322.6**	**38 243.0**	**38 246.0**	**3.0**
II.	Secretary-General	1 018.8	1 018.8	–	–	–	–	–	–	–	1 018.8	1 018.8	–
III.	Executive direction and management												
1.	Executive Office of the Secretary-General	18 841.6	18 793.5	(48.1)	1 322.7	1 425.1	102.4	33 277.2	35 424.1	2 146.9	53 441.5	55 642.7	2 201.2
2.	Office of the Director-General, United Nations Office at Geneva	3 892.7	3 893.4	0.7	–	–	–	2 390.9	1 266.4	(1 124.5)	6 283.6	5 159.8	(1 123.8)

		Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
		2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
3.	Office of the Director-General, United Nations Office at Vienna	1 406.2	1 406.5	0.3	–	–	–	–	–	–	1 406.2	1 406.5	0.3
4.	Office of the Director-General, United Nations Office at Nairobi	2 046.1	2 046.5	0.4	–	–	–	321.5	321.5	–	2 367.6	2 368.0	0.4
	Subtotal, executive direction and management	**27 205.4**	**27 158.7**	**(46.7)**	**1 322.7**	**1 425.1**	**102.4**	**35 989.6**	**37 012.0**	**1 022.4**	**64 517.7**	**65 595.8**	**1 078.1**
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	3 088.0	3 201.8	113.8	–	–	–	2 605.6	2 605.6	–	5 693.6	5 807.4	113.8
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2 053.7	2 053.7	–	–	–	–	6 518.2	6 518.2	–	8 571.9	8 571.9	–
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	3 175.9	3 175.9	–	–	–	–	719.7	719.7	–	3 895.6	3 895.6	–
VII.	Office of the Victims' Rights Advocate	995.9	995.9	–	48.2	48.2	–	409.6	765.5	355.9	1 453.7	1 809.6	355.9
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	1 075.9	1 075.9	–	53.3	53.3	–	1 650.0	1 500.0	(150.0)	2 779.2	2 629.2	(150.0)
IX.	Office of the United Nations Ombudsman and Mediation Services	4 387.6	4 388.1	0.5	2 854.0	2 946.0	92.0	110.0	110.0	–	7 351.6	7 444.1	92.5
X.	Office of Administration of Justice	11 636.6	11 637.4	0.8	218.7	257.9	39.2	1 935.5	2 112.5	177.0	13 790.8	14 007.8	217.0
XI.	Ethics Office	2 568.6	2 568.6	–	1 090.5	1 145.6	55.1	1 390.8	1 390.8	–	5 049.9	5 105.0	55.1
XII.	Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	69.8	144.9	75.1	–	–	–	–	–	–	69.8	144.9	75.1
XIII.	Resident coordinator system	13 842.3	14 313.6	471.3	–	–	–	275 628.6	275 500.0	(128.6)	289 470.9	289 813.6	342.7
XIV.	United Nations Youth Office	3 959.6	3 959.6	–	–	–	–	1 161.4	576.3	(585.1)	5 121.0	4 535.9	(585.1)
XV.	Office of Data Protection and Privacy	854.2	854.2	–	–	–	–	–	–	–	854.2	854.2	–
XVI.	Office for Digital and Emerging Technologies	1 623.2	1 898.5	275.3	–	–	–	499.1	526.1	27.0	2 122.3	2 424.6	302.4

		Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
		2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
XVII.	United Nations Alliance of Civilizations	743.4	1 026.3	282.9	–	–	–	4 153.5	4 347.2	193.7	4 896.9	5 373.5	476.6
XVIII.	Office of the Special Envoy of the Secretary-General for Future Generations	–	1 062.8	1 062.8	–	–	–	–	–	–	–	1 062.8	1 062.8
	Subtotal, programme of work	**50 074.7**	**52 357.2**	**2 282.5**	**4 264.7**	**4 451.0**	**186.3**	**296 782.0**	**296 671.9**	**(110.1)**	**351 121.4**	**353 480.1**	**2 358.7**
	Total	**98 946.4**	**101 171.8**	**2 225.4**	**10 507.0**	**10 486.5**	**(20.5)**	**344 428.7**	**345 663.6**	**1 234.9**	**453 882.1**	**457 321.9**	**3 439.8**
Post resources													
I.	Policymaking organs												
1.	Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	12	–	3	3	–	–	–	–	15	15	–
2.	Board of Auditors (including its secretariat)	6	6	–	–	–	–	1	1	–	7	7	–
3.	Independent Audit Advisory Committee	2	3	1	–	–	–	–	–	–	2	3	1
	Subtotal, policymaking organs	**20**	**21**	**1**	**3**	**3**	**–**	**1**	**1**	**–**	**24**	**25**	**1**
II.	Executive direction and management												
1.	Executive Office of the Secretary-General	92	92	–	5	5	–	39	39	–	136	136	–
2.	Office of the Director-General, United Nations Office at Geneva	17	17	–	–	–	–	9	5	(4)	26	22	(4)
3.	Office of the Director-General, United Nations Office at Vienna	9	9	–	–	–	–	–	–	–	9	9	–
4.	Office of the Director-General, United Nations Office at Nairobi	10	10	–	–	–	–	1	1	–	11	11	–
	Subtotal, executive direction and management	**128**	**128**	**–**	**5**	**5**	**–**	**49**	**45**	**(4)**	**182**	**178**	**(4)**
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	12	13	1	–	–	–	4	4	–	16	17	1
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	–	–	–	–	19	19	–	27	27	–

		Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
		2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	10	10	–	–	–	–	2	2	–	12	12	–
VII.	Office of the Victims' Rights Advocate	4	4	–	–	–	–	–	–	–	4	4	–
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	4	4	–	–	–	–	4	4	–	8	8	–
IX.	Office of the United Nations Ombudsman and Mediation Services	21	21	–	9	9	–	–	–	–	30	30	–
X.	Office of Administration of Justice	40	40	–	1	1	–	–	–	–	41	41	–
XI.	Ethics Office	9	9	–	3	3	–	–	–	–	12	12	–
XII.	Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	–	–	–	–	–	–	–	–	–	–	–	–
XIII.	Resident coordinator system	–	–	–	–	–	–	1 287	1 289	2	1 287	1 289	2
XIV.	United Nations Youth Office	16	16	–	–	–	–	1	–	(1)	17	16	(1)
XV.	Office of Data Protection and Privacy	3	3	–	–	–	–	–	–	–	3	3	–
XVI.	Office for Digital and Emerging Technologies	6	9	3	–	–	–	2	2	–	8	11	3
XVII.	United Nations Alliance of Civilizations	3	3					5	6	1	8	9	1
XVIII.	Office of the Special Envoy of the Secretary-General for Future Generations	–	5	5	–	–	–	–	–	–	–	5	5
	Subtotal, programme of work	**136**	**145**	**9**	**13**	**13**	**–**	**1 324**	**1 326**	**2**	**1 473**	**1 484**	**11**
	Total	**284**	**294**	**10**	**21**	**21**	**–**	**1 374**	**1 372**	**(2)**	**1 679**	**1 687**	**8**

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part I
Overall policymaking, direction and coordination

Section 2
General Assembly and Economic and Social Council affairs and conference management

Programme 1
General Assembly and Economic and Social Council affairs and conference management

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

2.1 The mandates of the Department for General Assembly and Conference Management derive from the relevant rules of procedure and resolutions of the principal organs of the United Nations, including General Assembly resolutions 43/222 A–E, 50/11, 73/346, 74/303 and 79/248. The Department is responsible for:

(a) The facilitation, through the provision of procedural and technical secretariat support and authoritative advice, of the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, and special United Nations conferences;

(b) Assistance in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of meetings of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly and the intergovernmental negotiations on the question of equitable representation on and increase in the membership of the Security Council and other matters relating to the Council;

(c) Substantive and technical secretariat support to the Committee on Conferences and high-quality conference-servicing support, including multilingual meeting and documentation services, to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations at other locations, under shared responsibility with the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, taking into account the principle of equal treatment to be applied to all official languages in each organ of the Organization;

(d) Protocol services for the Secretary-General, the Deputy Secretary-General and visiting high-level dignitaries, as well as host country liaison services for Member States and Permanent Observers and the provision, upon request, of protocol services to the President of the General Assembly.

2.2 In accordance with General Assembly resolution 57/283 B, the Under-Secretary-General for General Assembly and Conference Management sets the policies, formulates standards and guidelines, manages resources under section 2 of the programme budget and oversees operations at Headquarters, while the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi are responsible for ensuring the implementation of those policies, standards and guidelines and for managing day-to-day operations at their duty stations. Furthermore, the Secretary-General has promulgated the establishment of a framework for delegation of authority (see ST/SGB/2019/2). The Secretary-General's bulletin on the organization of the Department (ST/SGB/2021/3) reflects the intergovernmental mandates confirming the division of responsibilities among the Under-Secretary-General and the Directors-General at Geneva, Vienna and Nairobi for delivering conference services in a standardized and integrated manner.

2.3 In addition, pursuant to General Assembly resolution 69/250, the Under-Secretary-General for General Assembly and Conference Management is responsible for the Secretariat-wide coordination of multilingualism, a core value of the United Nations, and serves as system-wide lead entity on this matter in collaboration with the secretariat of the United Nations System Chief Executives Board for Coordination. With reference to Assembly resolution 78/330, the Office of the Coordinator for Multilingualism will continue to facilitate, from within existing capacity, a coordinated, consistent and coherent approach to multilingualism across the Secretariat.

Strategy and external factors for 2026

2.4 The 2026 programme plan is guided by the Department's long-standing strategy of continuous modernization and improvement in all areas. In line with paragraph 73 (a) of the Pact for the Future, under action 45 (see General Assembly resolution 79/1), the Department will continue to cultivate an organizational culture that advances agility, creativity, learning and adaptability and further develop a quintet of cutting-edge skills in the areas of innovation, data analytics, digital transformation, strategic foresight and behavioural science that will enable it to harness new technological capabilities even as the landscape of how services are delivered evolves.

2.5 New technologies, including artificial intelligence, offer potential efficiencies and improvements to services in multiple aspects of multilingual conference-servicing, from improved automation of workflows to increased accessibility of products and services for persons with disabilities. The Department will continue to invest, utilizing available resources and to the extent possible, in systems that enhance integrated global management and the efficiency, effectiveness, continuity, sustainability and accessibility of the services it provides, in line with the priorities outlined in the Secretary-General's information and communications technology strategy.

2.6 Specifically, the functionality and user-friendliness of e-deleGATE will be further improved with the incorporation of new features, and artificial intelligence-based tools will be used to increase the accessibility of publishing products. Job profiles will be revised in the light of evolving working methods and staff recruited with the new skill sets required. Cross-functional training, in addition to technical and subject-matter training, will be introduced to increase the versatility of staff and the agility of the Department as a whole.

2.7 The effective and efficient utilization of available resources and programme delivery will be ensured through clearly defined results-based performance indicators and benchmarks outlined under the respective subprogrammes in the present document. To manage surges in demand for multilingual meetings and documentation services, the Department will leverage temporary assistance to complement its in-house teams of interpreters, editors, translators, précis-writers, verbatim reporters and production editors. Competitive recruitment examinations for both core and temporary staff will be conducted as required.

2.8 The proactive analysis of client needs and client feedback, including through a revised single global survey, will continue to guide the Department's activities in developing its services in support of the work of the intergovernmental and expert bodies.

2.9 The Department will coordinate measures to enhance multilingualism in the Organization in accordance with the terms of reference of the Coordinator for Multilingualism (A/71/757, annex II).

2.10 With regard to inter-agency coordination and liaison, the Department will continue to provide substantive and technical secretariat support and serve as the permanent Chair of the International Annual Meeting on Language Arrangements, Documentation and Publications.

2.11 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Information on changes to the calendar of conferences and meetings, as well as to the programmes of work of intergovernmental and expert bodies, is made available in a timely manner and in conformity with the applicable rules of procedure;

(b) The number of non-calendar meetings does not exceed that of 2024;

(c) Extraordinary meetings, including special and emergency special sessions, will be scheduled with sufficient notice;

(d) Unforeseen high-priority documentation will be manageable;

(e) Stakeholders will fulfil their responsibilities and obligations in accordance with established rules for the submission of documentation and meeting requests in a predictable manner;

(f) Global supply chains enable the timely sourcing of high-quality goods, capacity and services.

2.12 The programme integrates a gender perspective into its operational activities, deliverables and results, as appropriate.

2.13 In line with the United Nations Disability Inclusion Strategy, the Department will continue to adjust and refine its systems, platforms, workflows and requirements for conference services, including seating arrangements, with a view to ensuring equal participation by delegates and participants with disabilities in the work of the United Nations.

Legislative mandates

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

General Assembly resolutions

43/222 A–E; 69/250; 79/248	Pattern of conferences	74/303	Revitalization of the work of the General Assembly
50/11; 76/268; 78/330	Multilingualism	79/257	Questions relating to the proposed programme budget for 2025

Conference management, New York

General Assembly mandate

A/520/Rev.20	Rules of procedure of the General Assembly (rule 56)

Economic and Social Council mandate

E/5715/Rev.2	Rules of procedure of the Economic and Social Council (rule 32)

Security Council mandate

S/96/Rev.7	Provisional rules of procedure of the Security Council (rule 41)

Conference management, Geneva

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	63/160	Report of the Human Rights Council
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
48/189	United Nations Framework Convention on Climate Change	79/258, sect. IX	Special subjects relating to the proposed programme budget for 2025: revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its fifty-fifth, fifty-sixth and fifty-seventh regular sessions
60/184	International trade and development		
60/251	Human Rights Council		
62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa		

Conference on Disarmament mandate

CD/8/Rev.10	Rules of procedure of the Conference on Disarmament (sect. X)

Economic and Social Council resolution

36 (IV)	Economic Commission for Europe

Conference management, Vienna

General Assembly resolutions

913 (X)	Effects of atomic radiation
1145 (XII)	Agreement governing the relationship between the United Nations and the International Atomic Energy Agency
1472 (XIV) A; 69/85	International cooperation in the peaceful uses of outer space
2152 (XXI)	United Nations Industrial Development Organization
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
50/245	Comprehensive Nuclear-Test-Ban Treaty
55/25	United Nations Convention against Transnational Organized Crime
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
58/4	United Nations Convention against Corruption
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
78/223	Follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice
79/117	Report of the United Nations Commission on International Trade Law on the work of its fifty-seventh session
79/243	United Nations Convention against Cybercrime; Strengthening International Cooperation for Combating Certain Crimes Committed by Means of Information and Communications Technology Systems and for the Sharing of Evidence in Electronic Form of Serious Crimes

Economic and Social Council resolutions

9 (I)	Commission on Narcotic Drugs
1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice

International Narcotics Control Board

Single Convention on Narcotic Drugs of 1961, article 11

Convention on Psychotropic Substances of 1971

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Rules of Procedure of the Board

Conference management, Nairobi

General Assembly resolutions

71/231; 74/222; 76/208; 77/168; 79/209	Report of the United Nations Environment Assembly of the United Nations Environment Programme
73/239; 77/173; 79/214	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Deliverables

2.15 Table 2.1 lists all cross-cutting deliverables of the programme.

Table 2.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**1**	**2**
1. Report of the Secretary-General on the pattern of conferences	1	1	1	1
2. Report of the Secretary-General on multilingualism	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	**23**	**10**	**22**	**23**
Meetings of:				
3. The General Assembly related to multilingualism	1	1	–	1
4. The Committee on Conferences, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on the item on the pattern of conferences	16	5	16	16
5. The Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee related to programme planning and the budgetary process	6	4	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: International Annual Meeting on Language Arrangements, Documentation and Publications, with an estimated 60 entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 6 language days, 2 internationally recognized language celebrations and other related observances on multilingualism in accordance with General Assembly guidance.				
External and media relations: meetings with language groupings or other relevant international organizations, upon request and in line with the role of the Coordinator for Multilingualism.				
Digital platforms and multimedia content: multilingual content for websites and social media accounts of the Department for General Assembly and Conference Management, including on outreach to universities and on multilingualism.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services (110 non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				

Evaluation activities

2.16 A global evaluation on publishing and distribution in the digital age, conducted by the Department and completed in 2024, has guided the proposed programme plan for 2026.

2.17 In response to the results of the evaluation referenced above, the Department will continue using the digital platforms that have enabled the more efficient and timely distribution of parliamentary documentation at all duty stations and will explore options to enhance the quality and accessibility of digital products and services, as described in subprogramme 4.

2.18 A global evaluation of translation workload forecasting to be conducted by the Department is planned for 2026.

Programme of work

Subprogramme 1
General Assembly and Economic and Social Council affairs

Objective

2.19 The objective, to which this subprogramme contributes, is to ensure efficient and effective deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences.

Strategy

2.20 To contribute to the objective, the subprogramme will:

(a) Provide technical secretariat services to, and coordinate substantive support for, intergovernmental bodies, including the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and its various subsidiary and ad hoc bodies; the Economic and Social Council and its forums and subsidiary and ad hoc bodies; the Trusteeship Council; and conferences and other ad hoc and extraordinary meetings held under the auspices of the United Nations;

(b) Provide procedural advice and substantive, analytical and historical information;

(c) In response to requests from Member States, strengthen its core software tools, including e-deleGATE, which is available in the official languages of the United Nations and is able to capture interaction among various intergovernmental bodies, and which, along with existing e-deleGATE modules, the General Assembly, in its resolution 77/335, called upon its subsidiary organs to use, as much as possible.

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

(a) The smooth conduct of meetings of the intergovernmental bodies serviced;

(b) Expanded availability and accessibility of secretariat support to the delegations;

(c) Improved user experience for delegations on the e-deleGATE portal.

Programme performance in 2024

Delegates and the public have direct access to intergovernmental data through the new iGov portal

2.22 In its resolution 77/335, the General Assembly called upon its subsidiary organs to use, as much as possible, existing e-deleGATE modules and requested the Secretariat to consolidate e-services provided to delegates under the e-deleGATE platform. The subprogramme launched the iGov portal[1] in February 2024 to delegates and the public. The iGov portal provides a window to intergovernmental data and allows users to cross-reference meetings, documents and agenda items and to obtain comprehensive information across different search criteria. It provides a "snapshot" overview of future and past meetings, with links to the list of speakers, voting results and other relevant material, such as informal documents and letters, as well as access to the latest information on the schedule of meetings, lists of proposals, lists of adopted resolutions and decisions, and documentation. The portal is part of the e-deleGATE environment and links the enhancements in digital service delivery and technical integration with a consolidated knowledge hub.

2.23 Progress towards the objective is presented in table 2.2.

[1] See https://igov.un.org/.

Table 2.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Unstructured data on meeting proceedings available on diverse sites	Unstructured data on meeting proceedings available on diverse sites	Delegates and the public have direct access to structured intergovernmental data on the iGov portal

Planned results for 2026

Result 1: delegates and the public have access to new services that are unlocked by the intergovernmental data model for meeting proceedings

Programme performance in 2024 and target for 2026

2.24 The subprogramme's work contributed to the schedule and programme of work of the Main Committees of the General Assembly being available to delegates in multiple places and in different formats, which met the planned target.

2.25 Progress towards the objective and the target for 2026 are presented in table 2.3.

Table 2.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Delegates and the public have access to data-driven reports for all bodies that the subprogramme services	Delegates and the public have access to 2 versions of the schedule of the General Assembly, unlocked by the intergovernmental data model	Delegates and the public have access to the schedule and programme of work of the Main Committees in multiple places and in different formats	Delegates and the public have access to additional reporting services that are unlocked by the intergovernmental data model	Delegates and the public have access to additional services that are unlocked by the intergovernmental data model

Result 2: standardized information on the proceedings of various intergovernmental bodies available to delegates

Programme performance in 2024 and target for 2026

2.26 The subprogramme's work contributed to a new module providing live information on proposals, amendments, and resolutions and decisions being available to delegates and the public, which exceeded the planned target of a new module being under development but not yet available in 2024.

2.27 Progress towards the objective and the target for 2026 are presented in table 2.4.

Table 2.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States have access to information on intergovernmental decision-making, but this varies in content and form from one body to another	New module providing information on proposals, amendments, and resolutions and decisions available in e-deleGATE	Member States have access to new module in e-deleGATE providing information on proposals, amendments, and resolutions and decisions	Member States have access to new module in e-deleGATE providing information on proposals, amendments, and resolutions and decisions, with automated quality assurance of key elements (logical progression, naming conventions, etc.)

Result 3: simpler, more intuitive interaction between delegations and the Secretariat using the e-deleGATE platform

Proposed programme plan for 2026

2.28 The working methods of intergovernmental bodies supported by the subprogramme leverage information technology at different stages of their deliberation and decision-making processes. The subprogramme has a role in supporting these working methods using tools such as the e-deleGATE platform.

Lessons learned and planned change

2.29 The lesson for the subprogramme was that, while many of the new e-deleGATE modules were well received by delegates, more could be done to simplify the interaction between delegates and the Secretariat using the e-deleGATE platform. In applying this lesson, the subprogramme will centralize functions of the e-deleGATE platform, so that requesting specific services, whether for a reasonable accommodation request (in line with resolution 77/335), an inscription on a list of speakers, a request for a vote or voting intention, or a nameplate, becomes simpler and more intuitive.

2.30 Expected progress towards the objective is presented in table 2.5.

Table 2.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States make requests through specific modules on the e-deleGATE platform or by email	Member States make requests through specific modules on the e-deleGATE platform or by email	Member States make requests through specific modules on the e-deleGATE platform or by email	Member States make requests through specific modules on the e-deleGATE platform or by email while a centralized module is developed	Member States make requests and receive responses from the Secretariat through a centralized module

Deliverables

2.31 Table 2.6 lists all deliverables of the subprogramme.

Table 2.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**217**	**160**	**181**	**207**
Documents of:				
1. The General Assembly and its subsidiary bodies	102	79	110	160
2. The Economic and Social Council and its subsidiary bodies	90	59	66	47
3. United Nations conferences	24	22	5	–
4. The Trusteeship Council	1	–	–	–
Conference and secretariat services for meetings (number of three-hour meetings)	**929**	**971**	**757**	**920**
5. Meetings of the plenary of the General Assembly, the General Committee and the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly	363	420	333	340
6. United Nations conferences	70	117	10	10
7. Meetings of the First Committee	33	31	33	33
8. Meetings of the Special Political and Decolonization Committee (Fourth Committee)	30	30	30	30
9. Meetings of the Second Committee	28	30	28	28
10. Meetings of the Third Committee	56	62	59	60
11. Meetings of the other subsidiary bodies of the General Assembly	120	71	60	202
12. Meetings of the Economic and Social Council	55	81	55	55
13. Meetings of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council	24	10	24	20
14. Economic and Social Council forum on financing for development follow-up	10	11	10	10
15. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	4	5	4
16. Meetings of the subsidiary bodies of the Economic and Social Council	135	104	110	128
17. Meetings of the plenary of the Trusteeship Council	1	–	–	–
B. Generation and transfer of knowledge				
Publications (number of publications)	**1**	**1**	**1**	**1**
18. Delegates' Handbook	1	1	1	1
C. Substantive deliverables				
Databases and substantive digital materials: online portals, including e-deleGATE, for approximately 35 intergovernmental bodies.				

Conference management, New York

Subprogramme 2
Planning and coordination of conference services

Objective

2.32 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

2.33 To contribute to the objective, the subprogramme will, in coordination with the other duty stations:

(a) Plan and manage meetings and documentation services in a globally coordinated manner by leveraging technologies, including gMeets, gDoc and gData, and optimizing workflows;

(b) Lead global innovation projects in areas related to planning and coordination, including gMeets and the *Journal of the United Nations*;

(c) Centrally coordinate evaluation activities and risk management, including business continuity within existing mandates, and provide high-quality and reliable data to facilitate informed managerial decision-making and performance monitoring;

(d) Engage in regular consultations with Member States and substantive and technical secretariats to address conference-servicing needs;

(e) Provide technical and substantive support to the Committee on Conferences through expanded use of the e-deleGATE portal.

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

(a) The addressing of Member States' needs with more responsive, timely, efficient and user-friendly conference services;

(b) Smooth deliberations in the intergovernmental process;

(c) Well-established and mature standard operating procedures complemented by information technology systems applied to all services for Member States;

(d) The timely and simultaneous issuance of parliamentary documents in all six official languages.

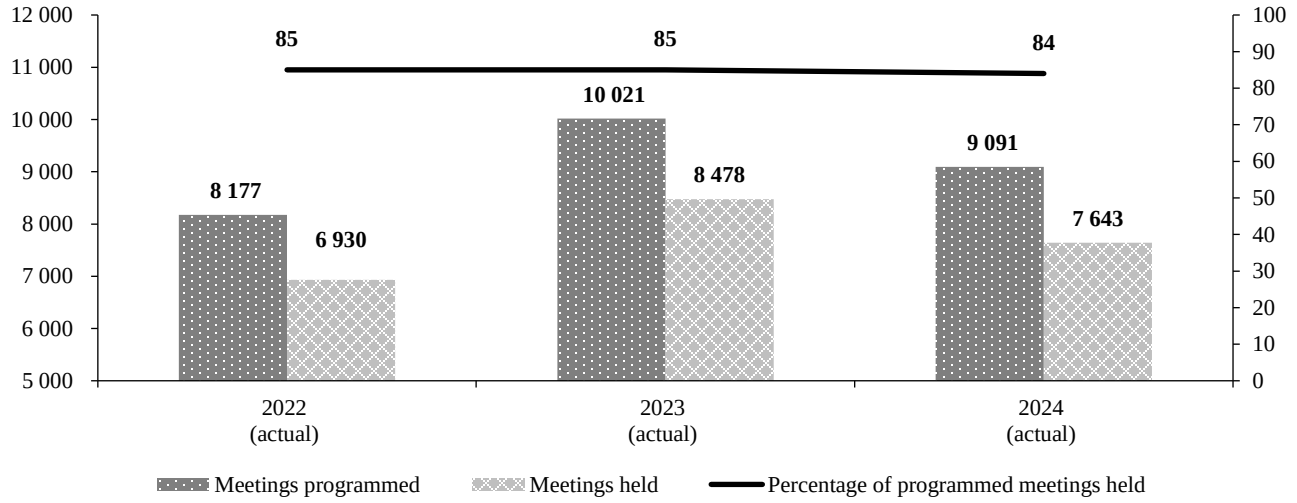
Programme performance in 2024

Efficient delivery of meetings and documents

2.35 In 2024, the subprogramme continued to support the intergovernmental process and ensure that Member States could hold meetings as planned, despite liquidity constraints, through effective service planning that involved a combination of the continuous reprioritization of requests and the implementation of various measures, such as holding meetings on weekdays only and during the official meeting hours of 10 a.m. to 6 p.m. and strictly enforcing agreed word counts in document processing. The proactive decision by the Department to implement these measures meant that Member States continued to receive high-quality conference services, despite the limited resources.

2.36 Progress towards the objective is presented in figure 2.I.

Figure 2.I
Performance measure: meetings programmed and held in New York



Planned results for 2026

Result 1: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2024 and target for 2026

2.37 The subprogramme's work contributed to all indicators subject to mandated reporting to Member States being calculated using globally harmonized methodologies, which met the planned target.

2.38 Progress towards the objective and the target for 2026 are presented in table 2.7.

Table 2.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	All indicators subject to mandated reporting are calculated using globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports	More report types are readily available through the integration of gData with other enterprise applications

Result 2: global gateway for servicing conferences and meetings

Programme performance in 2024 and target for 2026

2.39 The subprogramme's work contributed to all clients being able to request meeting services in Vienna through One-Stop Shop, which met the planned target. The subprogramme's work also contributed to the preparations for the deployment of One-Stop Shop in Geneva, which did not meet the planned target of "a subset of clients can request meeting services in Geneva". The target was not met because deployment in Geneva had to be postponed due to the liquidity situation.

2.40 Progress towards the objective and the target for 2026 are presented in table 2.8.

Table 2.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
A subset of clients can request meeting services in Nairobi through One-Stop Shop	All clients can request meeting services in Nairobi through One-Stop Shop A subset of clients can request meeting services in Vienna through One-Stop Shop	All clients can request meeting services in Vienna through One-Stop Shop	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop	All clients at all duty stations use One-Stop Shop to request meeting services and receive a single bill

Result 3: increased feedback from Member States through the global survey

Proposed programme plan for 2026

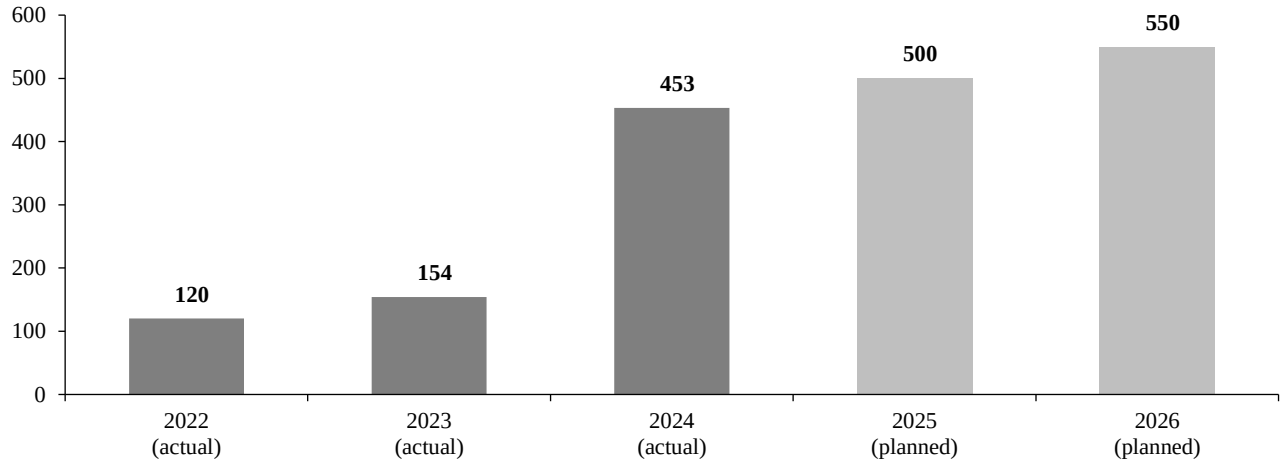
2.41 As reiterated by the General Assembly in its resolution 79/248, the satisfaction of Member States is a key performance indicator in conference management and conference services, and the Department is mandated to continue to explore best practices and techniques in client satisfaction evaluations, to seek a larger rate of response to surveys on quality of service and to report regularly to the Assembly on the results achieved. Currently both a global survey and several local surveys are used to gather feedback from conference participants.

Lessons learned and planned change

2.42 The lesson for the subprogramme was that the growing harmonization of tools, systems and processes has rendered the questions in the local surveys almost indistinguishable from those in the global survey. A single integrated survey would produce more results and hence more valuable and actionable feedback. In applying the lesson, the subprogramme will lead the incorporation of local survey questions into the global survey in such a way as to obtain globally relevant results while paying due attention to local matters. The subprogramme will also take measures to increase the response rate by discontinuing local surveys; publishing links to the global survey on the conference management platforms available to delegates; and promoting the survey through methods that have already proved to yield high response rates at some duty stations, such as making the survey available by means of Quick Response (QR) codes and on tablets in conference rooms.

2.43 Expected progress towards the objective is presented in figure 2.II.

Figure 2.II
Performance measure: number of responses to the global survey (annual)



Deliverables

2.44 Table 2.9 lists all deliverables of the subprogramme.

Table 2.9
New York, subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**11**	**11**	**12**	**11**
1. Report of the Committee on Conferences	1	1	1	1
2. Report of the Secretary-General on the pattern of conferences	1	1	1	1
3. Note by the Secretariat on the calendar of conferences and meetings	2	2	2	2
4. Documents for the Committee on Conferences	6	6	7	6
5. Revitalization of the work of the General Assembly: status of documentation for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**11**	**3**	**11**	**11**
6. Meetings of the Committee on Conferences	11	3	11	11
Conference and secretariat services for meetings (number of three-hour meetings)	**12 700**	**7 644**	**12 700**	**11 000**
7. Meetings of the Security Council and its sanctions committees and subsidiary working groups	750	694	750	750
8. Meetings of the General Assembly and its Main Committees and subsidiary bodies	3 200	3 553	3 200	4 000
9. Meetings of the Economic and Social Council and its subsidiary bodies and functional commissions	750	505	750	750
10. Meetings of the permanent and observer missions to the United Nations	3 130	858	3 130	2 250
11. Other meetings	4 870	2 034	4 870	3 250
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**252**	**252**	**251**	**251**
12. *Journal of the United Nations*	252	252	251	251

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: consultations with five Bureau members on issues relating to the Committee on Conferences; Bureau meetings and briefing for the 18 members of the Committee on Conferences; and consultations and coordination with Committees and expert bodies and other Secretariat entities to ensure the timely submission of 1,700 parliamentary documents and thereby facilitate timely issuance.

Databases and substantive digital materials: One-Stop Shop platform for meetings and conference service requests.

D. Communication deliverables

Digital platforms and multimedia content: website of the *Journal of the United Nations* (daily *Journal* provided for 251 working days) and calendar of conferences and meetings website, available in all six official languages and accessible from mobile devices.

Subprogramme 3
Documentation services

Objective

2.45 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

2.46 To contribute to the objective, the subprogramme will, in coordination with the other duty stations:

(a) Deliver multilingual documentation services, including translation, editing, précis-writing, desktop publishing and correspondence services, while improving quality and timeliness by leveraging technologies, optimizing workflows, matching capacity with workload and developing staff skills through training;

(b) Promote the versatility of language professionals with regard to processing highly complex legal and technical documents by providing continuous subject-matter training, including by leading projects on knowledge management and training tools and by organizing briefings with substantive secretariats;

(c) Implement new technological solutions and maintain existing systems to manage its workload and workforce;

(d) Strengthen performance management and quality assurance mechanisms and manage the quality of internally and externally processed documents by applying rigorous quality-control standards;

(e) Enhance outreach to universities;

(f) Improve recruitment methods, including through remote competitive examinations and testing of skills in post-editing of machine translation;

(g) Lead global innovation projects and programmes in areas relating to documentation, including gText and gDoc, to improve the ability of the subprogramme to plan and process multilingual documentation within established time frames and to support the skills of linguists to satisfy the mandate on quality;

(h) Maintain and enhance the UNTERM portal, which contains official terminology and is publicly accessible online;

(i) Convert categories of documents into machine-readable format to develop further information services that will leverage the wealth of the Organization’s knowledge.

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

(a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;

(b) The consistent use of official terminology in the official languages;

(c) Improved access to knowledge resources through the provision of machine-readable documents.

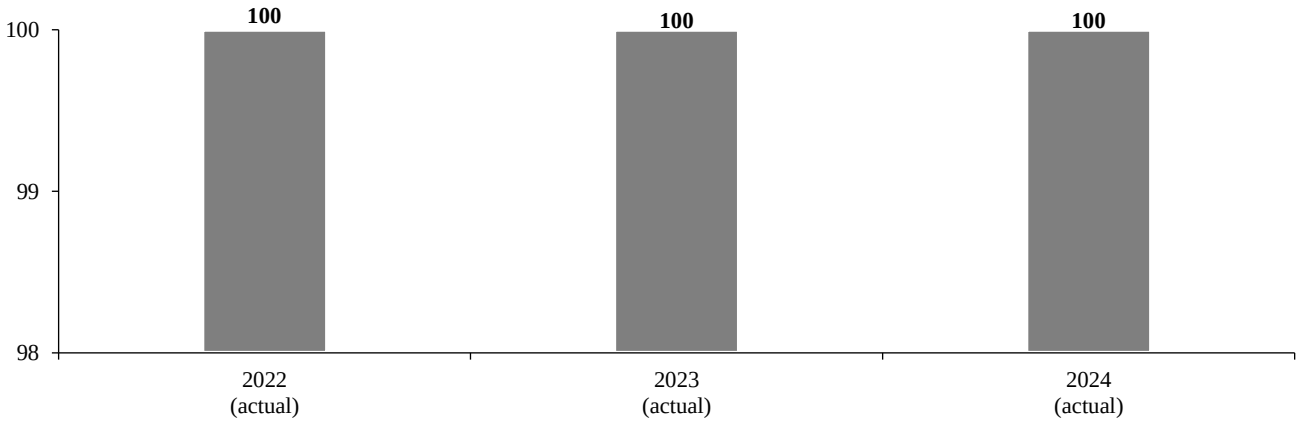
Programme performance in 2024

Simultaneous and timely delivery of high-quality documentation to Member States ensured through new working methods

2.48 The work done by the desktop publishing teams (formerly known as text-processing units) is the final step in the processing chain and essential to the simultaneous and timely delivery of high-quality documentation. A self-evaluation on text-processing conducted in 2022 found that practices varied by language and duty station and that desktop publishing and translation workflow management practices should be more aligned, with the goal of ensuring delivery on the Department's timeliness and simultaneous-issuance mandates, especially with new technologies available to desktop publishing. This goal was made possible with the implementation of the Department's new global management system, gDoc 2.0, which concluded in December 2023. In 2024, the subprogramme began to consolidate the separate front desks of the translation and desktop publishing teams so as to create a single team per language and thereby increase the ability to ensure timeliness and simultaneous issuance. Also in line with the recommendations of the self-evaluation, the subprogramme began to explore, with the other three duty stations, ways to enhance workload-sharing and improve the consistency and comparability of the statistical data related to desktop publishing.

2.49 Progress towards the objective is presented in figure 2.III.

Figure 2.III
Performance measure: simultaneous issuance of parliamentary documentation (annual)
(Percentage)



Note: Although subprogramme 3 issued all documentation simultaneously in 2024, the different language versions of 56 documents were issued on the Official Document System in a non-simultaneous manner as a result of a technological glitch.

Planned results for 2026

Result 1: innovation in action: leveraging machine-readable documents

Programme performance in 2024 and target for 2026

2.50 The subprogramme's work contributed to the availability of a collection of Security Council draft resolutions in publicly accessible portals, as well as the automated generation of General Assembly resolution files in the six official languages, which met the planned target.

2.51 Progress towards the objective and the target for 2026 are presented in table 2.10.

Table 2.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Decisions of the General Assembly available in machine-readable format and displayed in multilingual reports with visualizations Automated compilation of volume II of the resolutions and decisions of the General Assembly, containing the decisions adopted by the Assembly, and of the resolutions and decisions adopted by the Economic and Social Council, available in machine-readable format	Availability of additional resolutions in enriched machine-readable format with visualizations and data extracts	Availability of a collection of Security Council draft resolutions in publicly accessible portals and automated generation of General Assembly resolution files	Availability of further refinements, including through master data, to facilitate information retrieval by Member States	Information retrieval by Member States is further facilitated by leveraging metadata contained in gDoc to further automate the generation of machine-readable documentation

Result 2: high-quality multilingual documentation through translation quality management framework

Programme performance in 2024 and target for 2026

2.52 The subprogramme's work contributed to Member States providing feedback in the global survey by responding to questions aligned with the new translation quality framework, whereby they indicated that translation quality met their needs and expectations, which met the planned target.

2.53 Progress towards the objective and the target for 2026 are presented in table 2.11.

Table 2.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services	Member States provide feedback through the global survey by responding to questions aligned with the new translation quality framework	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2025
	Responses received in 2023 indicate satisfaction with translation quality	Responses received in 2024 indicate satisfaction with translation quality		

Result 3: timely availability of documentation for meetings

Proposed programme plan for 2026

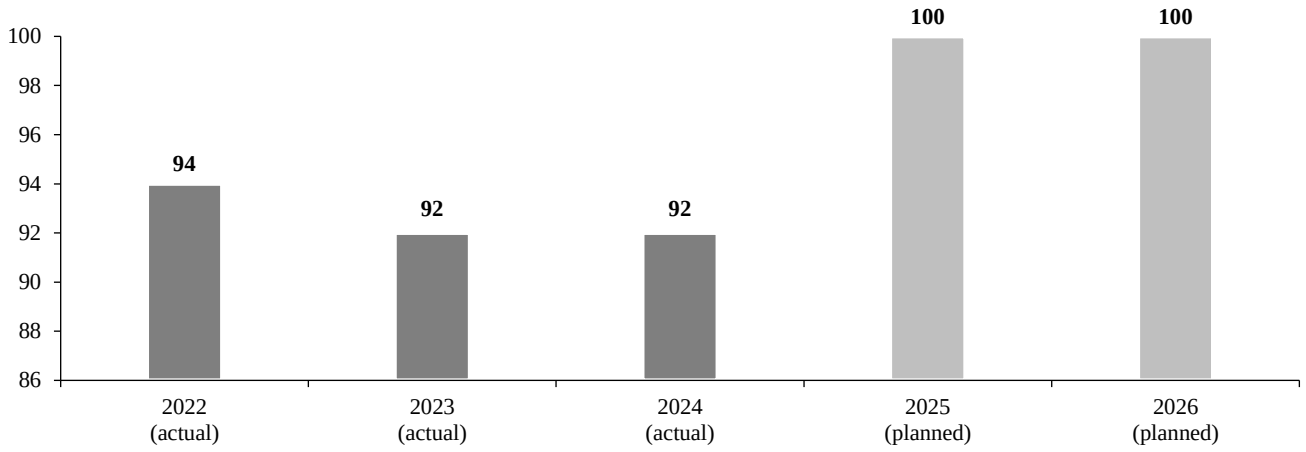
2.54 In its resolution 79/248, the General Assembly requested the Secretary-General to continue to take action on providing the timely and simultaneous issuance of documents in all six official languages. In an environment of rapid technological change stemming from the progress of artificial intelligence, including neural networks and large language models, linguists with subject matter expertise are key to providing high-quality documentation in a timely manner. In the same resolution, the Assembly also requested the Secretary-General to continue to improve and strengthen his initiatives related to training and replenishing the language capacity of the Organization. To meet the training expectations of Member States, the subprogramme established a learning and knowledge management programme aimed at facilitating access to learning and training opportunities for documentation staff. This effort is consistent with the approach of the subprogramme for constant optimization of the services provided to Member States in the six official languages.

Lessons learned and planned change

2.55 The lesson for the subprogramme was the need to continue to develop the capacity of documentation staff in the context of increased workload standards and technological advances. In applying the lesson, the subprogramme will target learning and training in key areas of work in New York, such as budgeting and auditing, which account for a significant proportion of the documentation processed by the subprogramme, as well as maintaining a dedicated SharePoint site that serves as a repository of training information. These efforts will enhance the expertise and hence efficiency of staff, contributing to the timely availability of documentation.

2.56 Expected progress towards the objective is presented in figure 2.IV.

Figure 2.IV
Performance measure: global timely issuance of parliamentary documentation (annual)
(Percentage)



Deliverables

2.57 Table 2.12 lists all deliverables of the subprogramme.

Table 2.12
New York, subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**223**	**308**	**223**	**223**
Summary records of:				
1. Meetings of Security Council subsidiary bodies	18	18	18	18
2. Meetings of the General Assembly	150	243	150	150
3. Meetings of the Economic and Social Council	35	38	35	35
4. Other meetings	20	9	20	20
Documentation services for meetings (thousands of words)	**116 000**[a]	**108 012**[a]	**116 000**[a]	**116 000**[a]
Editing, translation and desktop publishing of:				
5. Documents for the Security Council	19 200	15 445	19 200	19 200
6. Documents for the General Assembly	79 300	75 833	79 300	79 300
7. Documents for the Economic and Social Council	16 400	14 062	16 400	16 400
8. Other documents	1 100	2 672	1 100	1 100
C. Substantive deliverables				
Databases and substantive digital materials: UNTERM, comprising some 680,000 records.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services for some 36 clients (processing more than 5 million words); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with all Member States.				

[a] Excludes editorial corrections generated by parallel processing, which is necessary to ensure timeliness.

Subprogramme 4
Meetings and publishing services

Objective

2.58 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

2.59 To contribute to the objective, the subprogramme will, in coordination with the other duty stations:

(a) Provide multilingual verbatim reporting, interpretation, meeting support and publishing services at Headquarters and for conferences and meetings held away from Headquarters;

(b) Utilize data-driven methodologies to project, plan and obtain the staff and temporary workforce capacity necessary to sustain peak periods of demand at Headquarters and for meetings held away from Headquarters, including by leading global innovation projects in areas related to interpretation, such as the interpreters assignment programme (eAPG);

(c) Develop and implement good practices relating to conference support and the sustainability and accessibility of meetings and publishing services.

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

(a) Better matching of servicing capacity with expected increases in meeting demand during peak periods;

(b) Continued sustainability of conference support and publishing services.

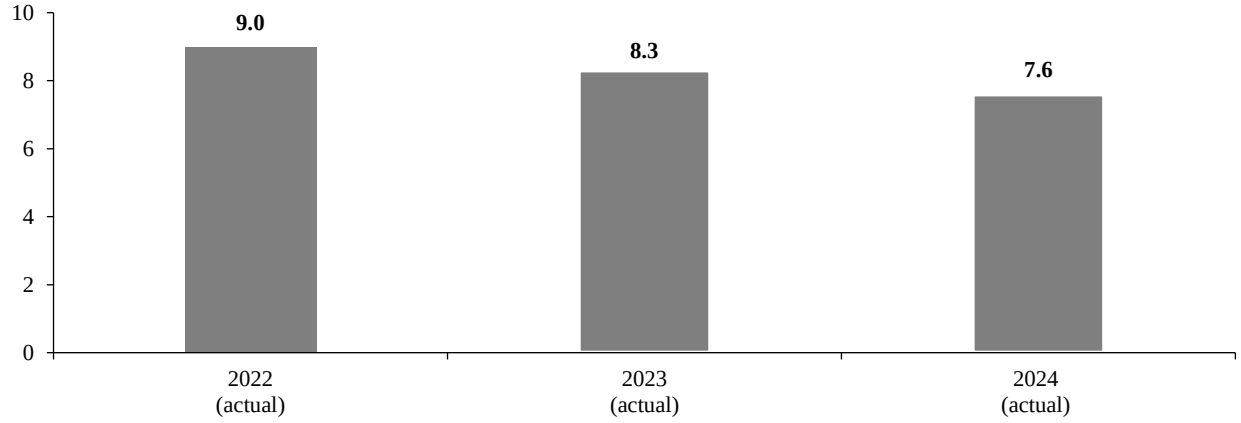
Programme performance in 2024

Reduced environmental impact through digital solutions

2.61 Significant reductions in page impressions have been achieved through the development of digital solutions, such as the eSubscription portal, investments in on-demand printing systems and the promotion of online distribution tools since the General Assembly, in its resolution 67/297, encouraged Member States to make full use of the e-services provided by the Secretariat, taking into account the cost savings and the reduced environmental impact that might accrue from that exercise, in order to improve the quality and distribution of documents. In 2024, 7.6 million pages were printed – the lowest figure since the implementation of these new working methods. With the shift to an on-demand system, by which Member States can request hard copies of documents, the subprogramme is aligned with the Secretary-General's bulletin on the environmental policy for the United Nations Secretariat (ST/SGB/2019/7) with regard to the environmental sustainability of operations.

2.62 Progress towards the objective is presented in figure 2.V.

Figure 2.V
Performance measure: number of pages printed (annual)
(Millions of pages)



Planned results for 2026

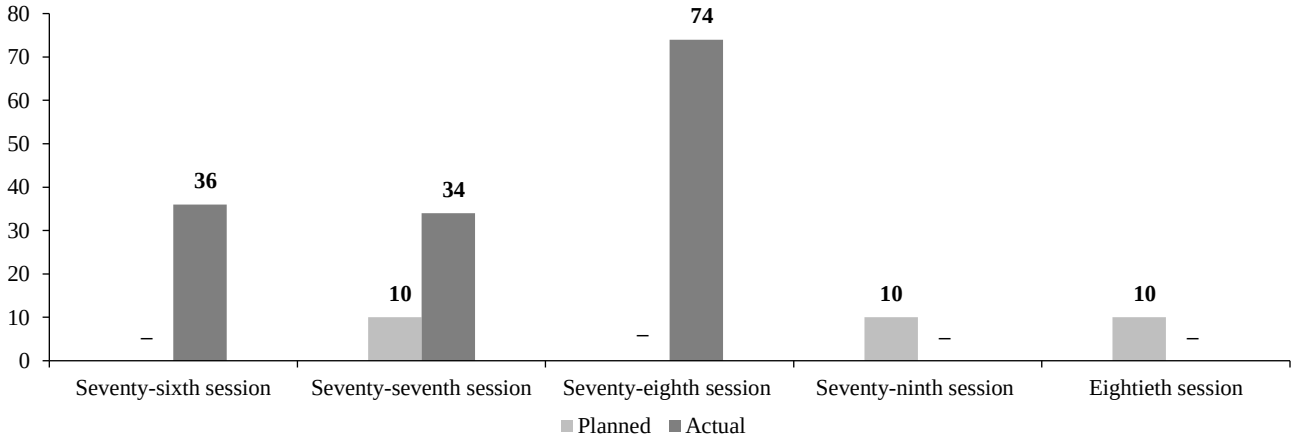
Result 1: timely processing of verbatim records of the General Assembly through the use of fit-for-purpose technologies

Programme performance in 2024 and target for 2026

2.63 The subprogramme's work contributed to the processing of verbatim records, with 74 unprocessed verbatim records remaining from previous sessions of the General Assembly as of the first day of the new session, which did not meet the planned target of zero unprocessed verbatim records. The target was not met due to liquidity constraints that prevented the hiring of the same number of freelance staff normally hired to process verbatim records.

2.64 Progress towards the objective and the target for 2026 are presented in figure 2.VI.

Figure 2.VI
Performance measure: number of unprocessed verbatim records remaining from previous sessions of the General Assembly as of the first day of the new session



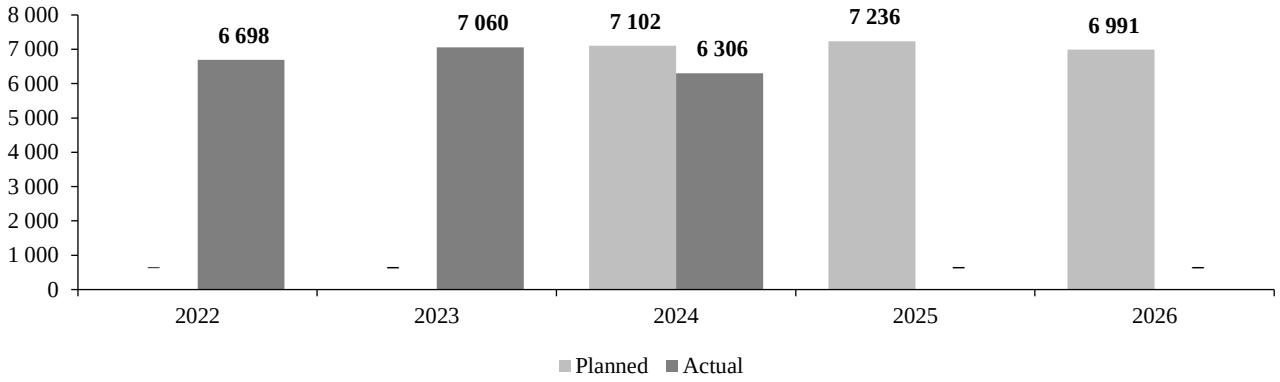
Result 2: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Programme performance in 2024 and target for 2026

2.65 The subprogramme's work contributed to the use of interpretation resources being optimized through close coordination and loans between duty stations. While refinements in the forecasting function of the eAPG application contributed to efficient capacity planning, only 6,306 meetings were held with interpretation globally, which did not meet the planned target of 7,102 meetings being serviced. The target was not met due to the liquidity constraints in 2024.

2.66 Progress towards the objective and the target for 2026 are presented in figure 2.VII.

Figure 2.VII
Performance measure: global number of meetings held with interpretation (annual)



Result 3: enhanced publishing products for Member States and the public

Proposed programme plan for 2026

2.67 The subprogramme has a long-standing commitment to utilize the electronic distribution of documents and publications, as called for in successive General Assembly resolutions. Through the subprogramme's investments in technology and the expanded use of digital tools, such as the eSubscription platform, the availability of digital documents and publications has steadily grown. To continue expanding the production of digital documents and publications, the subprogramme has implemented workflows and production systems that can make documentation available in digital and accessible formats. These initiatives are consistent with the overall approach in the subprogramme's publishing operations to shift to a fully digital environment.

Lessons learned and planned change

2.68 The lesson for the subprogramme was the need to equip staff with the technical skills to take full advantage of existing and new tools to produce digital and accessible content. In applying the lesson, the subprogramme designed a tailored training programme to bring colleagues to the required level of proficiency to leverage technology and produce digital publications. The subprogramme will roll out this training and also continue to invest in production technology that allows for the flexible output of documents and publications.

2.69 Expected progress towards the objective is presented in table 2.13.

Table 2.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Postcards are distributed to delegates with Quick Response (QR) codes for direct access to the website and PDF versions of publications in the six official languages	Improved timeliness in the issuance of publications through the fine-tuning of the gDoc 2.0 workload management system	Accessibility enhanced by embedding alternative text into publications, such as the Secretary-General's annual report on the work of the Organization, in the six official languages	Availability of metadata-enriched digital and accessible content, including in Extensible Markup Language (XML) format, which enhances searchability and facilitates research	Timeliness, accessibility and quality of publications improved through the use of artificial intelligence tools

Deliverables

2.70 Table 2.14 lists all deliverables of the subprogramme.

Table 2.14
New York, subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2 580**	**2 863**	**2 880**	**2 880**
1. Verbatim records of the General Assembly	700	445	700	700
2. Verbatim records of the Security Council	1 600	2 083	1 900	1 900
3. Verbatim records of the First Committee	200	186	200	200
4. Verbatim records of the Disarmament Commission	36	12	36	36
5. Verbatim records of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	12	6	6
6. Verbatim records of the Military Staff Committee	26	16	26	26
7. Verbatim records of the special sessions of the General Assembly	6	109	6	6
8. Verbatim records of the Trusteeship Council	6	–	6	6
Conference and secretariat services for meetings (number of three-hour meetings)	**12 700**	**7 643**	**12 700**	**11 000**
Meetings with interpretation for:	**2 850**	**2 569**	**2 850**	**2 650**
9. The Security Council and its sanctions committees and subsidiary working groups	650	648	650	700
10. The General Assembly and its Main Committees and subsidiary bodies	1 400	1 348	1 400	1 350
11. The Economic and Social Council and its subsidiary bodies and functional commissions	300	223	300	250
12. Permanent and observer missions to the United Nations	30	41	30	50
13. Other requesters	470	309	470	300
Meetings without interpretation for:	**9 850**	**5 074**	**9 850**	**8 350**
14. The Security Council and its sanctions committees and subsidiary working groups	100	46	100	50
15. The General Assembly and its Main Committees and subsidiary bodies	1 800	2 204	1 800	2 650
16. The Economic and Social Council and its subsidiary bodies and functional commissions	450	282	450	500

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
17. Permanent and observer missions to the United Nations	3 100	817	3 100	2 200
18. Other requesters	4 400	1 725	4 400	2 950
E. Enabling deliverables				
Publishing services: publications, official records (approximately 2,800 verbatim records annually) and other materials in all official languages for hard copy and digital distribution; 21,000 parliamentary documents printed, bound and distributed; 211 publications and other materials in hard copy; and materials available in digital format.				

Conference management, Geneva

Subprogramme 2
Planning and coordination of conference services

Objective

2.71 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Geneva.

Strategy

2.72 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.33 above:

(a) Participate in the global innovation projects of the Department;

(b) Provide digital documentation to delegates in a structured and integrated way.

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

(a) More effective utilization and expanded provision of the Organization’s meetings and publishing services;

(b) Greater access for meeting participants and end users of publishing services to United Nations products to maximize their engagement with the intergovernmental process.

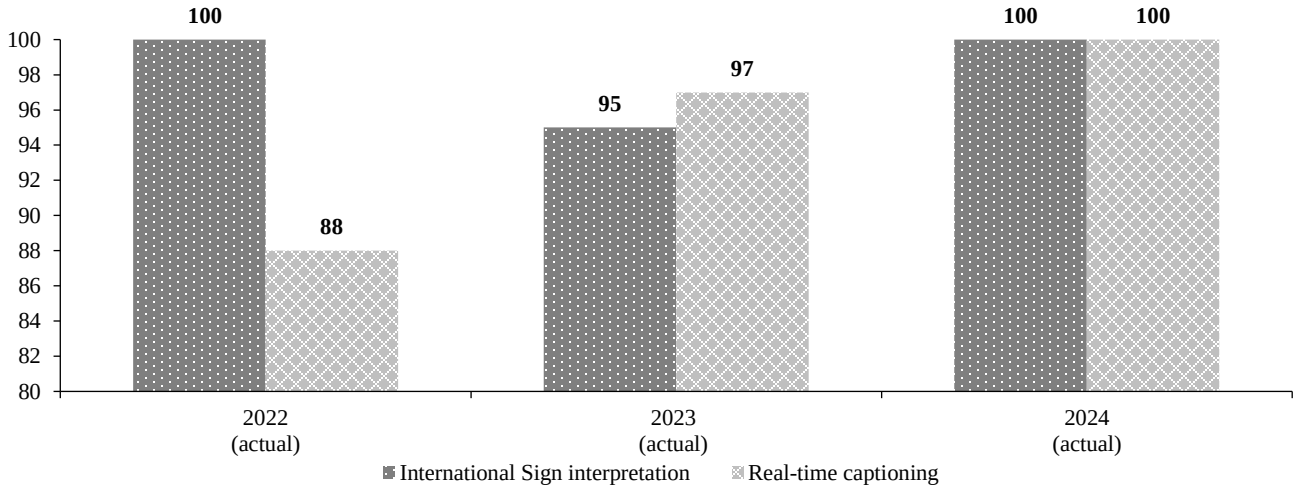
Programme performance in 2024

Increased satisfaction of conference participants with accessibility services at conferences amid constraints

2.74 The subprogramme faced a series of operational and financial challenges in 2024, including liquidity constraints and disruptions due to ongoing conference room renovations and closures. Despite these obstacles, the subprogramme successfully managed to plan the provision of all requests for sign language interpretation and captioning services, demonstrating resilience and adaptability. Meetings management staff maintained proactive communication with conference organizers regarding scheduling and space limitations. Positive feedback received from conference participants through a survey on accessibility reinforced the importance of maintaining high standards of service even during periods of uncertainty and heightened operational complexity.

2.75 Progress towards the objective is presented in figure 2.VIII.

Figure 2.VIII
Performance measure: conference participants' satisfaction with International Sign interpretation and captioning services, as reported in the satisfaction survey (annual)
(Percentage of survey respondents)



Planned results for 2026

Result 1: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2024 and target for 2026

2.76 The subprogramme's work contributed to all indicators subject to mandated reporting to Member States being calculated using globally harmonized methodologies, which met the planned target.

2.77 Progress towards the objective and the target for 2026 are presented in table 2.15.

Table 2.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	All indicators subject to mandated reporting are calculated using globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports	More report types are readily available through the integration of gData with other enterprise applications

Result 2: global gateway for servicing conferences and meetings

Programme performance in 2024 and target for 2026

2.78 The subprogramme's work contributed to the preparations for the deployment of One-Stop Shop in Geneva, which did not meet the planned target of a subset of Geneva-based clients being able to request meeting services in Geneva through One-Stop Shop. The target was not met because the deployment in Geneva had to be postponed due to the lack of financial resources.

2.79 Progress towards the objective and the target for 2026 are presented in table 2.16.

Table 2.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop	All clients at all duty stations use One-Stop Shop to request meeting services and receive a single bill

Result 3: increased feedback from Member States through the global survey

Proposed programme plan for 2026

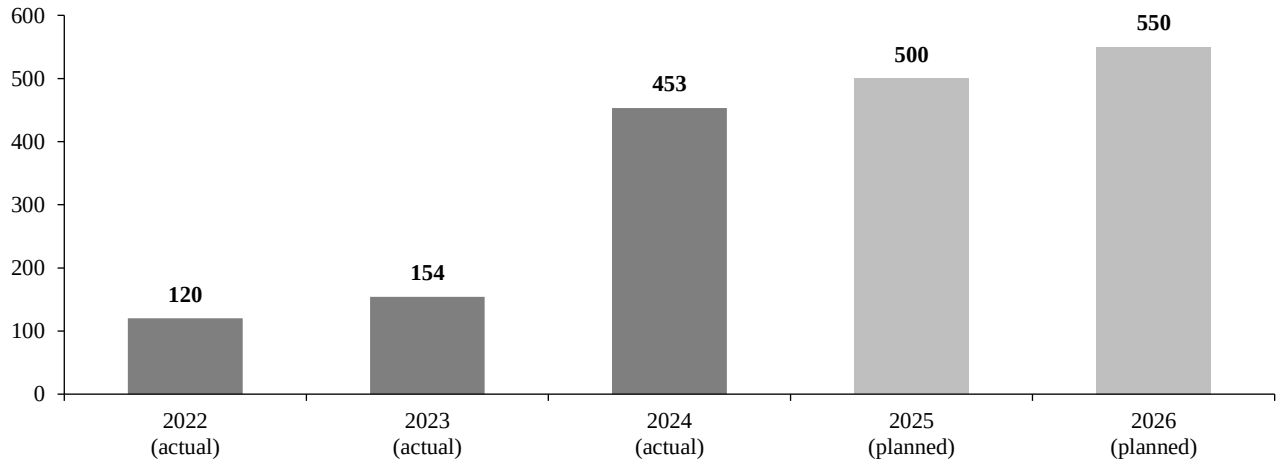
2.80 The subprogramme, in cooperation with the other duty stations, will revamp and implement the global survey, as described in paragraph 2.41 above.

Lessons learned and planned change

2.81 In line with the lesson learned, the subprogramme will implement measures to enhance the response rate for the global survey, as described in paragraph 2.42 above. To streamline efforts and avoid duplication, local surveys will be discontinued.

2.82 Expected progress towards the objective is presented in figure 2.IX.

Figure 2.IX
Performance measure: number of responses to the global survey (annual)



Deliverables

2.83 Table 2.17 lists all deliverables of the subprogramme.

Table 2.17
Geneva, subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**12 000**	**8 505**	**9 000**	**8 800**
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	3 750	3 083	3 750	3 550
2. Meetings of intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	2 000	1 838	1 600	1 600
3. Meetings of intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	1 950	1 154	1 250	1 250
4. Meetings of intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	700	579	500	500
5. Other	3 600	1 851	1 900	1 900
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**1**	**1**	**1**	**1**
6. Annual calendar of conferences and meetings in Geneva	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for permanent missions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: notes verbales for permanent missions.				
Digital platforms and multimedia content: multilingual content for websites of the Department for General Assembly and Conference Management and the United Nations Office at Geneva, including on outreach to universities and on multilingualism.				

Subprogramme 3
Documentation services

Objective

2.84 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Geneva.

Strategy

2.85 To contribute to the objective, the subprogramme will continue, in coordination with the other main conference-servicing duty stations and in addition to the activities indicated in paragraph 2.46 above, to:

(a) Participate in the global innovation projects of the Department, including gDoc and gText, leverage information technology tools, including eLUNa, provide input to UNTERM and maintain its repository of Geneva-specific reference material for in-house and external language professionals;

(b) Reinforce communication to ensure that terminology creation standards remain aligned in UNTERM, in collaboration with New York;

(c) Continuously improve recruitment methods for temporary language staff and individual language contractors.

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

(a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;

(b) The consistent use of official terminology in the official languages;

(c) Improved access to knowledge resources through the provision of machine-readable documents.

Programme performance in 2024

Yearbooks of the International Law Commission are available sooner with the highest editorial standards maintained

2.87 In its resolution 79/248, the General Assembly emphasized that one of the Department's major goals was to provide high-quality documents in a timely manner in all official languages as efficiently and cost-effectively as possible. Within the subprogramme, it has been a challenge to process the *Yearbooks of the International Law Commission* in the six official languages given the length and complexity of these technical legal publications, which are used by Member States' national authorities and legal experts.

2.88 In 2024, the subprogramme streamlined the workflow for the *Yearbooks* by leveraging information technology tools, avoiding duplication and reducing the number of days required for proofreading, so as to deliver the *Yearbooks* faster. This new, rigorous process relied on close cooperation among editors, proofreaders and desktop publishing units in Geneva and succeeded in ensuring the highest editorial standards of publication.

2.89 Progress towards the objective is presented in table 2.18.

Table 2.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	*Yearbooks of the International Law Commission* available sooner due in part to the number of days required for proofreading being on average 14 per cent lower

Planned results for 2026

Result 1: innovation in action: leveraging machine-readable documents

Programme performance in 2024 and target for 2026

2.90 The subprogramme's work contributed to the availability of resolutions adopted by the Human Rights Council in machine-readable format in line with the Akoma Ntoso standard, with visualizations, which met the planned target.

2.91 Progress towards the objective and the target for 2026 are presented in table 2.19.

Table 2.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
User requirements validated and standardized markup available for Human Rights Council resolutions in machine-readable format in line with the Akoma Ntoso standard	Human Rights Council resolutions and decisions automatically generated in machine-readable format on a pilot basis in line with the Akoma Ntoso standard	Availability of resolutions adopted by the Human Rights Council in machine-readable format in line with the Akoma Ntoso standard, with visualizations	Availability of further refinements, including through master data, to facilitate information retrieval by Member States	Information retrieval by Member States is further facilitated by leveraging metadata contained in gDoc to further automate the generation of machine-readable documentation

Result 2: high-quality multilingual documentation through a translation quality management framework

Programme performance in 2024 and target for 2026

2.92 The subprogramme's work contributed to Member States providing feedback in the global survey by responding to questions aligned with the new translation quality framework, whereby they indicated that translation quality met their needs and expectations, which met the planned target.

2.93 Progress towards the objective and the target for 2026 are presented in table 2.20.

Table 2.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services	Member States provide feedback through the global survey by responding to questions aligned with the new translation quality framework	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2025
	Responses received in 2023 indicate satisfaction with translation quality	Responses received in 2024 indicate satisfaction with translation quality		

Result 3: timely availability of documentation for meetings

Proposed programme plan for 2026

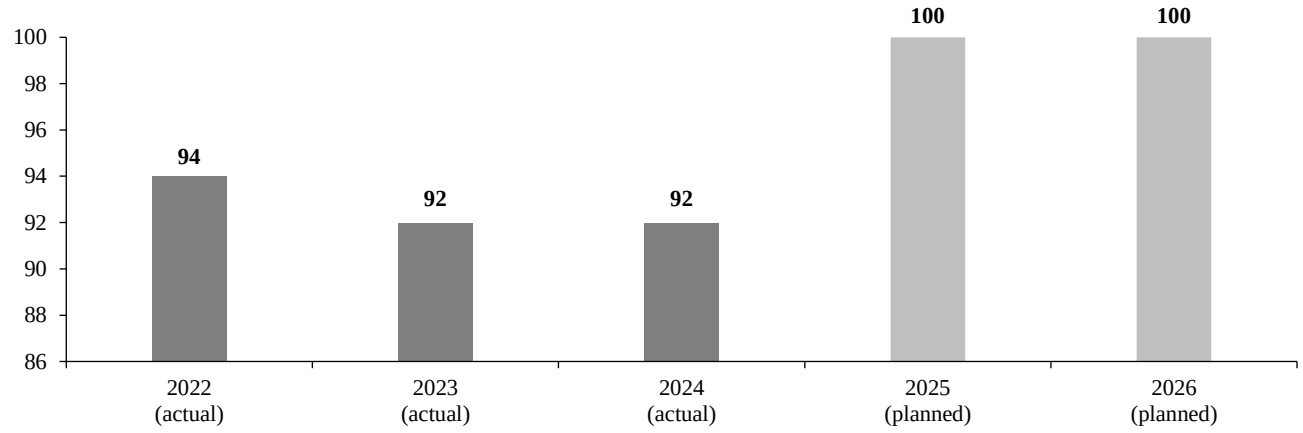
2.94 The subprogramme, in coordination with the other duty stations, will implement a learning and knowledge management programme, as described in paragraph 2.54 above.

Lessons learned and planned change

2.95 In line with the lesson described in paragraph 2.55 above, the subprogramme will target learning and training in key areas of work in Geneva, such as the International Law Commission, the Office for Disarmament Affairs and the United Nations Framework Convention on Climate Change, as well as maintaining a dedicated SharePoint site that serves as a repository of training information.

2.96 Expected progress towards the objective is presented in figure 2.X.

Figure 2.X
Performance measure: global timely issuance of parliamentary documentation (annual)
(Percentage)



Deliverables

2.97 Table 2.21 lists all deliverables of the subprogramme.

Table 2.21
Geneva, subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**550**	**458**	**580**	**500**
Summary records of:				
1. Meetings of intergovernmental and expert bodies on human rights	490	401	520	430
2. Meetings of intergovernmental and expert bodies on legal affairs	35	44	50	50
3. Other meetings	25	13	10	20
Documentation services for meetings (thousands of words)	**73 000**	**84 134**	**83 000**	**84 000**
4. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	42 250	48 614	51 500	51 500
5. Translation and desktop publishing of documents for intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	16 000	17 590	18 500	18 500
6. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on legal affairs, including the International Law Commission	4 850	2 526	2 500	3 000
7. Translation and desktop publishing of documents for intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	3 500	6 510	3 500	4 000

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
8. Translation and desktop publishing of documents for intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Conference of the Parties to the United Nations Convention to Combat Desertification	2 400	4 049	3 200	3 200
9. Editing, translation and desktop publishing of documents for other intergovernmental and expert bodies	4 000	4 845	3 800	3 800
C. Substantive deliverables				
Databases and substantive digital materials: UNTERM, comprising some 680,000 records.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services; approximately 300 non-parliamentary documents provided to 30 clients; and mandated publications for the International Law Commission in the six official languages.				

Subprogramme 4
Meetings and publishing services

Objective

2.98 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Geneva.

Strategy

2.99 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities, except for verbatim reporting, indicated in paragraph 2.59 above:

(a) Lead innovation projects, including Indico.UN and fully automated speech-to-text (FAST) technology, and participate in full in the global innovation projects of the Department, including eAPG;

(b) Provide digital documentation to delegates in a structured and integrated way.

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

(a) More effective utilization and expanded provision of the Organization's meetings and publishing services;

(b) Greater access for meeting participants and end users of publishing services to United Nations products to maximize their engagement with the intergovernmental process.

Programme performance in 2024

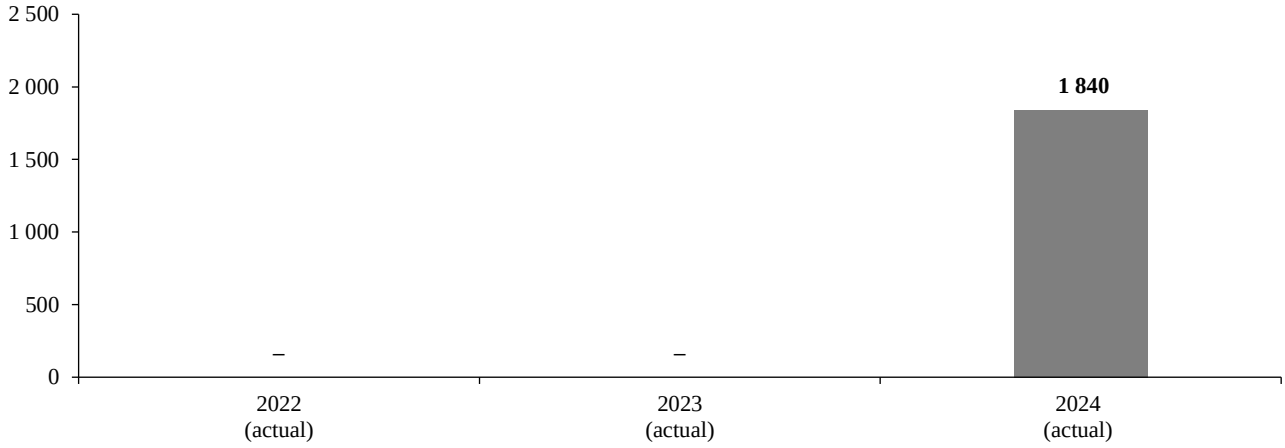
The *Journal of the United Nations* for Geneva: a new official digital platform for the provision of conference-related information

2.101 Before 2024, there was no official centralized platform for meeting and conference participants to access meeting-related content. To support integrated global management and building on successful launches in Vienna and Nairobi, the subprogramme leveraged existing technical expertise to expand the *Journal of the United Nations* to Geneva. In April 2024, the platform was officially launched in Geneva, providing users with easy access to essential meeting-related information, including documentation through a link to the "Documents and Services" web page supported by Indico.UN, webcasting and meeting room details. Since its launch, the *Journal of the United Nations* in Geneva

has announced over 2,000 meetings and supported more than 75 intergovernmental bodies, offering webcasting capabilities where available.

2.102 Progress towards the objective is presented in figure 2.XI.

Figure 2.XI
Performance measure: number of users of the *Journal of the United Nations* in Geneva



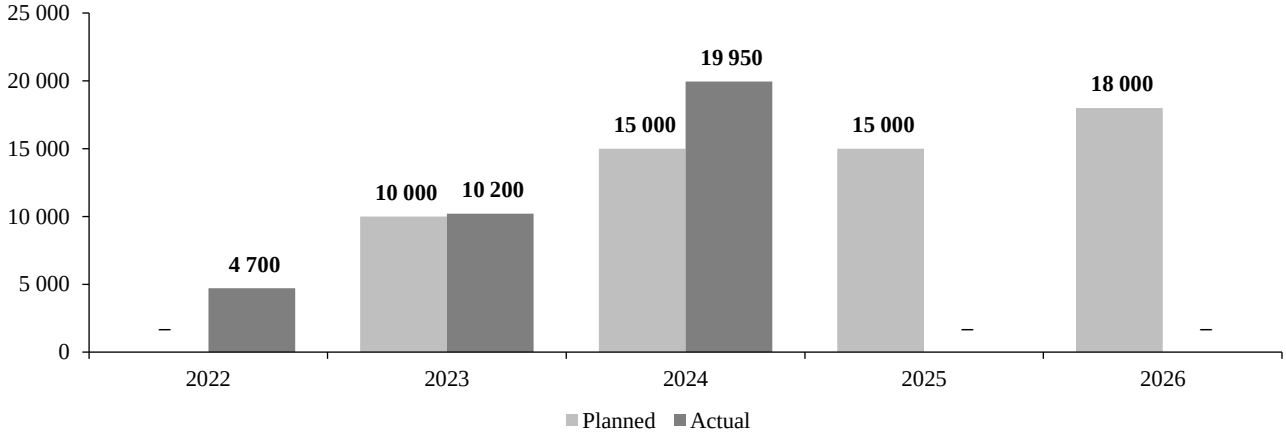
Result 1: automatic transcription in all languages through the use of fit-for-purpose technologies

Programme performance in 2024 and target for 2026

2.103 The subprogramme's work contributed to 19,950 hours of meeting recordings transcribed in 2024, which exceeded the planned target of 15,000 hours.

2.104 Progress towards the objective and the target for 2026 are presented in figure 2.XII.

Figure 2.XII
Performance measure: number of hours of meeting recordings transcribed (annual)



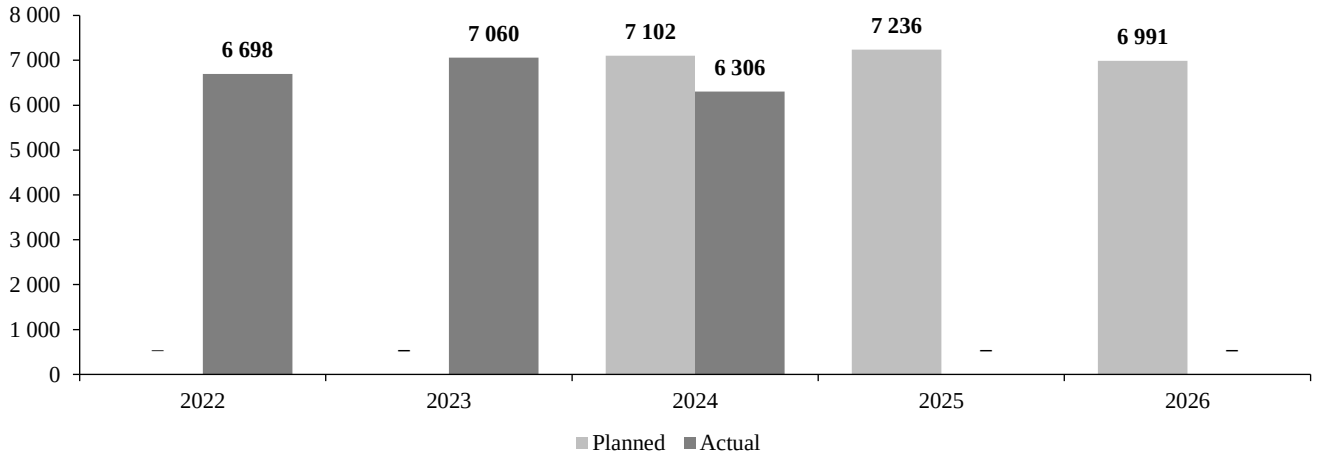
Result 2: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Programme performance in 2024 and target for 2026

2.105 As described in paragraph 2.65 above, the subprogramme's work contributed to 6,306 meetings held with interpretation globally, which did not meet the planned target of 7,102 meetings. The target was not met due to liquidity constraints in 2024.

2.106 Progress towards the objective and the target for 2026 are presented in figure 2.XIII.

Figure 2.XIII
Performance measure: global number of meetings held with interpretation (annual)



Result 3: enhanced publishing products for Member States and the public

Proposed programme plan for 2026

2.107 The subprogramme has a long-standing commitment to enhancing the production and distribution of documents and publications, as mandated by successive General Assembly resolutions, and is pursuing a shift to a fully digital environment, as described in paragraph 2.67 above.

Lessons learned and planned change

2.108 Building on the lesson outlined in paragraph 2.68 above, the subprogramme will focus on enhancing staff skills through peer-to-peer training, resulting in the improved quality of digital products and services.

2.109 Expected progress towards the objective is presented in table 2.22.

Table 2.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Increased availability of documents in electronic format through the Indico.UN platform	Increased availability of publications in digital format to enable the author department to disseminate effectively	Provision of the *Journal of the United Nations* for Geneva. Availability of Quick Response (QR) codes for broader reach to official documents and publications	Availability of metadata-enriched digital and accessible content, including in Extensible Markup Language (XML) format, which enhances searchability and facilitates research	Timeliness, accessibility and quality of publications improved through the use of artificial intelligence tools

Deliverables

2.110 Table 2.23 lists all deliverables of the subprogramme.

Table 2.23
Geneva, subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**3 200**	**2 756**	**3 200**	**3 000**
Meetings with interpretation for:				
1. Intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	1 530	1 477	1 850	1 550
2. Intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	50	81	50	80
3. Intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	860	767	800	770
4. Intergovernmental and expert bodies on disarmament	240	214	250	250
5. Other meetings	520	217	250	350
E. Enabling deliverables				
Publishing services: design and layout of publications, multimedia products, web pages, outreach materials and other products, formatted for hard-copy and digital distribution to clients based in Geneva and at the request of entities outside Geneva.				

Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

Objective

2.111 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Vienna.

Strategy

2.112 To contribute to the objective, the subprogramme will, in coordination with the other duty stations, and in addition to the activities indicated in paragraph 2.33 above:

(a) Optimize capacity for meetings and documentation services in a globally coordinated manner;

(b) Engage in continuous dialogue and regular consultations with Member States and substantive and technical secretariats to respond early to any changing conference-servicing and documentation needs of all Vienna-based international organizations;

(c) Continue to develop innovative processes and best practices to meet the evolving needs of global conference servicing and leverage new technologies, including for business continuity within existing mandates.

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

(a) The cost-effective use of conference-servicing resources in the context of the mandated meetings of the client bodies;

(b) Responsive conference services that provide a broader range of client service modalities;

(c) The timely and simultaneous issuance of parliamentary documents in all six official languages.

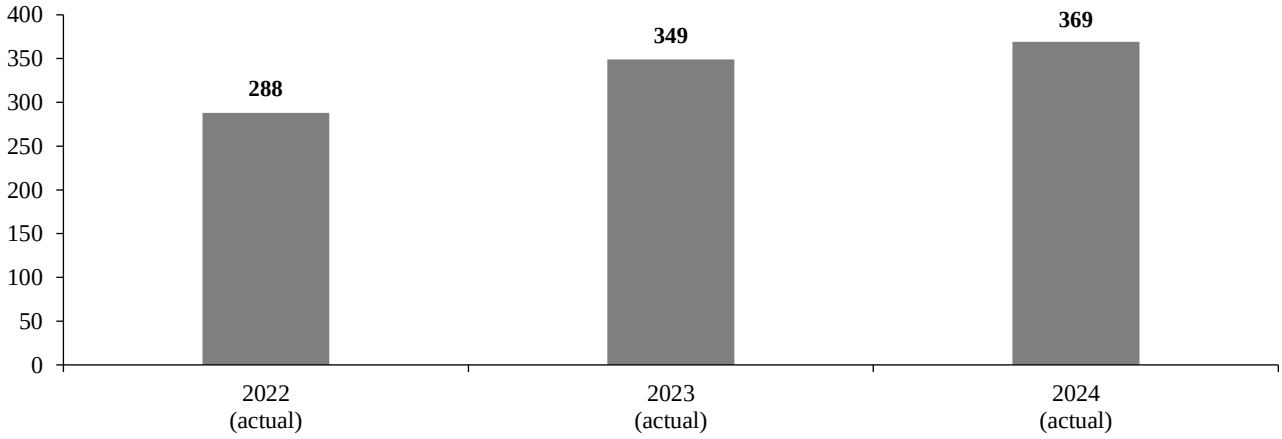
Programme performance in 2024

Self-serviced meetings address increased demand for non-calendar meetings

2.114 In 2024, to support the increased demand for non-calendar meetings, the subprogramme promoted self-serviced meetings and provided clients with guidance for operating the meeting room equipment and with troubleshooting support to hold non-calendar meetings autonomously. In this way, meeting organizers, including secretariats and Member States, benefited from more flexibility and were able to increase the number of non-calendar meetings despite imposed limits on resources.

2.115 Progress towards the objective is presented in figure 2.XIV.

Figure 2.XIV
Performance measure: number of non-calendar meetings held in Vienna



Planned results for 2026

Result 1: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2024 and target for 2026

2.116 The subprogramme's work contributed to all indicators subject to mandated reporting to Member States being calculated using globally harmonized methodologies, which met the planned target.

2.117 Progress towards the objective and the target for 2026 are presented in table 2.24.

Table 2.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	All indicators subject to mandated reporting are calculated using globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports	More report types are readily available through the integration of gData with other enterprise applications

Result 2: global gateway for servicing conferences and meetings

Programme performance in 2024 and target for 2026

2.118 The subprogramme's work contributed to all clients being able to request meeting services in Vienna through One-Stop Shop, which met the planned target.

2.119 Progress towards the objective and the target for 2026 are presented in table 2.25.

Table 2.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	A subset of clients can request meeting services in Vienna through One-Stop Shop	All clients can request meeting services in Vienna through One-Stop Shop	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop	All clients at all duty stations use One-Stop Shop to request meeting services and receive a single bill

Result 3: increased feedback from Member States through the global survey

Proposed programme plan for 2026

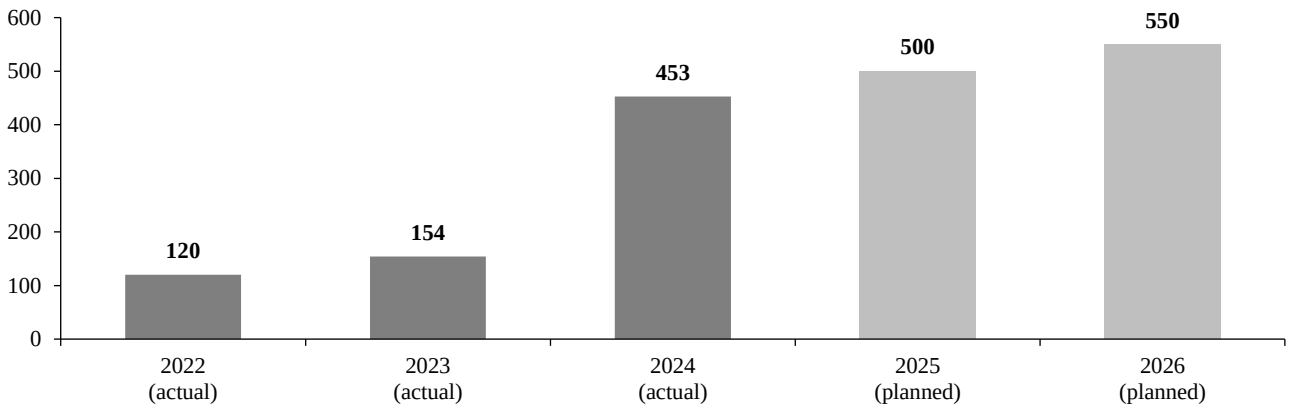
2.120 The subprogramme, in cooperation with the other duty stations, will revamp and implement the global survey, as described in paragraph 2.41 above.

Lessons learned and planned change

2.121 In line with the lesson learned, the subprogramme will take measures to increase the response rate, as described in paragraph 2.42 above. To streamline efforts and avoid duplication, local surveys will be discontinued.

2.122 Expected progress towards the objective is presented in figure 2.XV.

Figure 2.XV
Performance measure: number of responses to global survey (annual)



Deliverables

2.123 Table 2.26 lists all deliverables of the subprogramme.

Table 2.26
Vienna, subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**5 890**	**6 034**	**4 900**	**5 151**
1. Meetings of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of the States Parties to the United Nations Convention against Corruption and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, as well as meetings related to the United Nations Convention against Cybercrime and other subsidiary bodies (United Nations Office on Drugs and Crime)	3 060	2 855	2 250	2 546
2. Meetings of the International Narcotics Control Board	110	155	160	160
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	560	554	560	615
4. Meetings of the United Nations Commission on International Trade Law (UNCITRAL) and its working groups	130	127	160	140
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	90	40	110	90
6. Meetings of the United Nations Industrial Development Organization	380	349	390	330
7. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 060	779	770	770
8. Other meetings	500	1 175	500	500
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**252**	**245**	**252**	**252**
9. Annual calendar of conferences and meetings in Vienna	1	1	1	1
10. Daily “master final” programme of meetings of intergovernmental bodies	251	244	251	251
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for 152 permanent missions in Vienna.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language day celebrations of the six official languages.				

Subprogramme 3
Documentation services

Objective

2.124 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Vienna.

Strategy

2.125 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.46 above:

(a) Participate in the Department's global innovation projects, including gDoc and gText, leverage information technology tools, including eLUNa, provide input to UNTERM and maintain its repository of Vienna-specific reference material for in-house and external language professionals;

(b) Provide guidance to producers and users of terminology to ensure that terminology creation standards remain aligned in UNTERM;

(c) Pursue dialogue with substantive secretariats and Member States to respond to their needs, requirements and priorities, and rigorously plan and coordinate documentation workflows and capacity.

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

(a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;

(b) The consistent use of official terminology in the official languages;

(c) Improved access to knowledge resources through the provision of machine-readable documents.

Programme performance in 2024

Linguistic consistency ensured for the United Nations Convention against Cybercrime in the six official languages

2.127 After four years of intergovernmental negotiations, the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes held its concluding session in 2024 to finalize the text of the Convention. At that final stage, it was important that the sensitive legal and technical concepts contained in the text be understood in the same way in all six official languages to facilitate adoption. To that end, a language consistency group composed of Member State delegates representing the six official languages was convened by the Ad Hoc Committee.

2.128 In 2024, the subprogramme provided its linguistic expertise to the consistency group, working closely with delegates to answer queries and clarify critical issues regarding editorial standards, terminology and phraseology. As a result, the text of the instrument was further improved, as acknowledged and appreciated by the consistency group, and was aligned in the six official languages.

2.129 Progress towards the objective is presented in table 2.27.

Table 2.27
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Timely provision of documents, including draft resolutions, which facilitated the negotiation process	Convention drafting proceeded with the support of dedicated linguistic expertise, translation guidelines and harmonized terminology in the six official languages	Adoption of the Convention was facilitated through the sharing of expertise with the language consistency group

Planned results for 2026

Result 1: innovation in action: leveraging machine-readable documents

Programme performance in 2024 and target for 2026

2.130 The subprogramme's work contributed to the United Nations Convention on Contracts for the International Sale of Goods being automatically generated in a machine-readable format in line with the Akoma Ntoso standard, which met the planned target.

2.131 Progress towards the objective and the target for 2026 are presented in table 2.28.

Table 2.28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
User requirements validated through an assessment of the feasibility of converting certain UNCITRAL document types into machine-readable format	UNCITRAL summary records automatically generated in machine-readable format on a pilot basis in line with the Akoma Ntoso standard	Availability of UNCITRAL model laws and conventions in machine-readable format in line with the Akoma Ntoso standard, with visualizations	Availability of further refinements, including through master data, to facilitate information retrieval by Member States	Information retrieval by Member States is further facilitated by leveraging metadata contained in gDoc to further automate the generation of machine-readable documentation

Result 2: high-quality multilingual documentation through a translation quality management framework

Programme performance in 2024 and target for 2026

2.132 The subprogramme's work contributed to Member States providing feedback in the global survey by responding to questions aligned with the new translation quality framework, whereby they indicated that translation quality met their needs and expectations, which met the planned target.

2.133 Progress towards the objective and the target for 2026 are presented in table 2.29.

Table 2.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services Responses received in 2023 indicate satisfaction with translation quality	Member States provide feedback through the global survey by responding to questions aligned with the new translation quality framework Responses received in 2024 indicate satisfaction with translation quality	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2025

Result 3: timely availability of documentation for meetings

Proposed programme plan for 2026

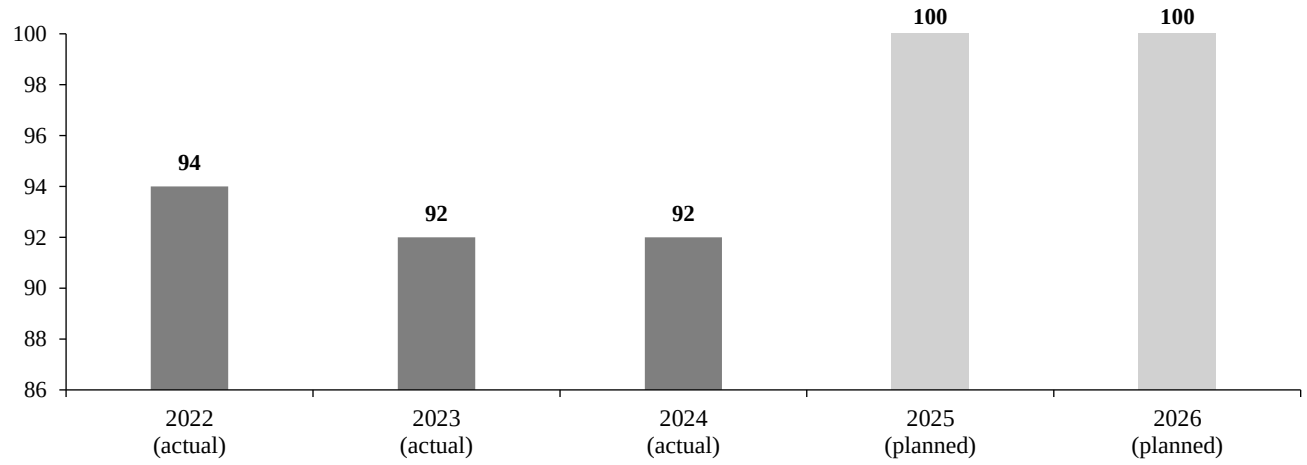
2.134 The subprogramme, in coordination with the other duty stations, will implement a learning and knowledge management programme, as described in paragraph 2.54 above.

Lessons learned and planned change

2.135 In line with the lesson described in paragraph 2.55 above, the subprogramme will engage with the substantive secretariats of client entities in Vienna to organize presentations for language staff about emerging and specialized concepts and developments in key areas of work, such as international trade law, outer space, and drugs and crime. It will also maintain a dedicated SharePoint site that serves as a repository of training information.

2.136 Expected progress towards the objective is presented in figure 2.XVI.

Figure 2.XVI
Performance measure: global timely issuance of parliamentary documentation (annual)
(Percentage)



Deliverables

2.137 Table 2.30 lists all deliverables of the subprogramme.

Table 2.30
Vienna, subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	**26 400**	**23 053**	**25 180**	**26 870**
1. Editing, translation and desktop publishing of documents for the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of the States Parties to the United Nations Convention against Corruption and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, as well as meetings related to the United Nations Convention against Cybercrime and other subsidiary bodies (United Nations Office on Drugs and Crime)	11 300	9 050	10 300	12 000
2. Editing, translation and desktop publishing of documents for the International Narcotics Control Board	4 200	3 296	3 150	3 000
3. Editing, translation and desktop publishing of documents for the Committee on the Peaceful Uses of Outer Space and its subcommittees	2 800	2 312	2 550	2 500
4. Editing, translation and desktop publishing of documents for UNCITRAL and its working groups	6 030	5 611	6 575	6 500
5. Editing, translation and desktop publishing of documents for the United Nations Scientific Committee on the Effects of Atomic Radiation	70	48	105	70
6. Translation and desktop publishing of documents for the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 000	893	1 000	1 000
7. Translation and desktop publishing of documents for the United Nations Industrial Development Organization	1 000	1 032	1 500	1 000
8. Editing, translation and desktop publishing of documents for other United Nations entities	–	811	–	800
C. Substantive deliverables				
Databases and substantive digital materials: UNTERM, comprising some 680,000 records.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services of more than 5 million words of non-parliamentary documents and publications in all official languages.				

Subprogramme 4
Meetings and publishing services

Objective

2.138 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Vienna.

Strategy

2.139 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities, except for verbatim reporting, indicated in paragraph 2.59 above:

(a) Provide interpretation and publishing services in the official languages for United Nations entities and governing bodies operating from Vienna, as well as for other Vienna-based organizations;

(b) Utilize data-driven methodologies to ensure maximum responsiveness to client needs, including by increasing the pool of freelance interpreters;

(c) Ensure the sustainability and accessibility of publishing services, including by expanding the array of e-publishing products.

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

(a) Optimized interpretation services that are responsive to new and emerging conference services needs;

(b) Member States receiving visually informative content that is processed and distributed with minimal environmental impact.

Programme performance in 2024

Strengthened multilingualism through updated website in seven languages

2.141 The subprogramme continued to take concrete measures to implement multilingualism in publishing services. This was achieved through the modernization, redesign and innovation of the United Nations Office at Vienna public website in the six official languages, as well as the host country language, German. The design was brought into line with both the latest United Nations guidelines on website design and website creation/management tools, which allow for the creation of a modern "mobile-responsive" website and support interactive features (e.g. a sortable meetings calendar).

2.142 Progress towards the objective is presented in table 2.31.

Table 2.31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Public website content is outdated and non-compliant with United Nations design guidelines	Public website is compliant with United Nations design guidelines and provides up-to-date content, including in mobile-responsive formats, with interactive features such as a sortable meetings calendar

Planned results for 2026

Result 1: improved discoverability and accessibility of publications through the use of fit-for-purpose technologies

Programme performance in 2024 and target for 2026

2.143 The subprogramme's work contributed to improving the accessibility and discoverability of publications through the inclusion of improved accessibility elements, such as alternative text descriptions for tables and figures for key publications, such as the annual reports of the United Nations Industrial Development Organization and of the Office for Outer Space Affairs, which met the planned target.

2.144 Progress towards the objective and the target for 2026 are presented in table 2.32.

Table 2.32
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Vienna-based organizations have metadata included in their publications to improve discoverability, along with a social media product to support the online promotion of their publications	Alternative text descriptions for tables and figures for some publications available to support accessibility and updated metadata guidelines to improve discoverability	Improved accessibility and discoverability of publications, including through the incorporation of accessibility elements, such as alternative text, in all six official languages	Improved digital publications and metadata with higher levels of accessibility and discoverability	Improved digital publications and metadata with higher levels of accessibility and discoverability

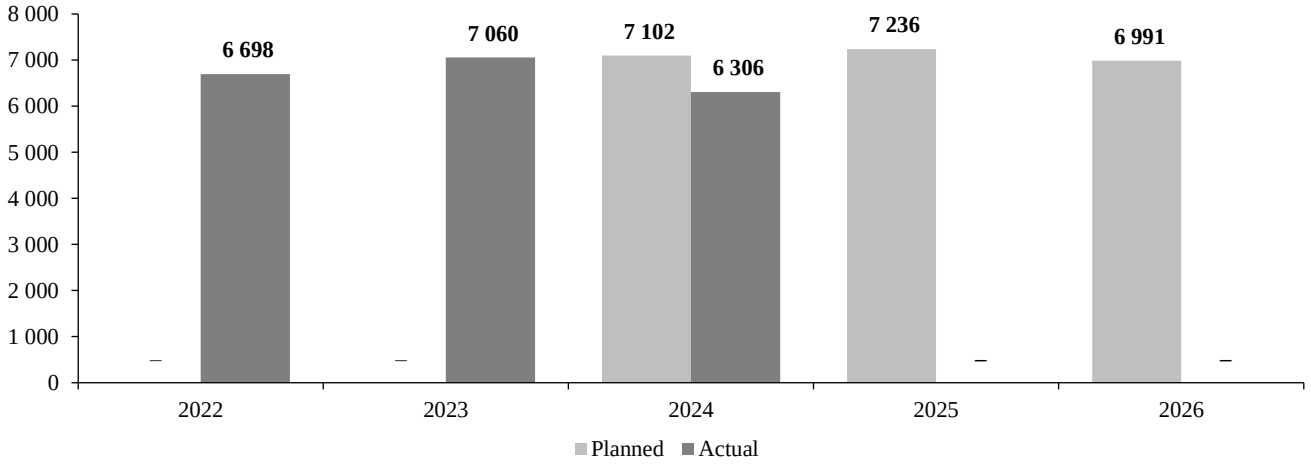
Result 2: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Programme performance in 2024 and target for 2026

2.145 As described in paragraph 2.65 above, the subprogramme's work contributed to 6,306 meetings held with interpretation globally, which did not meet the planned target of 7,102 meetings. The target was not met due to liquidity constraints in 2024.

2.146 Progress towards the objective and the target for 2026 are presented in figure 2.XVII.

Figure 2.XVII
Performance measure: global number of meetings held with interpretation (annual)



Result 3: enhanced publishing products for Member States and the public

Proposed programme plan for 2026

2.147 The subprogramme has a long-standing commitment to take advantage of the electronic distribution of documents and publications and is pursuing a shift to a fully digital environment, as described in paragraph 2.67 above.

Lessons learned and planned change

2.148 Building on the lesson outlined in paragraph 2.68 above, the subprogramme will focus on enhancing staff skills through peer-to-peer training, resulting in the improved quality of digital products and services.

2.149 Expected progress towards the objective is presented in table 2.33.

Table 2.33
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Improved timeliness in the issuance of publications through the fine-tuning of the gDoc 2.0 workload management system	Availability of publications enhanced with accessibility features, such as image descriptions and the setting of the correct reading order for headings, text and images in read-aloud mode	Availability of metadata-enriched digital and accessible content, including in Extensible Markup Language (XML) format, which enhances searchability and facilitates research	Timeliness, accessibility and quality of publications improved through the use of artificial intelligence tools

Deliverables

2.150 Table 2.34 lists all deliverables of the subprogramme.

Table 2.34
Vienna, subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**702**	**603**	**786**	**761**
Meetings with interpretation for:				
1. The Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of the States Parties to the United Nations Convention against Corruption and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, as well as meetings with interpretation related to the United Nations Convention against Cybercrime and other subsidiary bodies (United Nations Office on Drugs and Crime)	322	204	276	286
2. The International Narcotics Control Board	60	59	60	60
3. The Committee on the Peaceful Uses of Outer Space and its subcommittees	60	58	60	65
4. UNCITRAL and its working groups	70	64	100	70
5. The United Nations Scientific Committee on the Effects of Atomic Radiation	10	8	10	10
6. The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	60	61	70	70
7. The International Atomic Energy Agency	90	114	180	170
8. The United Nations Industrial Development Organization	30	25	30	30
9. Other	–	10	–	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
E. Enabling deliverables				
Publishing services: correspondence for 7 United Nations entities; and layout and design of publications, multimedia products, web pages, outreach materials and other products in the 6 official languages for hard-copy and digital distribution to the Vienna client group, and at the request of entities outside Vienna.				

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference services

Objective

2.151 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Nairobi.

Strategy

2.152 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.33 above:

(a) Provide substantive and organizational support to the main intergovernmental bodies headquartered in Nairobi and to other non-calendar intergovernmental bodies, such as those under the substantive coordination of the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat);

(b) Optimize capacity for meetings and documentation services in a globally coordinated manner;

(c) Engage in regular consultations with Member States and substantive and technical secretariats to respond immediately to any changing conference-servicing and documentation needs of the Nairobi-based clients;

(d) Contribute to innovative processes and best practices to meet the evolving needs of global conference servicing and leverage new technologies, including for business continuity within existing mandates;

(e) Streamline workflows relating to conference service requests.

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

(a) An increased number of meetings of intergovernmental bodies provided with adequate conference services;

(b) An enhanced user experience, in particular with regard to the advance planning of events, including better budgeting, resulting in improved deliberations and decision-making processes of the bodies and organs serviced;

(c) The timely and simultaneous availability of parliamentary documents in all six official languages.

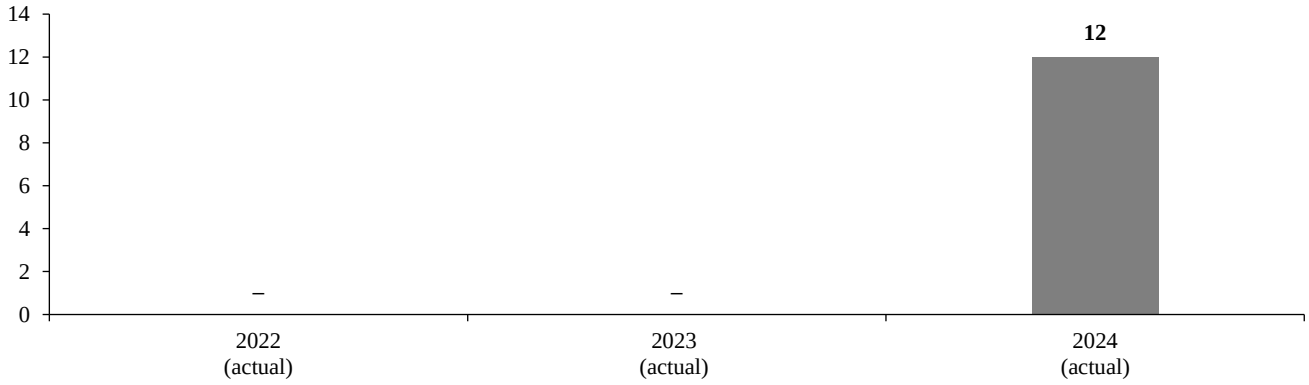
Programme performance in 2024

Meeting service requests for newly established open-ended intergovernmental expert working group fulfilled

2.154 In 2024, the subprogramme provided organizational and conference-servicing support for the newly established open-ended intergovernmental expert working group on adequate housing for all, an intergovernmental process mandated by the UN-Habitat Assembly at its second session. Since the meetings of the working group were an unexpected addition to the calendar of meetings in Nairobi, the Department engaged and coordinated closely with UN-Habitat on scheduling and the programme of work, which ensured the efficient fulfilment of the associated conference-servicing needs.

2.155 Progress towards the objective is presented in figure 2.XVIII.

Figure 2.XVIII
Performance measure: number of meetings serviced for the open-ended intergovernmental expert working group on adequate housing for all



Planned results for 2026

Result 1: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2024 and target for 2026

2.156 The subprogramme's work contributed to all indicators subject to mandated reporting to Member States being calculated using globally harmonized methodologies, which met the planned target.

2.157 Progress towards the objective and the target for 2026 are presented in table 2.35.

Table 2.35
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	All indicators subject to mandated reporting are calculated using globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports	More report types are readily available through the integration of gData with other enterprise applications

Result 2: global gateway for servicing conferences and meetings

Programme performance in 2024 and target for 2026

2.158 The subprogramme's work contributed to all clients being able to obtain cost estimates for meeting services in Nairobi through local applications, which met the planned target.

2.159 Progress towards the objective and the target for 2026 are presented in table 2.36.

Table 2.36
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
A subset of clients can request meeting services in Nairobi through One-Stop Shop	All clients can request meeting services in Nairobi through One-Stop Shop	All clients can obtain cost estimates for meeting services in Nairobi through local applications	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop	All clients at all duty stations use One-Stop Shop to request meeting services and receive a single bill

Result 3: increased feedback from Member States through the global survey

Proposed programme plan for 2026

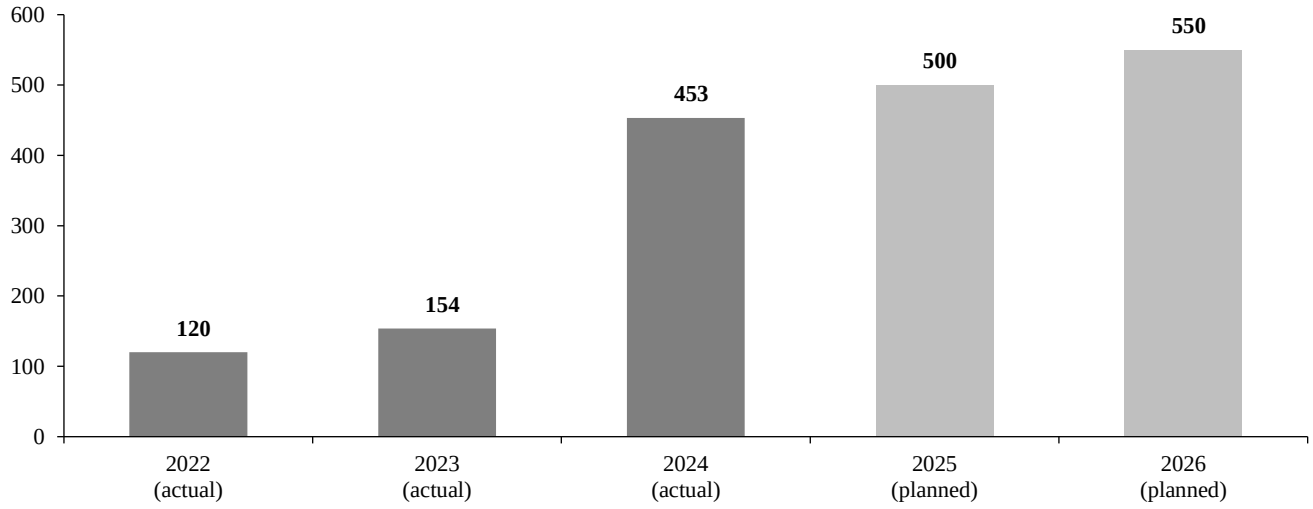
2.160 The subprogramme, in cooperation with the other duty stations, will revamp and implement the global survey, as described in paragraph 2.41 above.

Lessons learned and planned change

2.161 The lesson for the subprogramme was as described in paragraph 2.42 above, and the subprogramme will take measures to increase the response rate, as described in paragraph 2.42 above. To streamline efforts and avoid duplication, local surveys will be discontinued.

2.162 Expected progress towards the objective is presented in figure 2.XIX.

Figure 2.XIX
Performance measure: number of responses to the global survey (annual)



Deliverables

2.163 Table 2.37 lists all deliverables of the subprogramme.

Table 2.37
Nairobi, subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**5 000**	**4 415**	**5 500**	**4 400**
1. Meetings of the United Nations Environment Assembly and subsidiary bodies	250	482	200	480
2. Meetings of the UN-Habitat Assembly and its subsidiary bodies	150	70	235	70
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	50	64	70	60
4. Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	100	78	80	80
5. Meetings on the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants	120	58	130	60
6. African Ministerial Conference on the Environment	–	34	10	30
7. Conference of the Parties to the Minamata Convention on Mercury	–	–	50	–
8. Conference of the Parties to the Convention on Biological Diversity	50	473	50	470
9. Meetings of regional and other groupings of Member States	450	642	600	640
10. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	3 830	2 514	4 075	2 510
C. Substantive deliverables				
Consultation, advice and advocacy: informational services and advice to the Bureau of the UN-Habitat Executive Board, the Committee of Permanent Representatives to UNEP and the United Nations Environment Assembly; and orientation sessions for new members of the Committee of Permanent Representatives to UNEP and of the Committee of Permanent Representatives to UN-Habitat.				

Subprogramme 3
Documentation services

Objective

2.164 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Nairobi.

Strategy

2.165 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.46 above:

(a) Participate in the global innovation projects of the Department, including gDoc and gText, leverage information technology tools, including eLUNa, provide input to UNTERM and maintain its repository of Nairobi-specific reference material for in-house and external language professionals;

(b) Pursue dialogue with substantive secretariats and Member States to respond to their needs, requirements and priorities, and rigorously plan and coordinate documentation workflows and capacity;

(c) Provide report-writing services for substantive secretariats of various multilateral environmental agreements.

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

(a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;

(b) The consistent use of official terminology in the official languages;

(c) Improved access to knowledge resources through the provision of machine-readable documents for the United Nations.

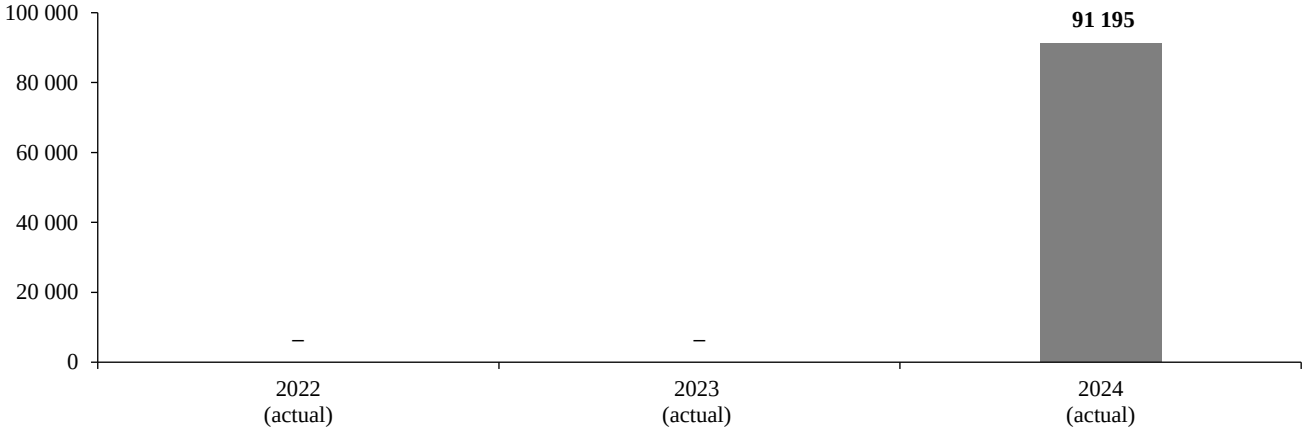
Programme performance in 2024

New intergovernmental body receives high-quality documentation services

2.167 In 2024, the subprogramme began to service the newly established open-ended intergovernmental expert working group on adequate housing for all, as noted in paragraph 2.154 above. The subprogramme successfully readjusted its priorities, despite the liquidity constraints, and provided high-quality multilingual documentation services, ensuring an efficient and effective multilingual deliberation and decision-making process.

2.168 Progress towards the objective is presented in figure 2.XX.

Figure 2.XX
Performance measure: words processed for the open-ended intergovernmental expert working group on adequate housing for all



Planned results for 2026

Result 1: innovation in action: leveraging machine-readable documents

Programme performance in 2024 and target for 2026

2.169 The subprogramme's work contributed to the availability of United Nations Environment Assembly resolutions generated in machine-readable format in line with the Akoma Ntoso standard, with visualizations, which met the planned target.

2.170 Progress towards the objective and the target for 2026 are presented in table 2.38.

Table 2.38
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
User requirements validated through a feasibility assessment consisting of converting United Nations Environment Assembly resolutions into a machine-readable format	United Nations Environment Assembly resolutions automatically generated in machine-readable format on a pilot basis in line with the Akoma Ntoso standard	Availability of United Nations Environment Assembly resolutions generated in machine-readable format in line with the Akoma Ntoso standard, with visualizations	Availability of further refinements, including through master data, to facilitate information retrieval by Member States	Information retrieval by Member States is further facilitated by leveraging metadata contained in gDoc to further automate machine-readable documentation

Result 2: high-quality multilingual documentation through a translation quality management framework

Programme performance in 2024 and target for 2026

2.171 The subprogramme's work contributed to Member States providing feedback in the global survey by responding to questions aligned with the new translation quality framework, whereby they indicated that translation quality met their needs and expectations, which met the planned target.

2.172 Progress towards the objective and the target for 2026 are presented in table 2.39.

Table 2.39
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services	Member States provide feedback through the global survey by responding to questions aligned with the new translation quality framework	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2025
	Responses received in 2023 responses indicate satisfaction with translation quality	Responses received in 2024 indicate satisfaction with translation quality		

Result 3: timely availability of documentation for meetings

Proposed programme plan for 2026

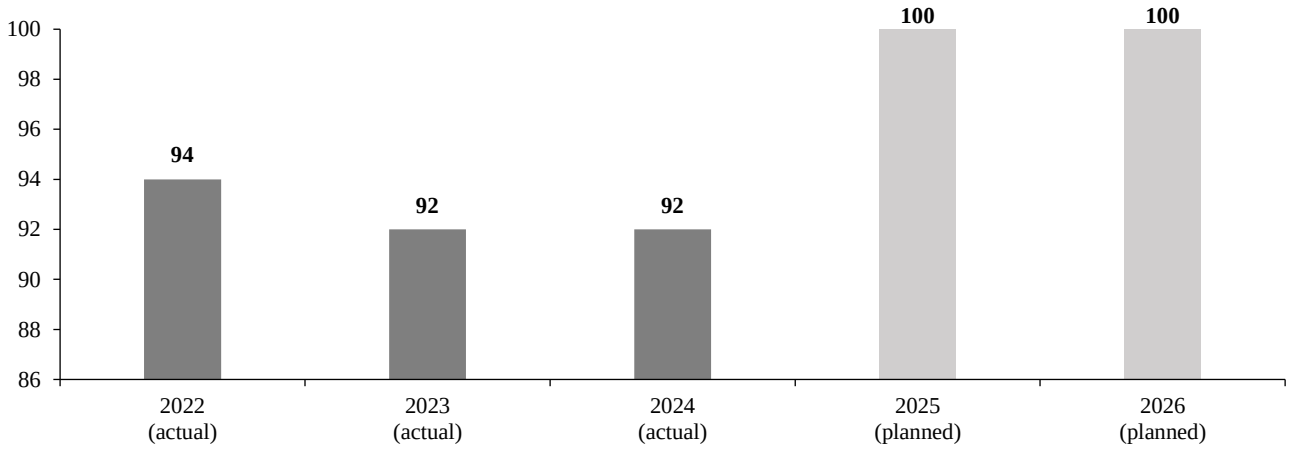
2.173 The subprogramme, in coordination with the other duty stations, will implement a learning and knowledge management programme, as described in paragraph 2.54 above.

Lesson learned and planned change

2.174 In line with the lesson described in paragraph 2.55 above, the subprogramme will target learning and training activities in the key areas of work in Nairobi, such as the Minamata Convention on Mercury, the Stockholm Convention on Persistent Organic Pollutants, the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal and other areas that require highly technical knowledge. The subprogramme will also maintain a dedicated SharePoint site that serves as a repository of training material.

2.175 Expected progress towards the objective is presented in figure 2.XXI.

Figure 2.XXI
Performance measure: global timely issuance of parliamentary documentation (annual)
(Percentage)



Deliverables

2.176 Table 2.40 lists all deliverables of the subprogramme.

Table 2.40
Nairobi, subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	**9 000**	**8 105**	**9 250**	**8 000**
Editing, translation and desktop publishing of documents for:				
1. The United Nations Environment Assembly and subsidiary bodies	600	982	100	900
2. The UN-Habitat Assembly and its subsidiary bodies	800	542	1 250	550
3. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	800	365	800	350
4. The Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	900	1 325	900	1 300
5. The Conference of the Parties to the Basel, Rotterdam and Stockholm Conventions on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, and on Persistent Organic Pollutants	1 800	1 484	1 800	1 500
6. The African Ministerial Conference on the Environment	50	35	100	50
7. The Conference of the Parties to the Minamata Convention on Mercury	–	313	1 000	300

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
8. The intergovernmental negotiating committee on plastic pollution to develop an international legally binding instrument on plastic pollution, including in the marine environment	600	950	–	950
9. The ad hoc open-ended working group on a science-policy panel to contribute further to the sound management of chemicals and waste and to prevent pollution	600	620	–	600
10. Other intergovernmental bodies	2 850	1 489	3 300	1 500
C. Substantive deliverables				
Databases and substantive digital materials: UNTERM, comprising some 680,000 records.				

Subprogramme 4
Meetings and publishing services

Objective

2.177 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Nairobi.

Strategy

2.178 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities, except for verbatim reporting, indicated in paragraph 2.59 above, provide meetings and publishing services to the main intergovernmental bodies headquartered in Nairobi and to other non-calendar intergovernmental bodies or secretariats requesting interpretation and publishing services.

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

(a) Servicing capacity aligned with expected increases in meeting demand;

(b) Enhanced accessibility and continued sustainability of publishing services and of conference support services for meetings participants.

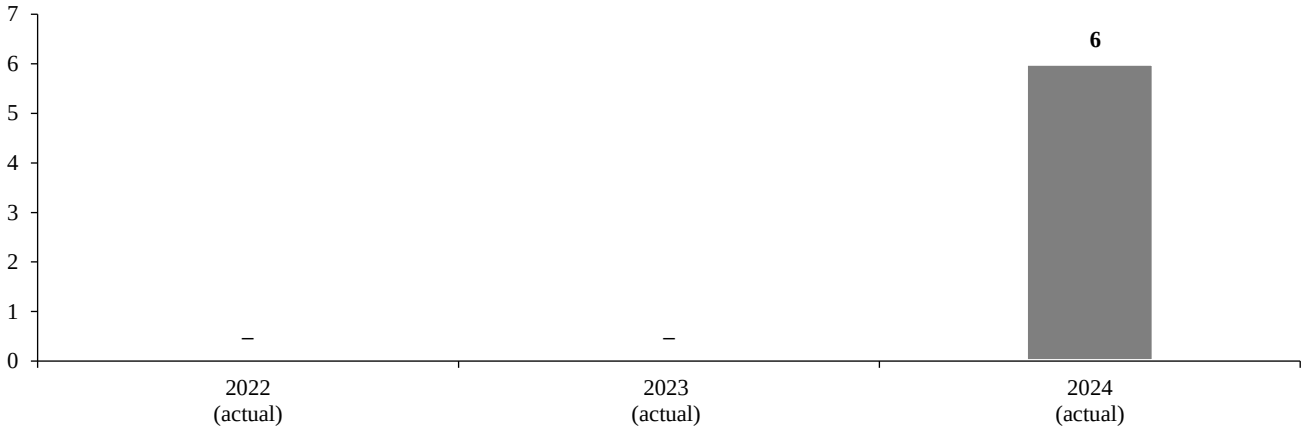
Programme performance in 2024

A new intergovernmental body receives high-quality interpretation services

2.180 In 2024, the subprogramme began to service the newly established open-ended intergovernmental expert working group on adequate housing for all, as noted in paragraph 2.154 above. The subprogramme successfully readjusted its priorities despite the liquidity constraints and provided high-quality interpretation services in the six official languages, ensuring efficient and effective multilingual deliberation and decision-making processes.

2.181 Progress towards the objective is presented in figure 2.XXII.

Figure 2.XXII
Performance measure: number of additional sessions serviced for the new open-ended intergovernmental expert working group on adequate housing for all



Planned results for 2026

Result 1: enhanced accessibility and usability of publications through the use of defined best practices and fit-for-purpose digital technologies

Programme performance in 2024 and target for 2026

2.182 The subprogramme's work contributed, through the application of accessibility guidelines, to enhancing the discoverability and accessibility of a subset of 120 publications for UN-Habitat, which met the planned target.

2.183 Progress towards the objective and the target for 2026 are presented in table 2.41.

Table 2.41
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	A small subset of publications updated that apply the guidelines to enhance their discoverability and usability	Improved discoverability and usability of 120 publications for UN-Habitat in all official languages	Improved digital publications and metadata with higher levels of accessibility and discoverability	200 additional UN-Habitat publications with enhanced level of accessibility and discoverability

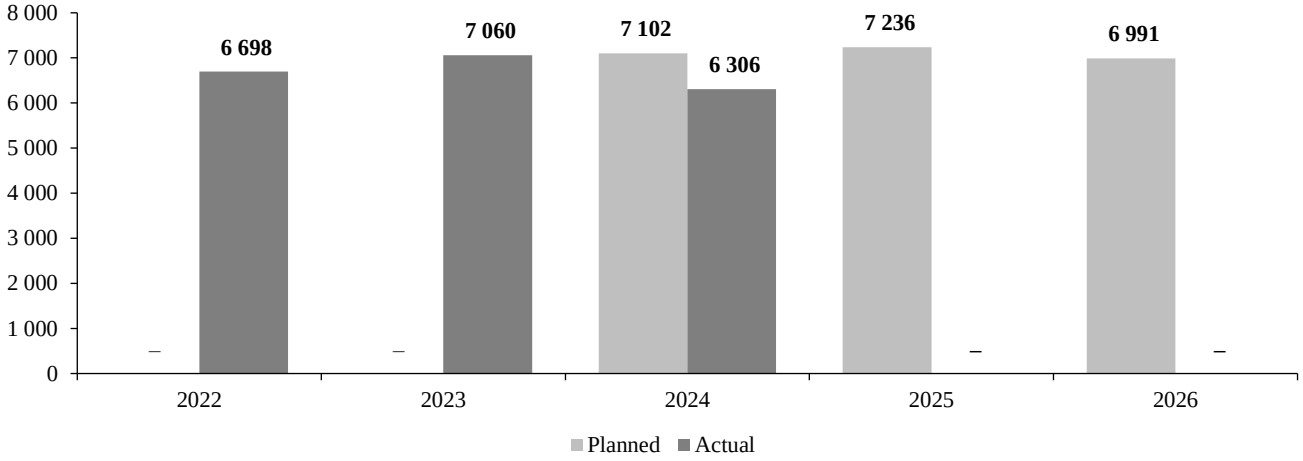
Result 2: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Programme performance in 2024 and target for 2026

2.184 As described in paragraph 2.65 above, the subprogramme's work contributed to 6,306 meetings held with interpretation globally, which did not meet the planned target of 7,102 meetings. The target was not met due to liquidity constraints in 2024.

2.185 Progress towards the objective and the target for 2026 are presented in figure 2.XXIII.

Figure 2.XXIII
Performance measure: global number of meetings held with interpretation (annual)



Result 3: enhanced publishing products for Member States and the public

Proposed programme plan for 2026

2.186 The subprogramme has a long-standing commitment to take advantage of the electronic distribution of documents and publications and is pursuing a shift to a fully digital environment, as described in paragraph 2.67 above.

Lessons learned and planned change

2.187 Building on the lesson outlined in paragraph 2.68 above, the subprogramme will focus on enhancing staff skills through peer-to-peer training, resulting in the improved quality of digital products and services.

2.188 Expected progress towards the objective is presented in table 2.42.

Table 2.42
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Improved timeliness in the issuance of publications through the fine-tuning of the gDoc 2.0 workload management system	Extension of the *Journal of the United Nations* to include more events, such as non-calendar UNEP meetings held outside the established headquarters	Availability of metadata-enriched digital and accessible content, including in Extensible Markup Language (XML) format, which enhances searchability and facilitates research	Timeliness, accessibility and quality of publications improved through the use of artificial intelligence tools

Deliverables

2.189 Table 2.43 lists all deliverables of the subprogramme.

Table 2.43
Nairobi, subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**350**	**378**	**400**	**380**
Meetings with interpretation for:				
1. The United Nations Environment Assembly and subsidiary bodies	27	27	4	30
2. The UN-Habitat Assembly and its subsidiary bodies	12	18	20	20
3. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	20	20	20	20
4. The Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	20	23	20	20
5. The Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants	29	5	37	10
6. The African Ministerial Conference on the Environment	–	11	20	10
7. The Conference of the Parties to the Minamata Convention on Mercury	–	–	10	–
8. The Conference of the Parties to the Convention on Biological Diversity	20	77	10	80
9. Other intergovernmental or expert bodies and on programme delivery facilitation	222	197	259	190
E. Enabling deliverables				
Publishing services: design and layout of publications, multimedia projects such as motion-graphic videos, and outreach and visibility materials, formatted for both hard-copy and digital distribution to more than 40 client entities in Nairobi.				

B. Proposed post and non-post resource requirements for 2026

Overview

2.190 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 2.44 to 2.46.

Table 2.44
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	267 028.8	298 411.8	–	–	(808.0)	(808.0)	(0.3)	297 603.8
Other staff costs	17 134.9	52 728.2	(6 044.4)	2 475.9	(6 340.4)	(9 908.9)	(18.8)	42 819.3
Hospitality	–	0.8	–	–	(0.6)	(0.6)	(75.0)	0.2
Consultants	15.6	–	–	–	–	–	–	–
Travel of staff	49.6	95.2	–	–	10.0	10.0	10.5	105.2
Contractual services	12 958.6	16 188.1	–	–	6 367.3	6 367.3	39.3	22 555.4
General operating expenses	1 548.5	1 914.9	–	–	(274.7)	(274.7)	(14.3)	1 640.2
Supplies and materials	111.5	196.3	–	–	(27.2)	(27.2)	(13.9)	169.1
Furniture and equipment	1 463.1	1 290.5	–	–	547.7	547.7	42.4	1 838.2
Improvement of premises	19.5	1.7	–	–	9.8	9.8	576.5	11.5
Grants and contributions	25 257.6	30 194.0	(1 338.3)	1 687.5	(69.9)	279.3	0.9	30 473.3
Total	**325 587.7**	**401 021.5**	**(7 382.7)**	**4 163.4**	**(586.0)**	**(3 805.3)**	**(0.9)**	**397 216.2**

[a] 2024 expenditure reflects and is indicative of the cost-saving measures and modified scope of conference services implemented by the Department for General Assembly and Conference Management in the course of 2024.

Table 2.45
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	1 586	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 426 P-4, 333 P-3, 11 P-2/1, 74 GS (PL), 493 GS (OL), 12 LL
Redeployment	–	1 D-1 from programme support to executive direction and management, 1 P-3 from subprogramme 4 to subprogramme 3 in Nairobi
Reassignment/ redeployment	–	1 GS (PL) from subprogramme 3 in New York to programme support in New York
Reassignment	–	1 GS (OL) in subprogramme 2 in Geneva, 1 GS (OL) in subprogramme 3 in Geneva
Abolishment	(7)	1 GS (PL) in subprogramme 3 in New York, 4 GS (OL) in subprogramme 4 in New York, 1 GS (OL) in subprogramme 3 in Geneva, 1 GS (OL) in subprogramme 4 in Geneva
Proposed for 2026	1 579	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 426 P-4, 333 P-3, 11 P-2/1, 73 GS (PL), 487 GS (OL), 12 LL

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

Table 2.46
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	6	–	–	–	–	6
D-1	18	–	–	–	–	18
P-5	211	–	–	–	–	211
P-4	426	–	–	–	–	426
P-3	333	–	–	–	–	333
P-2/1	11	–	–	–	–	11
Subtotal	**1 007**	**–**	**–**	**–**	**–**	**1 007**
General Service and related						
GS (PL)	74	–	–	(1)	(1)	73
GS (OL)	493	–	–	(6)	(6)	487
LL	12	–	–	–	–	12
Subtotal	**579**	**–**	**–**	**(7)**	**(7)**	**572**
Total	**1 586**	**–**	**–**	**(7)**	**(7)**	**1 579**

2.191 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 2.47 to 2.49 and figure 2.XXIV.

2.192 As shown in tables 2.47 (1) and 2.48 (1), the overall resources proposed for 2026 amount to $397,216,200, reflecting a decrease of $3,805,300 (or 0.9 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 2.47
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
A. Policymaking organs	180.4	175.4	–	–	47.3	47.3	27.0	222.7
B. Executive direction and management	4 735.1	4 318.5	–	–	240.3	240.3	5.6	4 558.8
C. Programme of work								
Conference management, New York								
1. General Assembly and Economic and Social Council affairs	7 183.9	7 353.4	(256.5)	–	(45.9)	(302.4)	(4.1)	7 051.0
2. Planning and coordination of conference services	6 342.7	7 012.8	–	–	(170.8)	(170.8)	(2.4)	6 842.0

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
3. Documentation services	85 006.1	105 905.2	(2 235.8)	975.8	(2 495.6)	(3 755.6)	(3.5)	102 149.6
4. Meetings and publishing services	57 840.7	65 431.5	(1 438.1)	433.2	(366.2)	(1 371.1)	(2.1)	64 060.4
Conference management, Geneva								
2. Planning and coordination of conference services	12 060.4	47 012.0	(1 379.4)	1 066.9	(22 285.4)	(22 597.9)	(48.1)	24 414.1
3. Documentation services	62 635.8	64 922.3	–	–	15 174.2	15 174.2	23.4	80 096.5
4. Meetings and publishing services	36 952.9	35 283.4	–	–	7 111.2	7 111.2	20.2	42 394.6
Conference management, Vienna[a]	24 281.3	28 914.9	(1 338.3)	1 687.5	(10.0)	339.2	1.2	29 254.1
Conference management, Nairobi								
2. Planning and coordination of conference services	1 792.0	3 742.2	(734.6)	–	(976.3)	(1 710.9)	(45.7)	2 031.3
3. Documentation services	4 544.5	5 343.4	–	–	765.8	765.8	14.3	6 109.2
4. Meetings and publishing services	3 903.8	4 961.2	–	–	213.5	213.5	4.3	5 174.7
Subtotal, C	**302 544.1**	**375 882.3**	**(7 382.7)**	**4 163.4**	**(3 085.5)**	**(6 304.8)**	**(1.7)**	**369 577.5**
D. Programme support	18 128.1	20 645.3	–	–	2 211.9	2 211.9	10.7	22 857.2
Subtotal, 1	**325 587.7**	**401 021.5**	**(7 382.7)**	**4 163.4**	**(586.0)**	**(3 805.3)**	**(0.9)**	**397 216.2**

[a] Net budget representing the United Nations share of jointly financed activities for conference management, Vienna.

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	83.1	–	–	–	–
C. Programme of work					
Conference management, New York					
1. General Assembly and Economic and Social Council affairs	0.9	–	–	–	–
2. Planning and coordination of conference services	387.7	43.7	–	–	43.7
3. Documentation services	2 378.4	2 992.7	–	–	2 992.7
4. Meetings and publishing services	548.8	3 342.1	–	–	3 342.1
Conference management, Geneva					
2. Planning and coordination of conference services	469.4	477.3	–	–	477.3
3. Documentation services	595.1	800.0	–	–	800.0
4. Meetings and publishing services	1 514.6	2 707.8	–	–	2 707.8
Conference management, Vienna					
2. Planning and coordination of conference services	82.9	400.0	–	–	400.0
3. Documentation services	553.6	800.0	–	–	800.0
4. Meetings and publishing services	526.0	700.0	–	–	700.0

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Conference management, Nairobi					
2. Planning and coordination of conference services	2 078.1	2 374.2	(9.4)	(0.4)	2 364.8
3. Documentation services	1 980.4	2 537.0	(173.4)	(6.8)	2 363.6
4. Meetings and publishing services	4 092.4	4 411.4	(424.0)	(9.6)	3 987.4
Subtotal, C	**15 208.3**	**21 586.2**	**(606.8)**	**(2.8)**	**20 979.4**
D. Programme support	4 478.3	4 559.7	11.8	0.3	4 571.5
Subtotal, 2	**19 769.7**	**26 145.9**	**(595.0)**	**(2.3)**	**25 550.9**
Total (1+2)	**345 357.4**	**427 167.4**	**(4 400.3)**	**(1.0)**	**422 767.1**

Table 2.48
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	22	–	–	1	1	23
C. Programme of work						
Conference management, New York						
1. General Assembly and Economic and Social Council affairs	41	–	–	–	–	41
2. Planning and coordination of conference services	46	–	–	–	–	46
3. Documentation services	504	–	–	(2)	(2)	502
4. Meetings and publishing services	287	–	–	(4)	(4)	283
Conference management, Geneva						
2. Planning and coordination of conference services	68	–	–	–	–	68
3. Documentation services	323	–	–	(1)	(1)	322
4. Meetings and publishing services	167	–	–	(1)	(1)	166
Conference management, Vienna[a]	–	–	–	–	–	–
Conference management, Nairobi						
2. Planning and coordination of conference services	9	–	–	–	–	9
3. Documentation services	28	–	–	1	1	29
4. Meetings and publishing services	24	–	–	(1)	(1)	23
Subtotal, C	**1 497**	**–**	**–**	**(8)**	**(8)**	**1 489**
D. Programme support	67	–	–	–	–	67
Subtotal, 1	**1 586**	**–**	**–**	**(7)**	**(7)**	**1 579**

[a] Under conference management, Vienna, in addition to the programme budget, 186 posts in 2025 and in 2026 are financed on a cost-shared basis. The post composition is detailed in figures 2.XXXIV to 2.XXXVI and table 2.71.

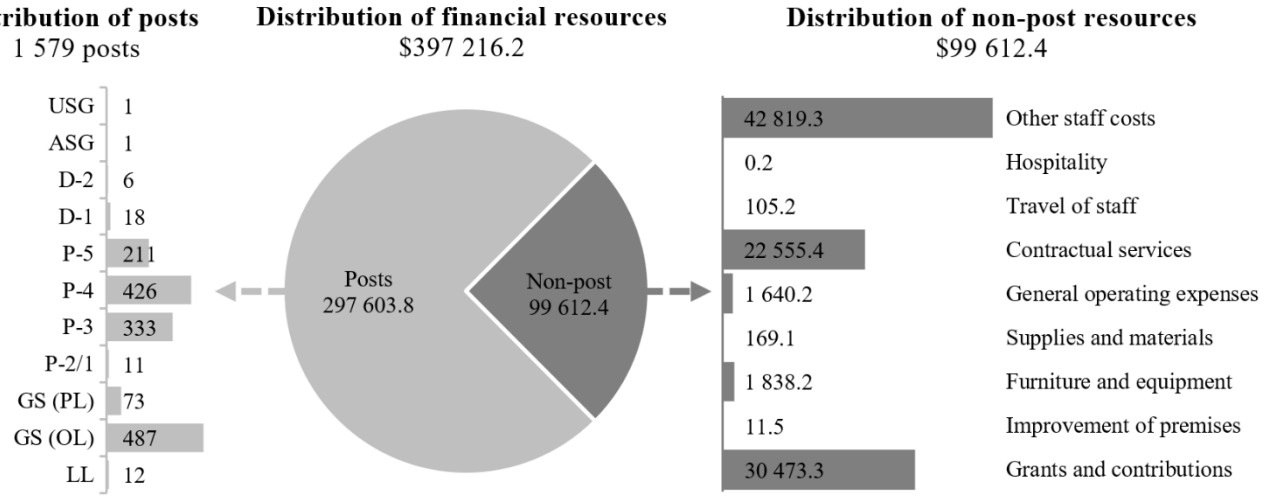
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
Conference management, New York			
1. General Assembly and Economic and Social Council affairs	–	–	–
2. Planning and coordination of conference services	–	–	–
3. Documentation services	10	–	10
4. Meetings and publishing services	–	–	–
Conference management, Geneva			
2. Planning and coordination of conference services	–	–	–
3. Documentation services	–	–	–
4. Meetings and publishing services	–	–	–
Conference management, Vienna	–	–	–
Conference management, Nairobi			
2. Planning and coordination of conference services	25	–	25
3. Documentation services	22	–	22
4. Meetings and publishing services	17	–	17
Subtotal, C	**74**	–	**74**
D. Programme support	4	–	4
Subtotal, 2	**78**	–	**78**
Total (1+2)	**1 664**	**–**	**1 657**

Table 2.49
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	267 028.8	298 411.8	–	–	(808.0)	(808.0)	(0.3)	297 603.8
Non-post	58 558.9	102 609.7	(7 382.7)	4 163.4	222.0	(2 997.3)	(2.9)	99 612.4
Total	**325 587.7**	**401 021.5**	**(7 382.7)**	**4 163.4**	**(586.0)**	**(3 805.3)**	**(0.9)**	**397 216.2**
Post resources by category								
Professional and higher		1 007	–	–	–	–	–	1 007
General Service and related		579	–	–	(7)	(7)	(1.2)	572
Total		**1 586**	**–**	**–**	**(7)**	**(7)**	**(0.4)**	**1 579**

Figure 2.XXIV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

2.193 As shown in table 2.47 (1), resource changes reflect a decrease of $7,382,700 under other staff costs ($6,044,400) and grants and contributions ($1,338,300), comprising the following: $256,500 under subprogramme 1, New York; $2,235,800 under subprogramme 3, New York; $1,438,100 under subprogramme 4, New York; $1,379,400 under subprogramme 2, Geneva; $1,338,300 under conference management, Vienna; and $734,600 under subprogramme 2, Nairobi, relating to the removal of non-recurrent provisions in support of new and expanded mandates from the General Assembly, including resolutions and decisions adopted by the Human Rights Council.

New and expanded mandates

2.194 As shown in table 2.47 (1), resource changes reflect an increase of $4,163,400, as follows:

(a) **New York, subprogramme 3, Documentation services**. The increase of $975,800 under other staff costs relates to additional documentation requirements in support of mandates from the General Assembly on:

(i) Multidimensional vulnerability index ($31,800; resolution 78/322);

(ii) Nuclear war effects and scientific research ($44,600; resolution 79/238);

(iii) Comprehensive study of the question of nuclear-weapon-free zones in all its aspects ($89,000; resolution 79/241);

(iv) Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development ($25,300; resolution 79/234);

(v) A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action ($25,300; resolution 78/234);

(vi) Addressing the legacy of nuclear weapons: providing victim assistance and environmental remediation to Member States affected by the use or testing of nuclear weapons ($89,100; resolution 79/60);

(vii) Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments" ($50,500; resolution 79/145);

(viii) Follow-up to the Fifth United Nations Conference on the Least Developed Countries ($25,300; resolution 79/218);

(ix) Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him ($103,900; resolution 79/244);

(x) Promotion of inclusive and effective international tax cooperation at the United Nations ($245,200; resolution 79/235);

(xi) Protection of persons in the event of disasters ($102,000; resolution 79/128);

(xii) The illicit trade in small arms and light weapons in all its aspects ($108,800; resolution 79/40);

(xiii) United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity ($35,000; resolution 79/122).

(b) **New York, subprogramme 4, Meetings and publishing services**. The increase of $433,200 under other staff costs relates to additional meeting service requirements in support of mandates from the General Assembly on:

(i) Comprehensive study of the question of nuclear-weapon-free zones in all its aspects ($82,000; resolution 79/241);

(ii) Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments" ($23,100; resolution 79/145);

(iii) Protection of persons in the event of disasters ($82,000; resolution 79/128);

(iv) The illicit trade in small arms and light weapons in all its aspects ($82,000; resolution 79/40);

(v) United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity ($164,100; resolution 79/122).

(c) **Geneva, subprogramme 2, Planning and coordination of conference services**. The increase of $1,066,900) under other staff costs relates to additional conference service requirements of $7,100 in support of the Permanent Forum of People of African Descent (General Assembly resolution 75/314), and requirements of $1,059,800 pursuant to resolutions adopted by the Human Rights Council as follows:

Human Rights Council resolutions before 2024 ($133,400)

(i) Human rights, democracy and the rule of law ($69,200; resolutions 28/14 and 34/41);

(ii) The right to development ($40,100; resolution 42/23);

(iii) Business and human rights ($24,100; resolution 53/3);

Human Rights Council resolutions and decisions from the fifty-fifth to fifty-seventh regular sessions and eighteenth organizational session ($926,400)

(i) Support systems to ensure community inclusion of persons with disabilities ($12,900; resolution 55/8);

(ii) Role of States in countering the negative impact of disinformation on the enjoyment and realization of human rights ($24,100; resolution 55/10);

(iii) Prevention of genocide ($24,100; resolution 55/13);

(iv) Human rights and a culture of peace ($37,000; resolution 55/17);

(v) Postponement of the implementation of certain activities mandated by the Human Rights Council ($56,000; decision 55/115);

(vi) Enhancing the support capabilities of the open-ended intergovernmental working group on transnational corporations and other business enterprises with respect to human rights, established by Human Rights Council resolution 26/9 ($138,600; decision 56/116);

(vii) Open-ended intergovernmental working group on an optional protocol to the Convention on the Rights of the Child on the rights to early childhood education, free pre-primary education and free secondary education ($60,800; resolution 56/5);

(viii) Safety of the child in the digital environment ($110,900; resolution 56/6);

(ix) Freedom of opinion and expression ($24,100; resolution 56/7);

(x) Human rights and climate change ($24,100; resolution 56/8);

(xi) Menstrual hygiene management, human rights and gender equality ($24,100; resolution 56/11);

(xii) Accelerating progress towards preventing adolescent girls' pregnancy ($48,200; resolution 56/21);

(xiii) Elimination of all forms of discrimination against women ($24,100; resolution 56/22);

(xiv) Countering cyberbullying ($24,100; resolution 57/6);

(xv) World Programme for Human Rights Education: the plan of action for the fifth phase ($12,900; resolution 57/10);

(xvi) Local government and human rights ($24,100; resolution 57/12);

(xvii) The human rights to safe drinking water and sanitation ($24,100; resolution 57/13);

(xviii) Human rights of migrants ($51,200; resolution 57/14);

(xix) Human rights and Indigenous Peoples ($24,100; resolution 57/15);

(xx) Equal participation in political and public affairs ($24,100; resolution 57/17);

(xxi) Elimination of domestic violence ($24,100; resolution 57/18);

(xxii) Education as a tool to prevent racism, racial discrimination, xenophobia and related intolerance ($24,100; resolution 57/24);

(xxiii) Biodiversity and human rights ($24,100; resolution 57/28);

(xxiv) Promotion, protection and enjoyment of human rights on the Internet ($24,100; resolution 57/29);

(xxv) Youth and human rights ($36,400; resolution 57/30).

(d) **Vienna, conference management**. The increase of $1,687,500 under grants and contributions relates to additional conference services requirements in support of mandates from the General Assembly on:

(i) Strengthening international cooperation for combating certain crimes committed by means of information and communications technology systems and for the sharing of evidence in electronic form of serious crimes ($835,200; resolution 79/243);

(ii) Follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice ($827,700; resolution 79/186);

(iii) Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs ($24,600; resolution 77/236).

Other changes

2.195 As shown in table 2.47 (1), resource changes reflect a net decrease of $586,000, as follows:

(a) **Policymaking organs**. A net increase of $47,300 comprises mainly an increase of $46,200 under other staff costs, reflecting requirements to provide administrative, technical, logistical and protocol-related support for the General Assembly;

(b) **Executive direction and management**. A net increase of $240,300 comprises mainly an increase of $285,700 under posts reflecting the proposed inward redeployment of the D-1 post of Chief of Conference Services from programme support, as explained in annex II, as well as an increase of $27,600 under general operating expenses to ensure further enhancement of the integrated global management of conference services, offset in part by a decrease of $63,800 under grants and contributions related to the discontinuation of the Umoja business support resources;

(c) **New York, subprogramme 1, General Assembly and Economic and Social Council affairs**. A net decrease of $45,900 comprises mainly a decrease of $105,600 under other staff costs, on the basis of expenditure patterns, offset in part by an increase of $48,600 under contractual services resulting from the redistribution of information and communication technology user costs across subprogrammes;

(d) **New York, subprogramme 2, Planning and coordination of conference services**. A net decrease of $170,800 comprises mainly decrease of $266,500 under other staff cost based on expenditure patterns, offset in part by increase of $95,400 under contractual services mainly resulting from the redistribution of information and communication technology user costs across subprogrammes;

(e) **New York, subprogramme 3, Documentation Services**. A net decrease of $2,495,600 comprises mainly decreases of, on the one hand, $228,000 under posts, reflecting the proposed abolishment of one post of Senior Language Reference Assistant (General Service (Principal level)) and the outward redeployment of one post of Senior Language Reference Assistant (General Service (Principal level)) to programme support and its reassignment as Senior Human Resources Assistant, as explained in annex II, and on the other hand $4,052,500 under other staff costs, offset in part by increases of $1,714,000 under contractual services and $55,800 under general operating expenses. The decrease under other staff costs reflects the reallocation of resources from temporary assistance for meeting to contractual capacities in the subprogramme to utilize commercial translation services and deliver documentation processing services in the most effective and cost-efficient manner, as well as to programme support to prioritize funding for technological and other innovations in support of the integrated global management of conference services in line with General Assembly resolution 79/248;

(f) **New York, subprogramme 4, Meetings and publishing services**. A net decrease of $366,200 comprises mainly decreases of $396,400 under posts, reflecting the proposed abolishment of four General Service (Other level) posts of two Publishing Assistants, one Language Service Assistant and one Administrative Assistant, as explained in annex II; of $2,179,300 under other staff costs; and of $156,500 under general operating expenses, on the basis of expenditure patterns, offset in part by an increase of $2,364,500 under contractual services. The internal realignment of resources for language capacities under posts, other staff costs and contractual services is made on the basis of expenditure patterns and reflects the optimal distribution of resources for interpretation services by temporary assistance for meetings and verbatim reporting by contractual services to complement the subprogramme's core staff capacity;

(g) **Geneva, subprogramme 2, Planning and coordination of conference services**. A decrease of $22,285,400 comprises decreases of $17,688,000 under other staff costs and $4,597,400 under contractual services. The decrease under other staff costs reflects the cost-neutral redeployment of funds to subprogrammes 3 and 4 in Geneva ($10,428,000 and $7,260,000, respectively) to align with the planned programme of work and outputs for documentation and interpretation services on the basis of past implementation patterns. Similarly, the decrease under contractual services reflects the cost-neutral redeployment of funds to subprogramme 3 for documentation services;

(h) **Geneva, subprogramme 3, Documentation services**. A net increase of $15,174,200 comprises increases of $10,428,000 under other staff costs and $4,895,000 under contractual services, offset in part by a decrease of $148,800 under posts, reflecting the proposed abolishment of one post of Editorial and Desktop Publishing Assistant (General Service (Other level)), as explained in annex II. As explained in paragraph 2.195 (g) above, the increase under other staff costs reflects the cost-neutral redeployment of funds from subprogramme 2. The increase under contractual services reflects, on a cost-neutral basis, the redeployment of funds from subprogramme 2 and resources made available through the abolishment of the posts under subprogrammes 3 and 4;

(i) **Geneva, subprogramme 4, Meetings and publishing services**. A net increase of $7,111,200 comprises an increase of $7,260,000 under other staff costs, offset in part by a decrease of $148,800 under posts, reflecting the proposed abolishment of one Administrative Assistant post (General Service (Other level)), as explained in annex II. As explained in paragraph 2.195 (g) above, the increase under other staff costs reflects the cost-neutral redeployment of funds from subprogramme 2;

(j) **Vienna, conference management**. A decrease of $10,000 under grants and contributions, reflecting the United Nations share of jointly financed activities for conference services in Vienna, reflects the redistribution of resources within the Department on the basis of the prioritization of travel requirements between the duty stations;

(k) **Nairobi, subprogramme 2, Planning and coordination of conference services**. A net decrease of $976,300 comprises mainly decreases of $749,000 under other staff costs and $230,300 under contractual services. Those decreases reflect the cost-neutral redeployment of funds to subprogrammes 3 and 4 in Nairobi under the respective budget class to align with the planned programme of work and with outputs for documentation and interpretation services, on the basis of past implementation patterns. Similar to the redistribution of resources in other duty stations, this approach harmonizes and streamlines the planning and utilization of resources for language capacities to achieve efficient and cost-effective delivery of conference service. Core staff capacity will continue to be complemented with temporary assistance for meetings and contractual personnel during high workload periods;

(l) **Nairobi, subprogramme 3, Documentation services**. An increase of $765,800 comprises increases of $364,000 under other staff costs and $201,000 under contractual services, as explained in paragraph 2.195 (k) above, as well as an increase of $200,800 under posts, to reflect

the proposed redeployment of one P-3 post of Editor from subprogramme 4, as explained in annex II;

(m) **Nairobi, subprogramme 4, Meetings and publishing services**. A net increase of $213,500 comprises increases of $385,000 under other staff costs and $29,300 under contractual services, offset in part by a decrease of $200,800 under posts, to reflect the proposed redeployment of one P-3 post of Publishing Officer to subprogramme 3, as explained in annex II;

(n) **Programme support**. A net increase of $2,211,900 comprises mainly increases of $1,839,100 under contractual services, $214,200 under other staff costs, and $545,600 under furniture and equipment, offset in part by decreases of $171,700 under posts and $219,200 under general operating expenses. The Department aims to prioritize resources for innovation, the advancement of technology and the further advancement of user experience, through the cost-neutral redeployment of funds from subprogrammes in New York to the Global Innovation and Data Analytics Service under programme support. The increase under contractual services reflects higher requirements for technology services for functions not available in the Organization but critical for the continuity and sustainability of conference management systems ($1,817,900), as well as increased provisions for personal computing services in Geneva ($19,300) and Nairobi ($1,900). Similar increase in provisions for Vienna is reflected under grants and contributions. The increases under other staff costs, as well as furniture and equipment, would also facilitate the continuous effort by the Service to design, develop, deploy and maintain innovative information technology solutions for delegates and clients in New York, Geneva, Vienna and Nairobi and to ensure timely responses to the needs of Member States by maintaining broadly used technology platforms. The decrease under posts reflects the proposed outward redeployment of one D-1 post to executive direction and management ($285,700), offset in part by the proposed inward reassignment of a General Service (Principal level) post from subprogramme 3 in New York ($114,000), as explained in annex II.

Extrabudgetary resources

2.196 As reflected in tables 2.47 (2) and 2.48 (2), extrabudgetary resources amount to $25,550,900, including provisions for 78 posts, inclusive of 10 posts funded from the trust fund for German language translation. The expected decrease of $595,000 compared with the estimated requirements for 2025 is attributable to the lower number of intergovernmental meetings expected in 2026 in Nairobi.

2.197 The Department receives voluntary contributions to the trust fund for German language translation, established in 1974 to provide resources to issue in German the resolutions and decisions of the General Assembly, as well as the other supplements to its official records, and the resolutions and decisions of the Security Council and the Economic and Social Council; and to the trust fund in support of General Assembly and conference management activities established by the Secretary General in 2013. Other extrabudgetary resources include: (a) a share of programme support costs allocated to the Department; and (b) a fund to backstop operations funded from cost recoveries. The extrabudgetary resources under the present section are subject to the oversight of the Department for General Assembly and Conference Management, in accordance with the delegation of authority by the Secretary-General.

2.198 The extrabudgetary resources in the four duty stations supplement training funds to ensure service delivery of the highest quality and to support the implementation of the United Nations Secretariat Learning Strategy by the Department in all four duty stations.

Policymaking organs

2.199 The resources proposed under this component would provide for the policymaking organs as shown in table 2.50. With regard to the Economic and Social Council, resources for technical secretariat support and conference services for meetings are provided for under conference management, New York.

Table 2.50
Policymaking organs
(Thousands of United States dollars)

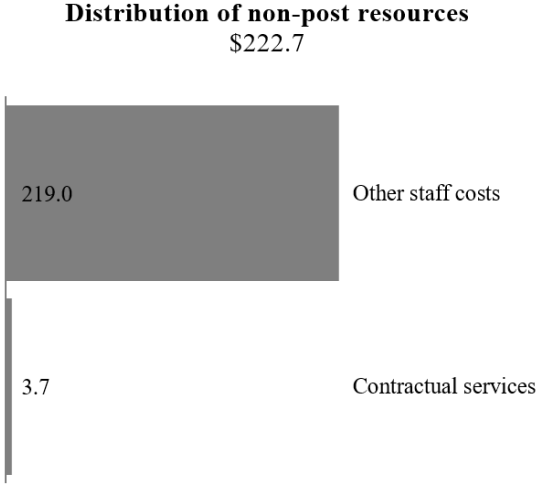
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
General Assembly	Mandate: Articles 10 to 17 of the Charter of the United Nations	175.4	222.7
Trusteeship Council	Mandate: Article 7 of the Charter of the United Nations	–	–
Economic and Social Council	Mandate: Articles 62 to 66 of the Charter of the United Nations	–	–
Total		**175.4**	**222.7**

2.200 The proposed regular budget resources for 2026 amount to $222,700 and reflect an increase of $47,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (a) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.51 and figure 2.XXV.

Table 2.51
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	180.4	175.4	–	–	47.3	47.3	27.0	222.7
Total	**180.4**	**175.4**	**–**	**–**	**47.3**	**47.3**	**27.0**	**222.7**

Figure 2.XXV
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

2.201 The executive direction and management component comprises the Office of the Under-Secretary-General and the Protocol and Liaison Service. The Under-Secretary-General for General Assembly and Conference Management is responsible for all the activities of the Department, as well as its administration, and represents the Secretary-General in meetings relating to the functions of the Department and in intergovernmental organs and expert bodies, as required. The Under-Secretary-General is also responsible for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes managing the conference-servicing resources at Headquarters and providing policy guidance with regard to the utilization of the conference-servicing resources, the authority for which has been subdelegated to the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, with a view to achieving the highest possible level of cohesion, synergy and efficiency. The Under-Secretary-General also chairs the International Annual Meeting on Language Arrangements, Documentation and Publications.

2.202 The Protocol and Liaison Service provides protocol support to the Secretary-General, the Deputy Secretary-General and, upon request, the President of the General Assembly. It also supports the protocol requirements of high-level dignitaries participating in United Nations meetings and conferences, whether at United Nations Headquarters or at conferences away from Headquarters. The Service ensures the timely registration of both mission personnel and conference participants, liaises with the host country and permanent missions and observer offices and provides protocol guidance on the United Nations system.

2.203 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2019, the Department maintained International Organization for Standardization (ISO) 14001 certification for its publishing operations in Geneva, Nairobi and Vienna. The Department continued the ISO certification process at Headquarters in 2023 and finalized the first part of the procurement process. Owing to the liquidity constraints beginning in the second half of 2023, the Department has paused the process.

2.204 Information on the timely submission of documentation and advance booking for air travel is reflected in table 2.52. The Department will continue to implement measures to improve the compliance rate through the advance purchasing of air tickets, the advance planning and nomination of travellers, advance planning for the onboarding of staff with contingencies in place and communicating with staff and managers to raise awareness of the policy framework and requirements.

Table 2.52
Compliance rate
(Percentage)

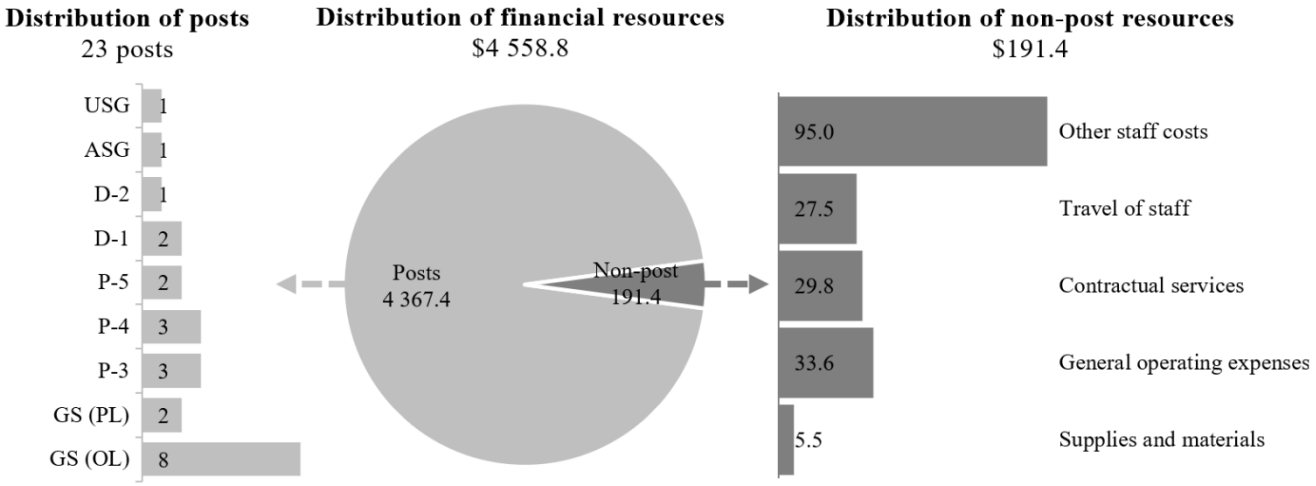
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	58	73	87	100	100

2.205 The proposed regular budget resources for 2026 amount to $4,558,800 and reflect a net increase of $240,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (b) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.53 and figure 2.XXVI.

Table 2.53
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 362.5	4 081.7	–	–	285.7	285.7	7.0	4 367.4
Non-post	372.6	236.8	–	–	(45.4)	(45.4)	(19.2)	191.4
Total	**4 735.1**	**4 318.5**	**–**	**–**	**240.3**	**240.3**	**5.6**	**4 558.8**
Post resources by category								
Professional and higher		12	–	–	1	1	8.3	13
General Service and related		10	–	–	–	–	–	10
Total		**22**	**–**	**–**	**1**	**1**	**4.5**	**23**

Figure 2.XXVI
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

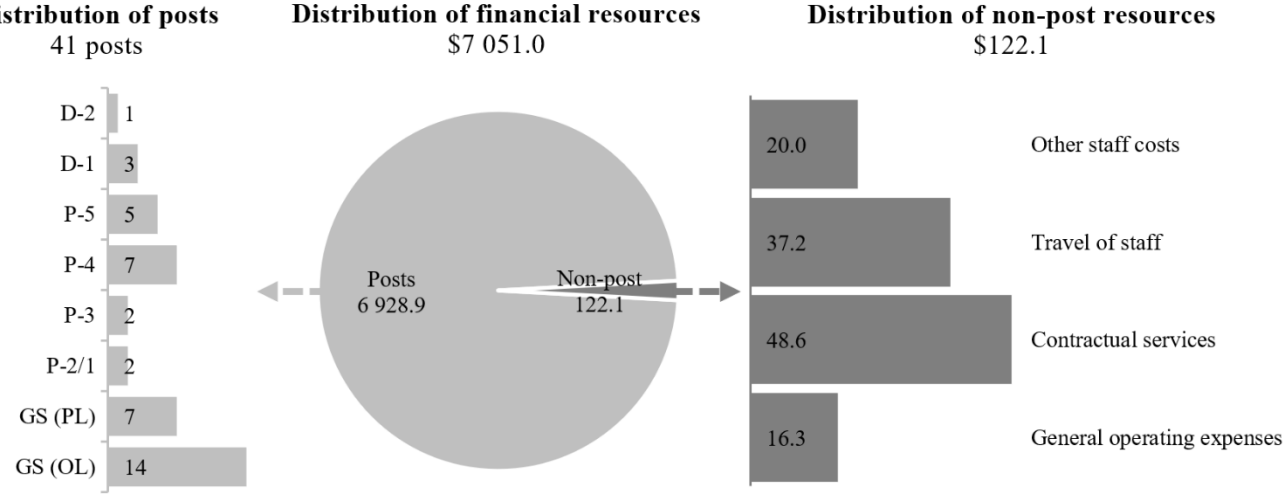
Subprogramme 1
General Assembly and Economic and Social Council affairs

2.206 The proposed regular budget resources for 2026 amount to $7,051,000 and reflect a decrease of $302,400 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.193 and 2.195 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.54 and figure 2.XXVII.

Table 2.54
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 085.4	6 928.9	–	–	–	–	–	6 928.9
Non-post	98.5	424.5	(256.5)	–	(45.9)	(302.4)	(71.2)	122.1
Total	**7 183.9**	**7 353.4**	**(256.5)**	**–**	**(45.9)**	**(302.4)**	**(4.1)**	**7 051.0**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		21	–	–	–	–	–	21
Total		**41**	**–**	**–**	**–**	**–**	**–**	**41**

Figure 2.XXVII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Conference management, New York

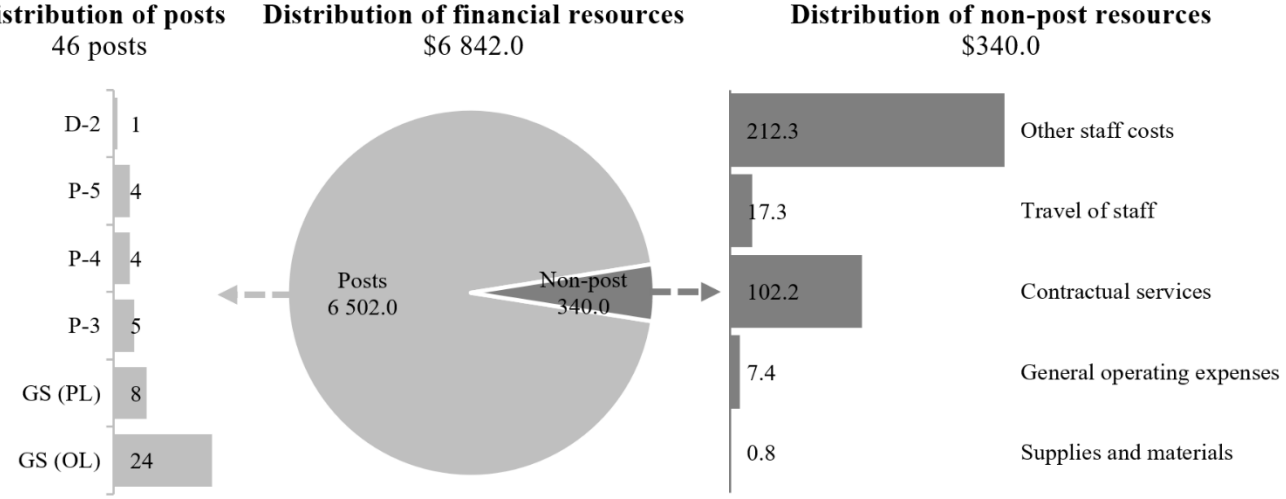
Subprogramme 2
Planning and coordination of conference services

2.207 The proposed regular budget resources for 2026 amount to $6,842,000 and reflect a decrease of $170,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.55 and figure 2.XXVIII.

Table 2.55
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 003.3	6 502.0	–	–	–	–	–	6 502.0
Non-post	339.4	510.8	–	–	(170.8)	(170.8)	(33.4)	340.0
Total	**6 342.7**	**7 012.8**	**–**	**–**	**(170.8)**	**(170.8)**	**(2.4)**	**6 842.0**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		32	–	–	–	–	–	32
Total		**46**	**–**	**–**	**–**	**–**	**–**	**46**

Figure 2.XXVIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



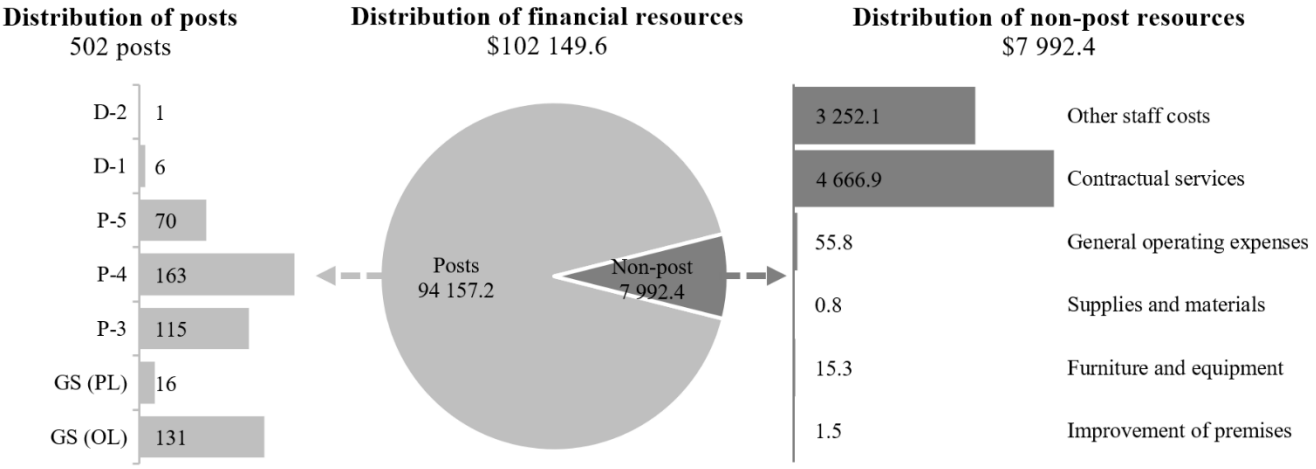
Subprogramme 3
Documentation services

2.208 The proposed regular budget resources for 2026 amount to $102,149,600 and reflect a decrease of $3,755,600 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.193, 2.194 (a) and 2.195 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.56 and figure 2.XXIX.

Table 2.56
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	81 259.2	94 385.2	–	–	(228.0)	(228.0)	(0.2)	94 157.2
Non-post	3 746.9	11 520.0	(2 235.8)	975.8	(2 267.6)	(3 527.6)	(30.6)	7 992.4
Total	**85 006.1**	**105 905.2**	**(2 235.8)**	**975.8**	**(2 495.6)**	**(3 755.6)**	**(3.5)**	**102 149.6**
Post resources by category								
Professional and higher		355	–	–	–	–	–	355
General Service and related		149	–	–	(2)	(2)	(1.3)	147
Total		**504**	**–**	**–**	**(2)**	**(2)**	**(0.4)**	**502**

Figure 2.XXIX
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



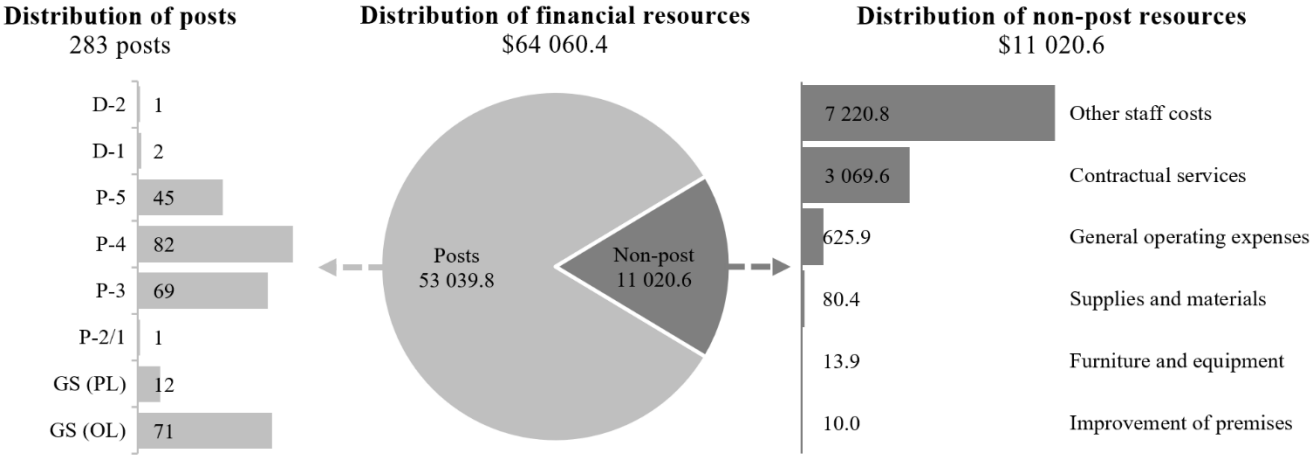
Subprogramme 4
Meetings and publishing services

2.209 The proposed regular budget resources for 2026 amount to $64,060,400 and reflect a decrease of $1,371,100 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.193, 2.194 (b) and 2.195 (f). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.57 and figure 2.XXX.

Table 2.57
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	50 836.0	53 436.2	–	–	(396.4)	(396.4)	(0.7)	53 039.8
Non-post	7 004.7	11 995.3	(1 438.1)	433.2	30.2	(974.7)	(8.1)	11 020.6
Total	**57 840.7**	**65 431.5**	**(1 438.1)**	**433.2**	**(366.2)**	**(1 371.1)**	**(2.1)**	**64 060.4**
Post resources by category								
Professional and higher		200	–	–	–	–	–	200
General Service and related		87	–	–	(4)	(4)	(4.6)	83
Total		**287**	**–**	**–**	**(4)**	**(4)**	**(1.4)**	**283**

Figure 2.XXX
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Conference management, Geneva

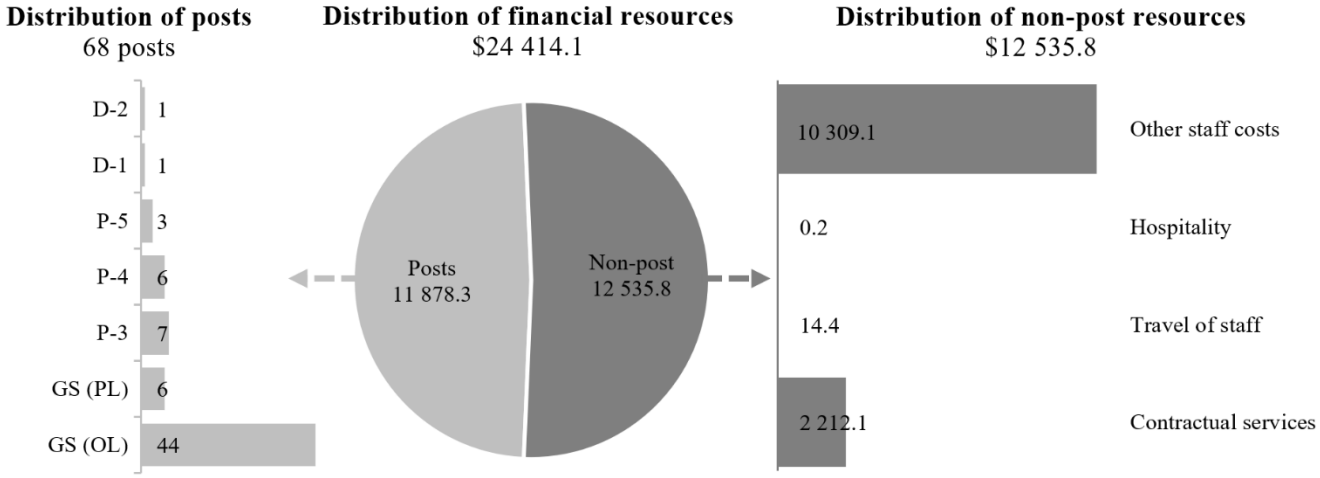
Subprogramme 2
Planning and coordination of conference services

2.210 The proposed regular budget resources for 2026 amount to $24,414,100 and reflect a decrease of $22,597,900 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.193, 2.194 (c) and 2.195 (g). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.58 and figure 2.XXXI.

Table 2.58
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	10 634.5	11 878.3	–	–	–	–	–	11 878.3
Non-post	1 425.9	35 133.7	(1 379.4)	1 066.9	(22 285.4)	(22 597.9)	(64.3)	12 535.8
Total	**12 060.4**	**47 012.0**	**(1 379.4)**	**1 066.9**	**(22 285.4)**	**(22 597.9)**	**(48.1)**	**24 414.1**
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		50	–	–	–	–	–	50
Total		**68**	**–**	**–**	**–**	**–**	**–**	**68**

Figure 2.XXXI
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



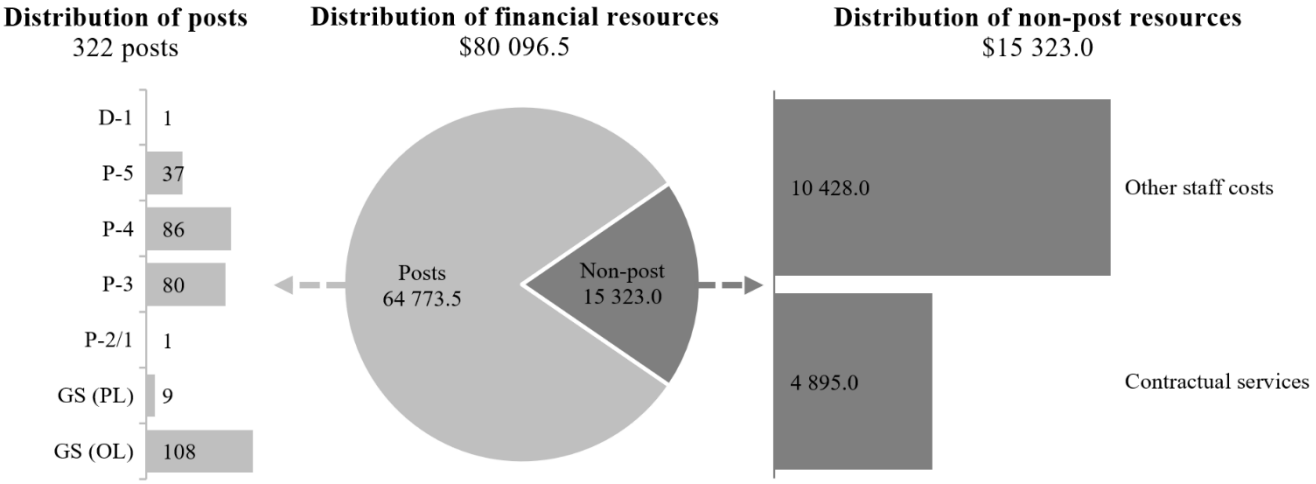
Subprogramme 3
Documentation services

2.211 The proposed regular budget resources for 2026 amount to $80,096,500 and reflect a net increase of 15,174,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (h). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.59 and figure 2.XXXII.

Table 2.59
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	56 384.0	64 922.3	–	–	(148.8)	(148.8)	(0.2)	64 773.5
Non-post	6 251.8	–	–	–	15 323.0	15 323.0	–	15 323.0
Total	**62 635.8**	**64 922.3**	**–**	**–**	**15 174.2**	**15 174.2**	**23.4**	**80 096.5**
Post resources by category								
Professional and higher		205	–	–	–	–	–	205
General Service and related		118	–	–	(1)	(1)	(0.8)	117
Total		**323**	**–**	**–**	**(1)**	**(1)**	**(0.3)**	**322**

Figure 2.XXXII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



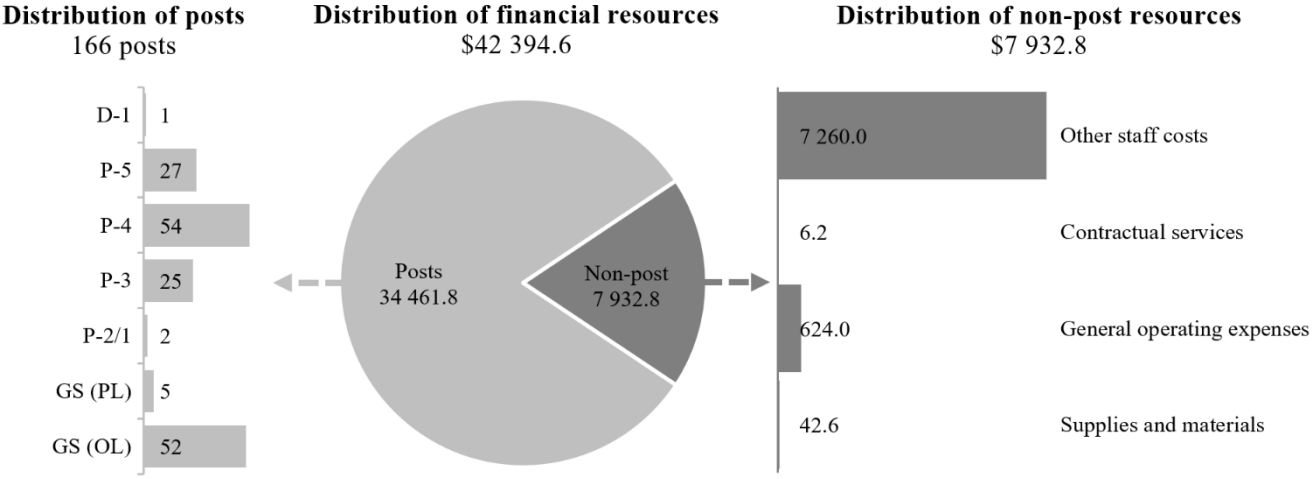
Subprogramme 4
Meetings and publishing services

2.212 The proposed regular budget resources for 2026 amount to $42,394,600 and reflect a net increase of $7,111,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (i). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.60 and figure 2.XXXIII.

Table 2.60
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	32 911.9	34 610.6	–	–	(148.8)	(148.8)	(0.4)	34 461.8
Non-post	4 041.0	672.8	–	–	7 260.0	7 260.0	1 079.1	7 932.8
Total	**36 952.9**	**35 283.4**	**–**	**–**	**7 111.2**	**7 111.2**	**20.2**	**42 394.6**
Post resources by category								
Professional and higher		109	–	–	–	–	–	109
General Service and related		58	–	–	(1)	(1)	(1.7)	57
Total		**167**	**–**	**–**	**(1)**	**(1)**	**(0.6)**	**166**

Figure 2.XXXIII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Conference management, Vienna

2.213 The General Assembly, in its resolution 49/237, requested the Secretary-General to establish a unified conference-servicing facility at the Vienna International Centre under the management of the United Nations. Accordingly, the Conference Management Service in Vienna provides services not only to the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, but also to the International Atomic Energy Agency, the United Nations Industrial Development Organization and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

2.214 In 2026, the servicing of the above-mentioned non-Secretariat client organizations is estimated to account for approximately 36 per cent of the interpretation workload, 21 per cent of the meeting-servicing workload and 7 per cent of the documentation-servicing workload, including translation, editing and desktop publishing.

United Nations share (net budget)

2.215 The requirements of the conference services at Vienna are budgeted on a net basis, whereby the appropriation under the United Nations programme budget is made for the United Nations share of relevant activities. The gross budget, for which the United Nations has responsibility under the arrangements for unified conference services, is also presented for consideration and approval by the General Assembly. Thus, the estimates that follow are presented on both a gross basis, which includes reimbursements by non-Secretariat organizations, and a net basis, as summarized in table 2.61.

Table 2.61
Vienna, programme of work: evolution of requirements on a gross and net basis
(Thousands of United States dollars)

	2024	*2025*	*2026 estimate (before recosting)*
Conference services, Vienna (gross budget)	33 287.5	34 765.9	35 105.1
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	5 659.0	5 851.0	5 851.0
United Nations (net budget)	**27 628.5**	**28 914.9**	**29 254.1**

Abbreviations: IAEA, International Atomic Energy Agency; UNIDO, United Nations Industrial Development Organization.

2.16 As shown in table 2.61, the regular budget resource requirements for 2026 are estimated at $29,254,100 which represents 83.3 per cent of the gross requirements.

Conference services, Vienna (gross budget)

Table 2.62
Evolution of financial resources by subprogramme
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work								
2. Planning and coordination of conference services	5 211.8	6 510.5	(84.6)	–	(10.0)	(94.6)	(1.5)	6 415.9
3. Documentation services	13 890.0	16 977.2	(921.5)	1 255.5	–	334.0	2.0	17 311.2
4. Meetings and publishing services	9 863.2	11 278.2	(332.2)	432.0	–	99.8	0.9	11 378.0
Total	**28 965.0**	**34 765.9**	**(1 338.3)**	**1 687.5**	**(10.0)**	**339.2**	**1.0**	**35 105.1**

Overall resource changes, Vienna (gross budget)

Technical adjustments

2.217 As shown in table 2.62, resource changes reflect a decrease of $1,338,300 under other staff costs, comprising the following: $84,600 under subprogramme 2, Vienna; $921,500 under subprogramme 3, Vienna; and $332,200 under subprogramme 4, Vienna, relating to the removal of non-recurrent provisions in support of new and expanded mandates from the General Assembly.

New and expanded mandates

2.218 As shown in table 2.62, resource changes reflect an increase of $1,687,500, as follows:

(a) **Vienna, subprogramme 3, Documentation services**. The increase of $1,255,500 under other staff costs relates to additional documentation requirements in support of mandates from the General Assembly on:

(i) Strengthening international cooperation for combating certain crimes committed by means of information and communications technology systems and for the sharing of evidence in electronic form of serious crimes ($752,100; resolution 79/243);

(ii) Follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice ($478,800; resolution 79/186);

(iii) Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs ($24,600; resolution 77/236);

(b) **Vienna, subprogramme 4, Meetings and publishing services**. The increase of $432,000 under other staff costs relates to additional meeting service requirements in support of mandates from the General Assembly on:

(i) Strengthening international cooperation for combating certain crimes committed by means of information and communications technology systems and for the sharing of evidence in electronic form of serious crimes ($83,100; resolution 79/243);

(ii) Follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice ($348,900; resolution 79/186).

Other changes

2.219 As shown in table 2.62, resource changes reflect a decrease of $10,000, under Vienna, subprogramme 2, Planning and coordination of conference services. The decrease of $10,000 under travel of staff reflects the redistribution of resources within the Department on the basis of the prioritization of travel requirements between the duty stations.

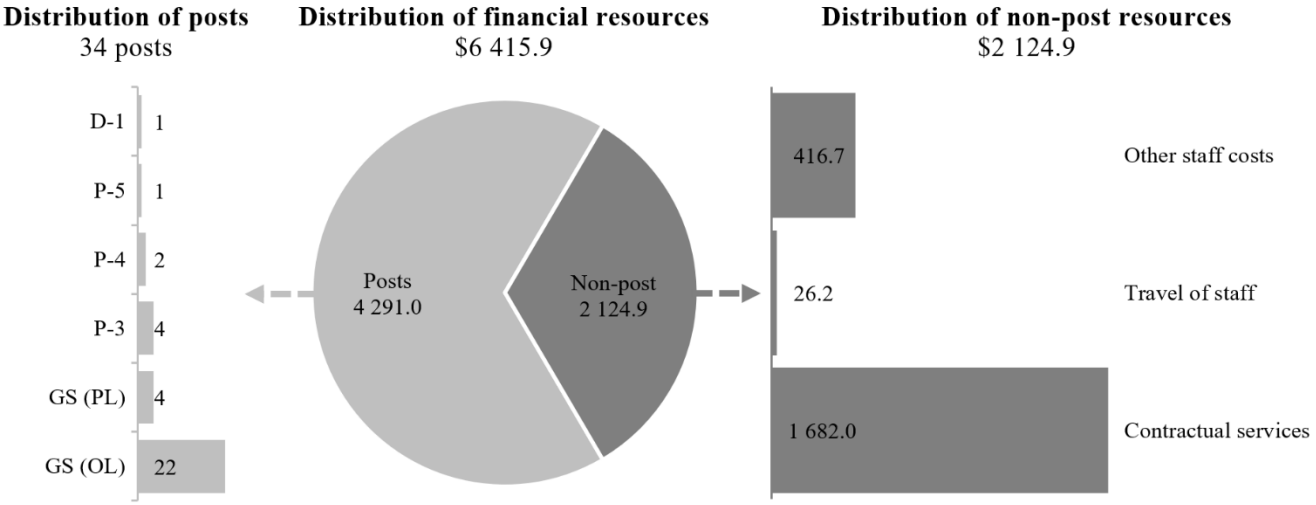
Subprogramme 2
Planning and coordination of conference services

2.220 The proposed regular budget resources for 2026 amount to $6,415,900 and reflect a decrease of $94,600 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.217 and 2.219. Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.63 and figure 2.XXXIV.

Table 2.63
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 007.5	4 291.0	–	–	–	–	–	4 291.0
Non-post	1 204.3	2 219.5	(84.6)	–	(10.0)	(94.6)	(4.3)	2 124.9
Total	**5 211.8**	**6 510.5**	**(84.6)**	**–**	**(10.0)**	**(94.6)**	**(1.5)**	**6 415.9**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		26	–	–	–	–	–	26
Total		**34**	**–**	**–**	**–**	**–**	**–**	**34**

Figure 2.XXXIV
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



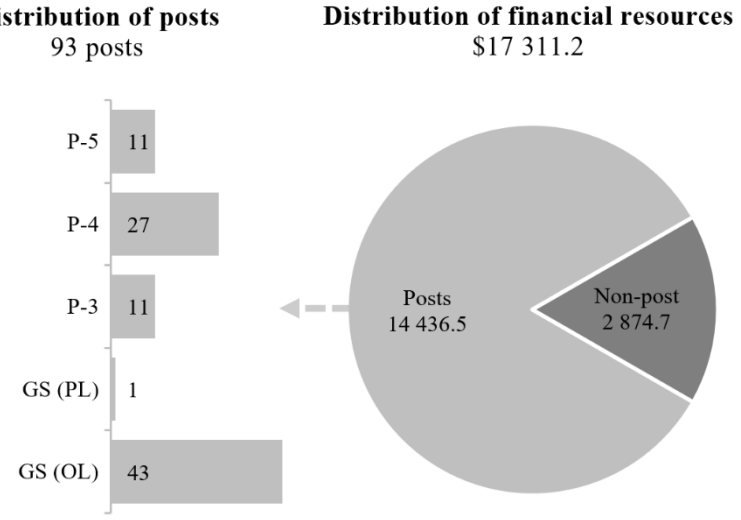
Subprogramme 3
Documentation services

2.221 The proposed regular budget resources for 2026 amount to $17,311,200 and reflect an increase of $334,000 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.217 and 2.218 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.64 and figure 2.XXXV.

Table 2.64
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	13 358.2	14 436.5	–	–	–	–	–	14 436.5
Non-post								
Other staff costs	531.8	2 540.7	(921.5)	1 255.5	–	334.0	13.1	2 874.7
Total	**13 890.0**	**16 977.2**	**(921.5)**	**1 255.5**	**–**	**334.0**	**2.0**	**17 311.2**
Post resources by category								
Professional and higher		49	–	–	–	–	–	49
General Service and related		44	–	–	–	–	–	44
Total		**93**	**–**	**–**	**–**	**–**	**–**	**93**

Figure 2.XXXV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



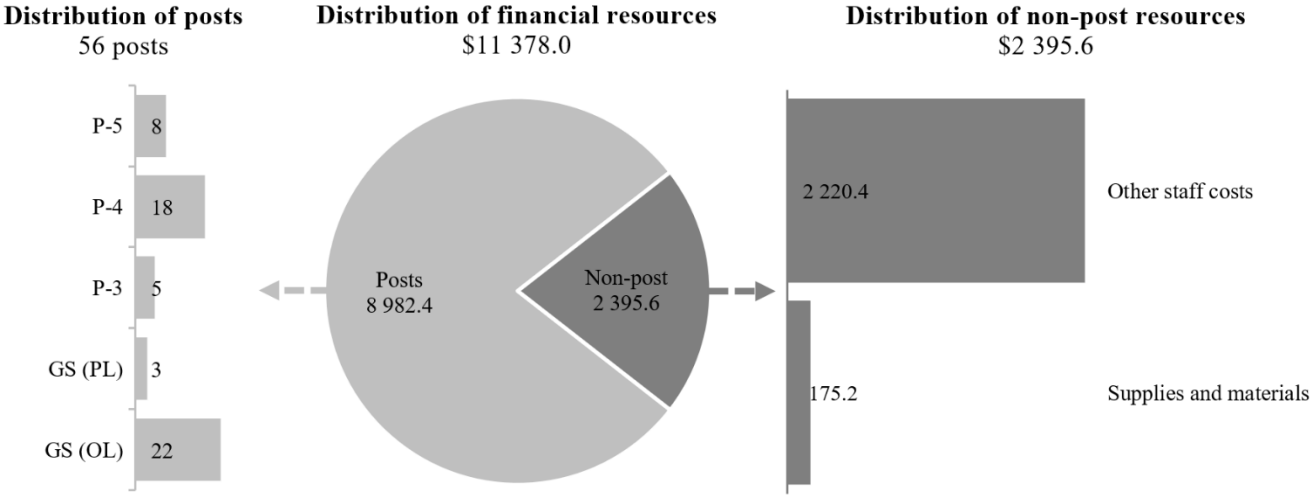
Subprogramme 4
Meetings and publishing services

2.222 The proposed regular budget resources for 2026 amount to $11,378,000 and reflect an increase of $99,800 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.217 and 2.218 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.65 and figure 2.XXXVI.

Table 2.65
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	8 652.0	8 982.4	–	–	–	–	–	8 982.4
Non-post	1 211.2	2 295.8	(332.2)	432.0	–	99.8	4.3	2 395.6
Total	**9 863.2**	**11 278.2**	**(332.2)**	**432.0**	**–**	**99.8**	**0.9**	**11 378.0**
Post resources by category								
Professional and higher		31	–	–	–	–	–	31
General Service and related		25	–	–	–	–	–	25
Total		**56**	**–**	**–**	**–**	**–**	**–**	**56**

Figure 2.XXXVI
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Conference management, Nairobi

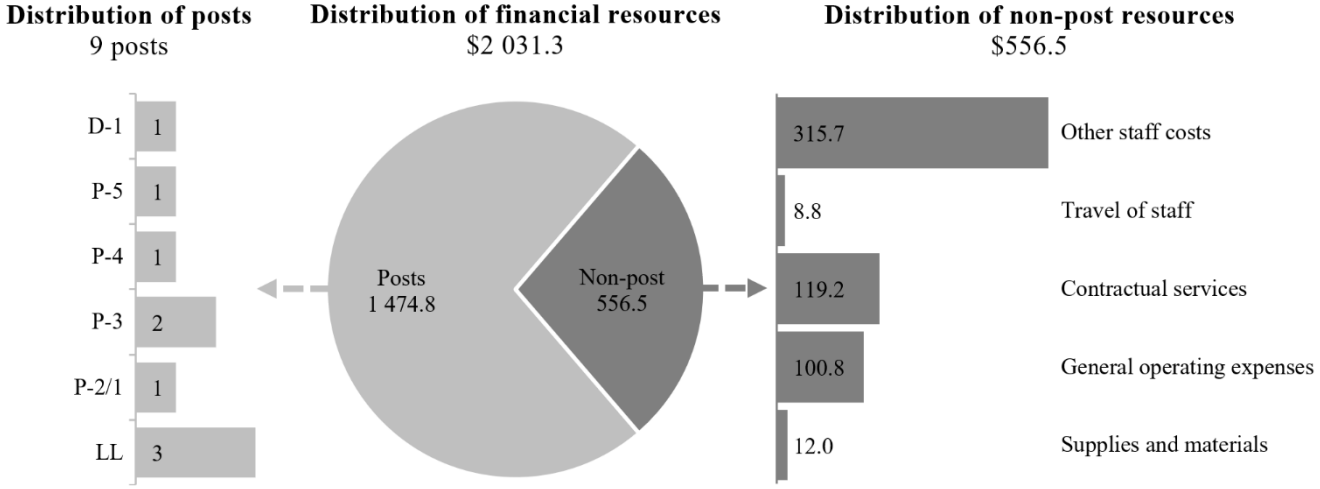
Subprogramme 2
Planning and coordination of conference services

2.223 The proposed regular budget resources for 2026 amount to $2,031,300 and reflect a decrease of $1,710,900 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 2.193 and 2.195 (k). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.66 and figure 2.XXXVII.

Table 2.66
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 501.0	1 474.8	–	–	–	–	–	1 474.8
Non-post	291.0	2 267.4	(734.6)	–	(976.3)	(1 710.9)	(75.5)	556.5
Total	**1 792.0**	**3 742.2**	**(734.6)**	**–**	**(976.3)**	**(1 710.9)**	**(45.7)**	**2 031.3**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 2.XXXVII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



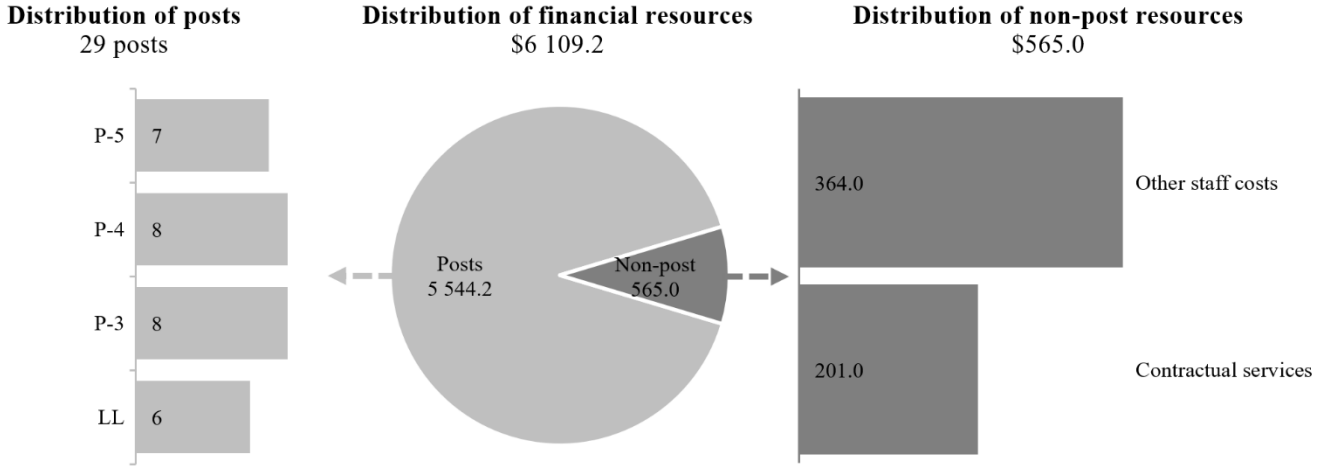
Subprogramme 3
Documentation services

2.224 The proposed regular budget resources for 2026 amount to $6,109,200 and reflect an increase of $765,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (l). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.67 and figure 2.XXXVIII.

Table 2.67
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 115.1	5 343.4	–	–	200.8	200.8	3.8	5 544.2
Non-post	429.4	–	–	–	565.0	565.0	–	565.0
Total	**4 544.5**	**5 343.4**	**–**	**–**	**765.8**	**765.8**	**14.3**	**6 109.2**
Post resources by category								
Professional and higher		22	–	–	1	1	4.5	23
General Service and related		6	–	–	–	–	–	6
Total		**28**	**–**	**–**	**1**	**1**	**3.6**	**29**

Figure 2.XXXVIII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



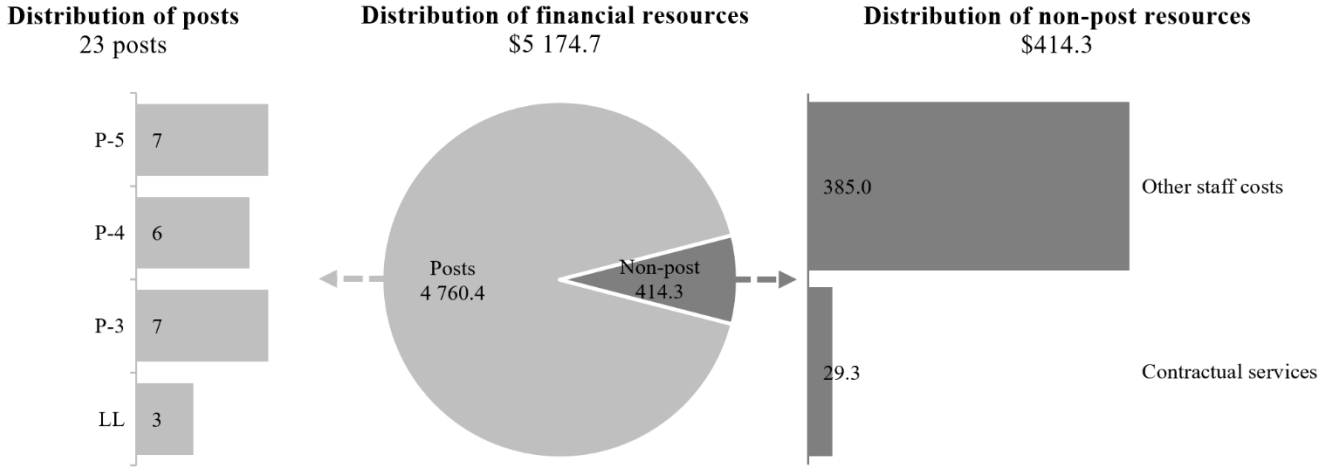
Subprogramme 4
Meetings and publishing services

2.225 The proposed regular budget resources for 2026 amount to $5,174,700 and reflect a net increase of $213,500 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (m). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.68 and figure 2.XXXIX.

Table 2.68
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 526.5	4 961.2	–	–	(200.8)	(200.8)	(4.0)	4 760.4
Non-post	377.3	–	–	–	414.3	414.3	–	414.3
Total	**3 903.8**	**4 961.2**	**–**	**–**	**213.5**	**213.5**	**4.3**	**5 174.7**
Post resources by category								
Professional and higher		21	–	–	(1)	(1)	(4.8)	20
General Service and related		3	–	–	–	–	–	3
Total		**24**	**–**	**–**	**(1)**	**(1)**	**(4.2)**	**23**

Figure 2.XXXIX
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

2.226 The programme support component comprises the Executive Office in New York, as well as the Global Innovation and Data Analytics Service. In 2026, the Global Innovation and Data Analytics Service will continue to provide enterprise conference management solutions to all conference management operations in the four duty stations and United Nations common system entities. The systems and applications developed and maintained in-house by the Service enable planning and delivery of the integrated global conference services. The functionalities of eAPG, gMeets, consolidated gText and gDoc systems, e-deleGATE and eJournal would be further enhanced and maintained by the Service on the basis of requirements formulated by business users – substantive offices of the Department. Together, the products comprise the conference and events management suite of applications implemented in alignment with the enterprise priorities of the United Nations. The above applications facilitate efficient conference planning, document processing, language capacity management and meeting services.

2.227 The Service will continue to focus on rationalizing and streamlining operational support activities and coordinate the work of the Service with the Office of Information and Communications Technology and the Enterprise Resource Planning Solution Division to ensure integration of the conference and events management suite of applications developed in-house by the Department with the United Nations enterprise systems such as Umoja and Inspira. To enhance technology service delivery efficiency within the Department, in 2025, the Global Innovation and Data Analytics Service completed the consolidation of the Business Analysis Section in New York and the Global Technical Team in Vienna.

2.228 The Information Technology and Business Analysis Unit and the Evaluation, Analysis and Monitoring Section, based in Geneva, and the Information Technology Unit, based in Nairobi, also receive guidance through the Global Innovation and Data Analytics Service. Both Units are responsible for maintaining, enhancing, supporting and advancing enterprise technology solutions and local information technology support that are critical to the delivery of effective and cost-efficient conference services to clients.

2.229 The Executive Office provides central administrative services and policy advice to the Department in the areas of resource planning, human resources management, financial management, contracts, trust fund management and general administration. As the functional experts in these areas, the Executive Office develops user requirements for modules in relation to administrative services and ensures that solutions developed and rolled out by the Global Innovation and Data Analytics Service

comply with the policy framework of the Organization and are developed in the context of the enterprise environment. In the context of the integrated global management of conference services, the Executive Office is responsible for standardizing and harmonizing the administrative, budgetary and cost-recovery methodologies of the conference-servicing components at all four conference servicing duty stations and for coordinating workforce and succession planning, staff development and performance management, harmonization and standardization of a notional cost, and the implementation of audit recommendations. The Executive Office also advises senior managers on implementation of the delegation of authority framework and ensures that effective controls are in place for the areas identified in the annual statement of internal controls.

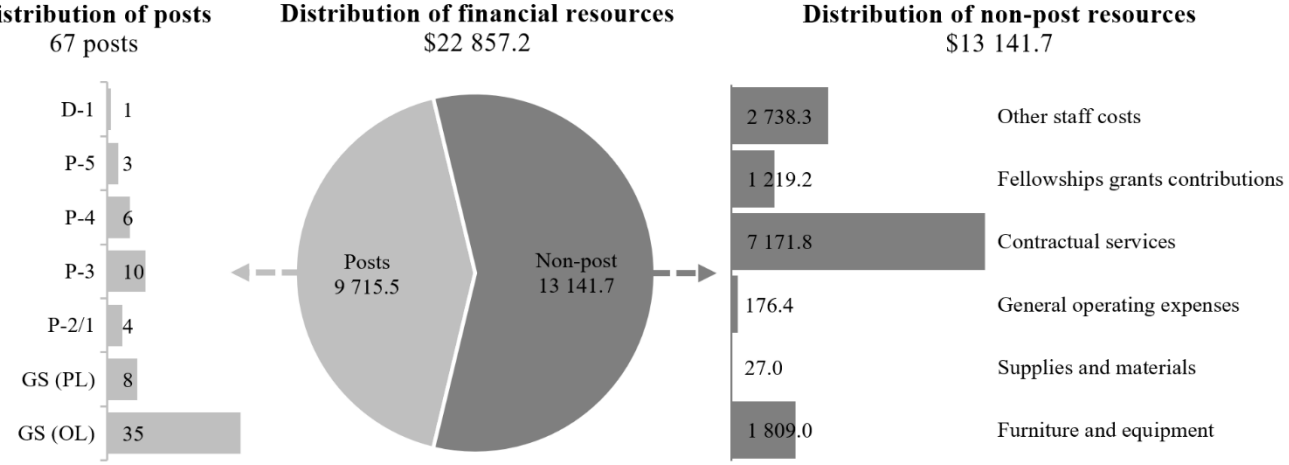
2.230 The Executive Office works closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support to ensure that the human resources policies and guidelines take into account specifics of the language services and language staff, and ensures their equal treatment in line with relevant General Assembly resolutions. The Executive Office also provides administrative support and policy guidance to the Office of the President of the General Assembly and ensures that staff and other personnel of the Office are recruited annually before a new Assembly session begins it work.

2.231 The proposed regular budget resources for 2026 amount to $22,857,200 and reflect a net increase of $2,211,900 compared with the approved budget for 2025. The proposed change is explained in paragraph 2.195 (n). Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.69 and figure 2.XL.

Table 2.69
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	8 409.4	9 887.2	–	–	(171.7)	(171.7)	(1.7)	9 715.5
Non-post	9 718.7	10 758.1	–	–	2 383.6	2 383.6	22.2	13 141.7
Total	**18 128.1**	**20 645.3**	**–**	**–**	**2 211.9**	**2 211.9**	**10.7**	**22 857.2**
Post resources by category								
Professional and higher		25	–	–	(1)	(1)	(4.0)	24
General Service and related		42	–	–	1	1	2.4	43
Total		**67**	**–**	**–**	**–**	**–**	**–**	**67**

Figure 2.XL
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



United Nations share (net budget): information technology support, Vienna

2.232 The requirements relating to information technology support for conference services in Vienna are budgeted on a net basis, whereby the appropriation under the programme budget is made for the United Nations share of those activities. The gross budget, for which the United Nations has responsibility under the arrangements for unified conference services, is also presented for the consideration and approval of the General Assembly. Thus, the estimates for information technology that follow are presented on both a gross basis, which includes reimbursements by non-Secretariat organizations, and a net basis, as summarized in table 2.70.

Table 2.70
Information technology support, Vienna: evolution of requirements by gross and net budget
(Thousands of United States dollars)

	2024	*2025*	*2026 estimate (before recosting)*
Conference services, Vienna (gross budget)	1 460.5	1 491.4	1 495.3
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	289.4	276.1	276.1
United Nations (net budget)	**1 171.1**	**1 215.3**	**1 219.2**

Abbreviations: IAEA, International Atomic Energy Agency; UNIDO, United Nations Industrial Development Organization.

2.233 As shown in table 2.70, the regular budget resource requirements for 2026 are estimated at $1,219,200 which represents 81.5 per cent of the gross requirements.

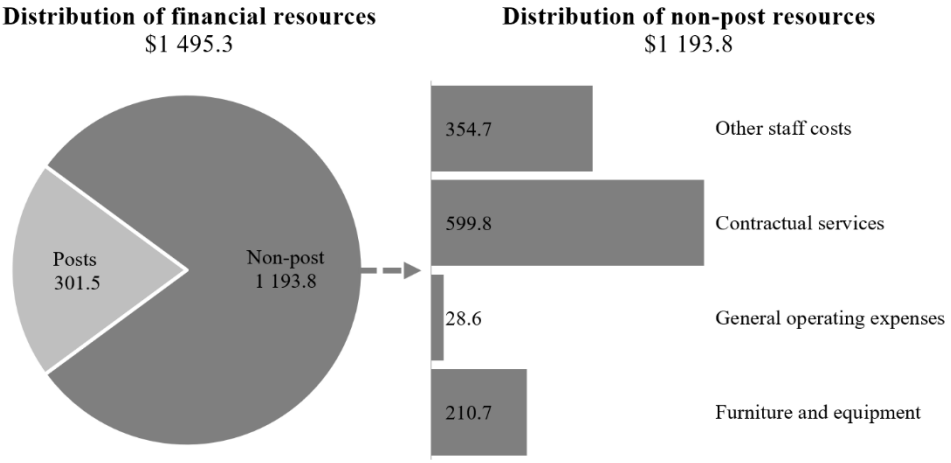
Resource requirements (gross budget): information technology support, Vienna

2.234 The proposed regular budget resources for 2026 amount to $1,495,300 and reflect an increase of $3,900 compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 2.71 and figure 2.XLI.

Table 2.71
Information technology support, Vienna: evolution of financial and post resources (gross budget)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	124.2	301.5	–	–	–	–	–	301.5
Non-post	559.7	1 189.9	–	–	3.9	3.9	0.3	1 193.8
Total	**683.9**	**1 491.4**	**–**	**–**	**3.9**	**3.9**	**0.3**	**1 495.3**
Post resources by category								
General Service and related								
General Service (Other level)		3	–	–	–	–	–	3
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

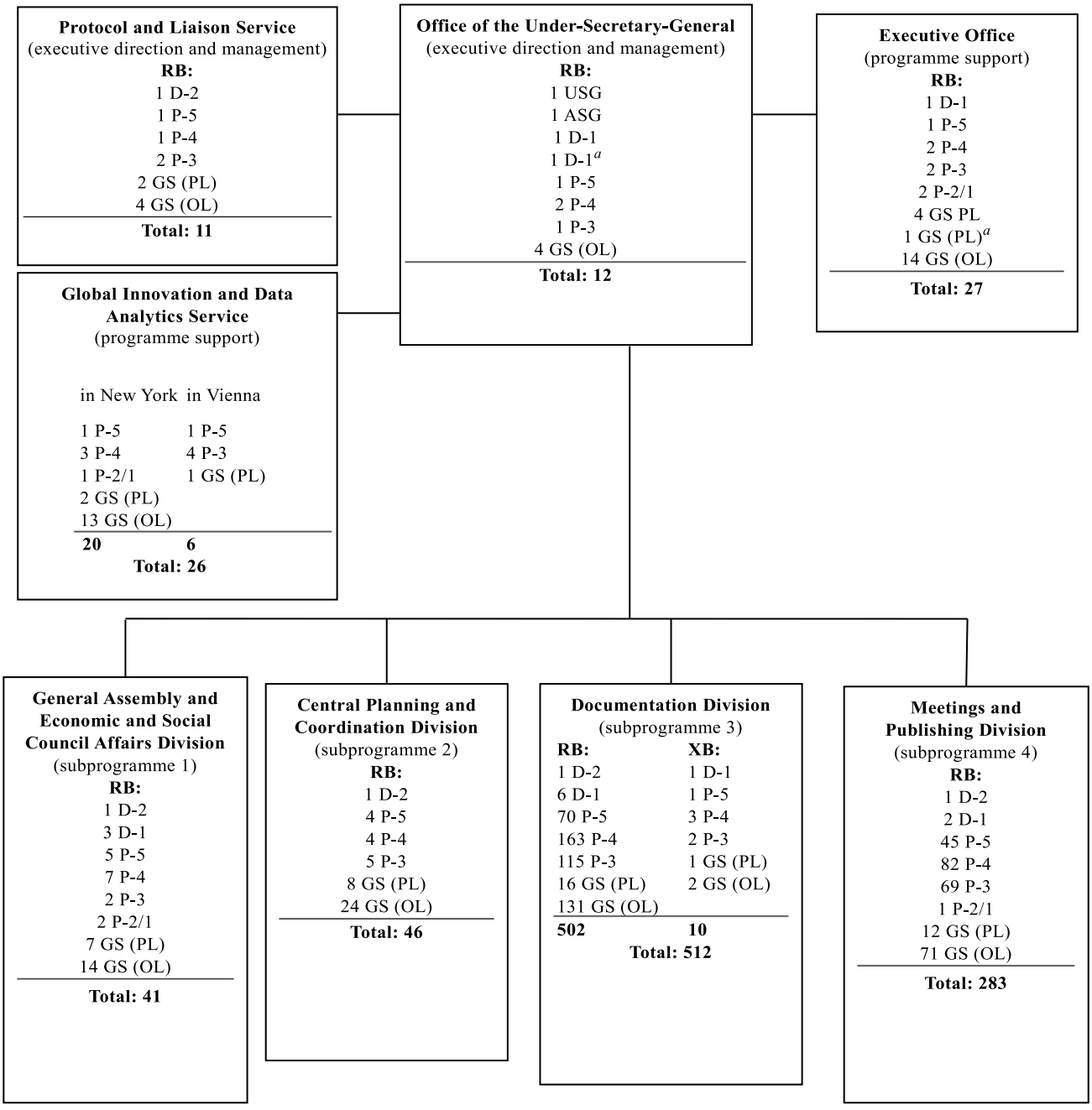
Figure 2.XLI
Programme support: distribution of proposed resources for 2026
(Thousands of United States dollars)



Annex I

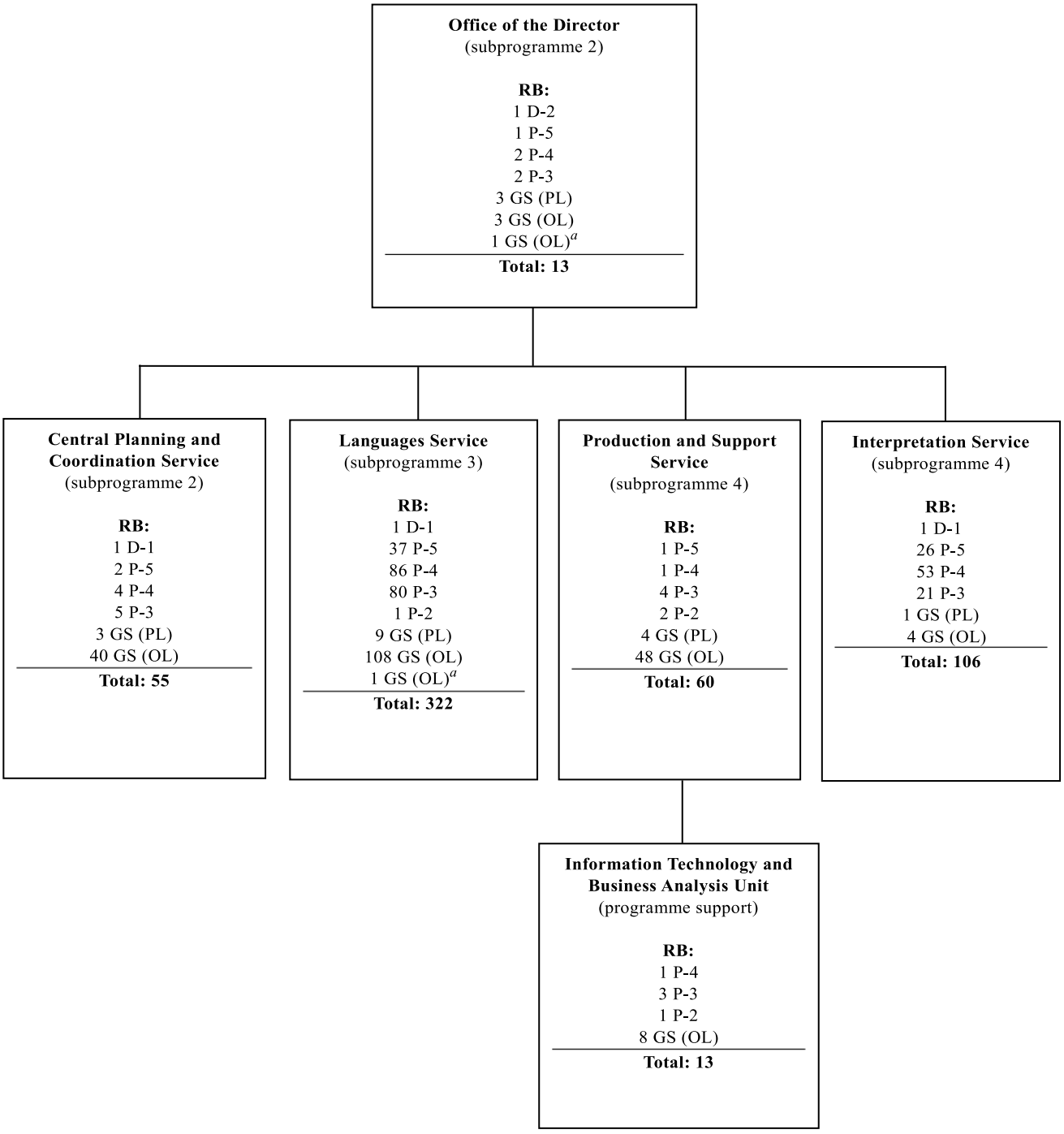
Organizational structure and post distribution for 2026

A. Department for General Assembly and Conference Management, New York



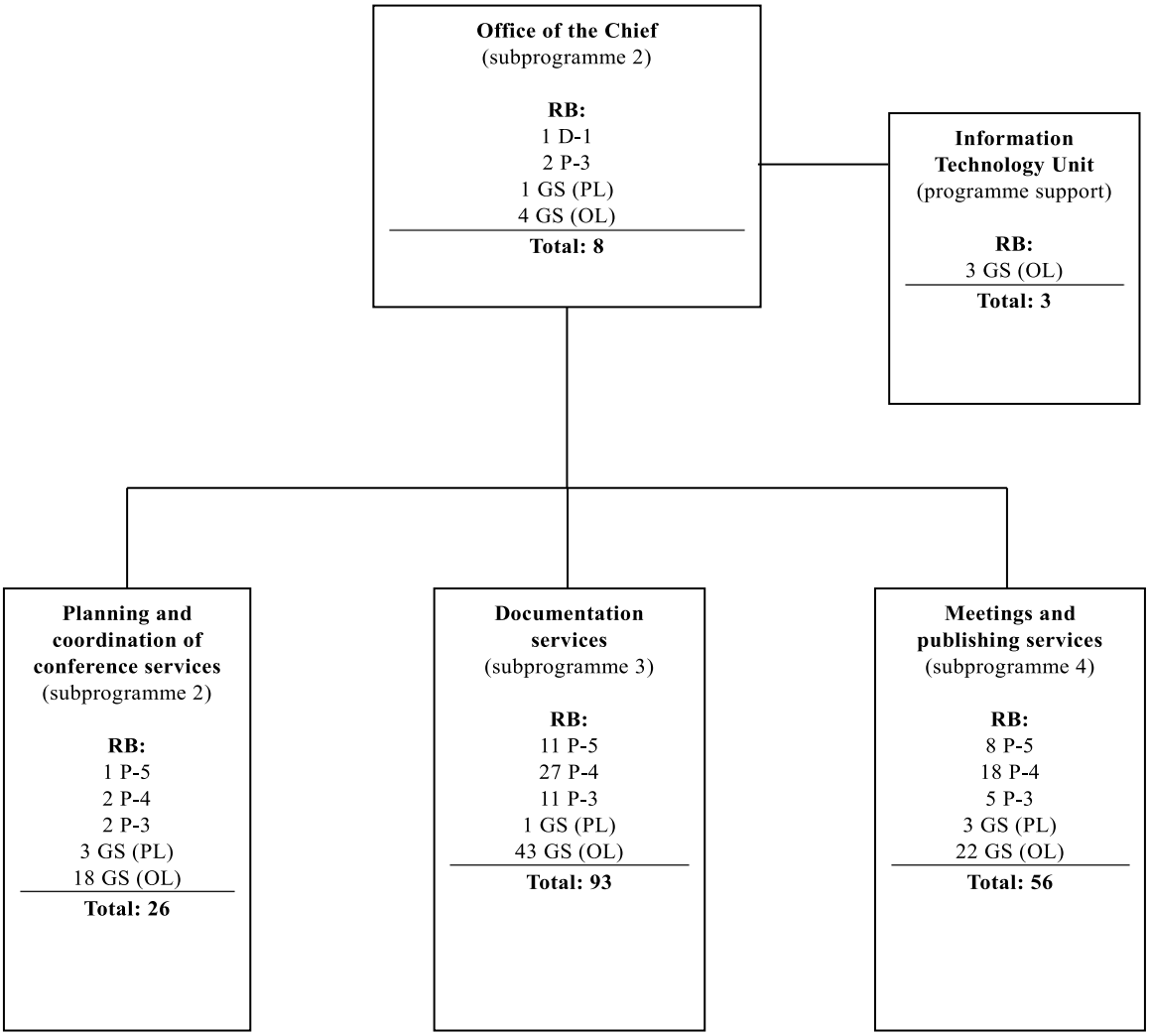
[a] Redeployment.

B. Division of Conference Management, Geneva

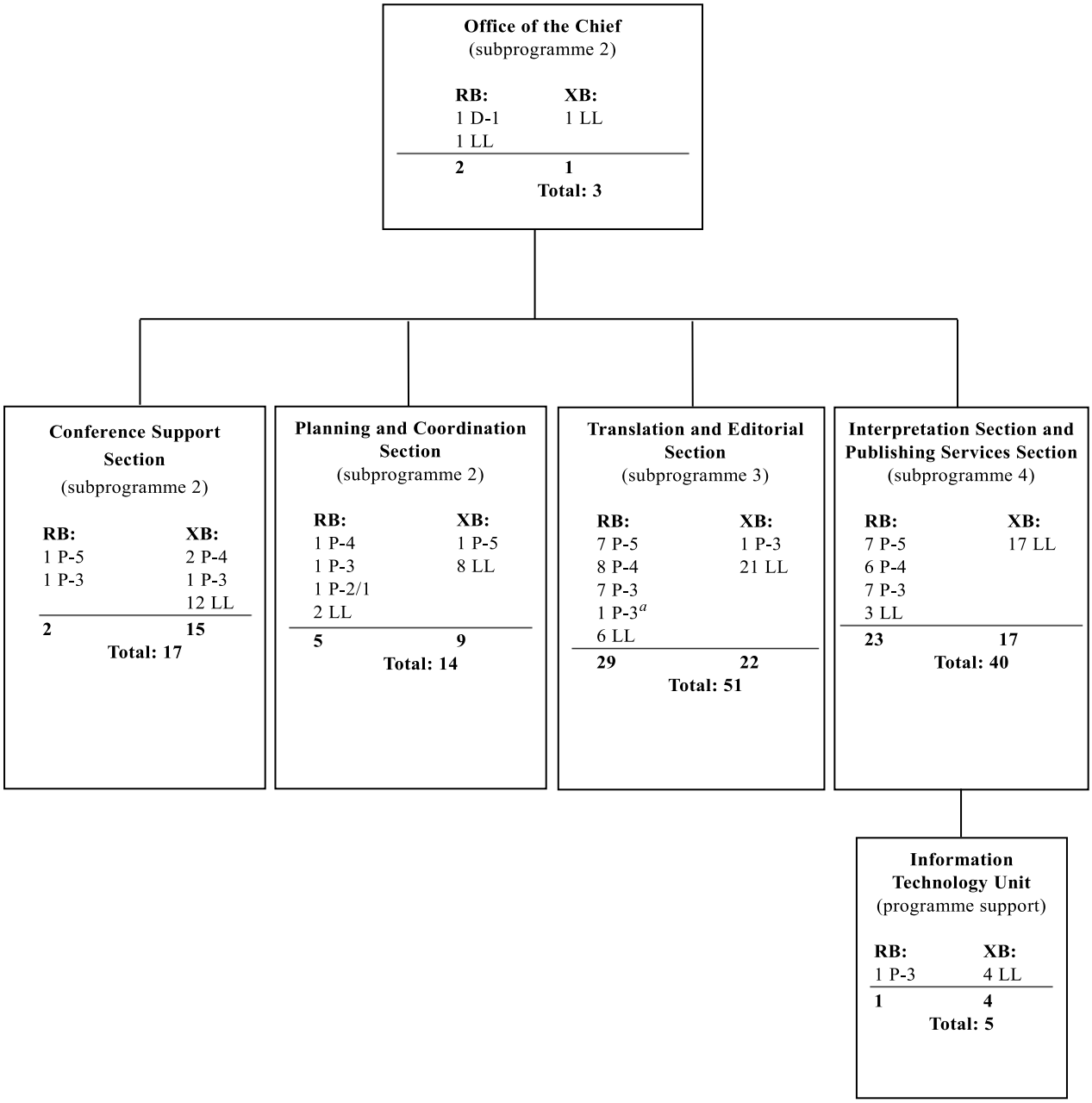


[a] Reassignment.

C. Conference Management Service, Vienna



D. Division of Conference Services, Nairobi



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

[a] Redeployment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Executive direction and management	1	D-1	**Redeployment** of Chief, Conference Services	The proposed redeployment reflects the strategic and cross-cutting nature of the function, which has evolved since its establishment in 2023. The Chief of the Global Innovation and Data Analytics Service assumed the global resource planning role and oversees the development and maintenance of the global conference management systems facilitating the delivery of conference services by all four duty stations in line with paragraphs 40, 42, 44 and 45 of General Assembly resolution 79/248 on the pattern of conferences. The Chief leads the efforts of the Department to consolidate the information technology and business analysis functions previously maintained locally, to harmonize and streamline analytical and data management initiatives. The Chief supports the Under-Secretary-General and Assistant Secretary-General in ensuring good governance over innovative solutions proposed for implementation by the Department.
Programme support	(1)	D-1		
New York: Subprogramme 3, Documentation services	(1)	GS (PL)	**Abolishment** of Senior Language Reference Assistant	Owing to the continuous modernization of the working methods in the Translation Service, one post is proposed for abolishment, and one post for reassignment as Senior Human Resources Assistant under programme support to support the Department's workforce and succession planning efforts, as well as capacity management and related activities.
Programme support	(1)	GS (PL)	**Reassignment/ redeployment** of Senior Language Reference Assistant as Senior Human Resources Assistant	
	1	GS (PL)		
New York: subprogramme 4, Meetings and publishing services	(1)	GS (OL)	**Abolishment** of Administrative Assistant	The proposed abolishment in the Office of the Director results from synergies and the distribution of tasks across the front offices in the services and sections, as well as increased use of technology.
	(2)	GS (OL)	**Abolishment** of two Publishing Assistants	The proposed abolishment in the Meeting Services Unit is the result of a significant decrease in requests by delegates and meeting participants for hard copies of official documents and publications, as well as increased reliance on digital formats.
	(1)	GS (OL)	**Abolishment** of Language Service Assistant	The proposed abolishment is due to the consolidation of the copy preparation and proofreading functions with the desktop publishing functions, resulting in synergies across the six language subdivisions.
Geneva: subprogramme 2, Planning and coordination of conference services	–	GS (OL)	**Reassignment** of Staff Assistant as Programme Management Assistant	The proposed reassignment reflects a transition of responsibilities from general administrative support to tasks focused on innovation and the use of data-driven insights to support conference-related activities.
Geneva: subprogramme 3, Documentation services	–	GS (OL)	**Reassignment** of Staff Assistant as Language Service Assistant	The proposed reassignment reflects a shift from general administrative duties to supporting language services, integrating innovative approaches and data-driven solutions to enhance service effectiveness.
Geneva: subprogramme 3, Documentation services	(1)	GS (OL)	**Abolishment** of Editorial and Desktop Publishing Assistant	The proposed abolishment is in line with the continued enhancements of language technologies and improvements in working methods. The related resources would be reallocated to contractual services to allow for flexibility and to supplement the core staff capacity during peaks in the meetings and conferences calendar.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Geneva: subprogramme 4, Meetings and publishing services	(1)	GS (OL)	**Abolishment** of Administrative Assistant	The proposed abolishment is a result of improved operational efficiencies and the consolidation of responsibilities. The related resources would be reallocated to contractual services to allow for flexibility and to supplement the core staff capacity during peaks in the meetings and conferences calendar.
Nairobi: subprogramme 3, Documentation services	1	P-3	**Redeployment** of Publishing Officer as Editor	The proposed redeployment to subprogramme 3, enabled through the streamlining of capacities under subprogramme 4, would enhance the editing and report-writing capacity by ensuring documents are properly edited before translation, while also reflecting evolving publishing requirements.
Nairobi: subprogramme 4, Meetings and publishing services	(1)	P-3		

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

United Nations A/80/6 (Sect. 3)

General Assembly

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Programme 2
Political affairs

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* A/80/50.

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

Please recycle

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I. Department of Political and Peacebuilding Affairs

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

3.I.1 The Department of Political and Peacebuilding Affairs is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The Department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The Department oversees the work of missions under its responsibility, including special envoys and regional offices. It also provides support to peacekeeping operations in the areas of mediation, electoral assistance and peacebuilding, as well as to resident coordinators. It provides substantive support and secretariat services to the Security Council and its subsidiary bodies, as well as to relevant subsidiary organs of the General Assembly, including the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People. The Department also provides strategic, substantive and technical support to the work of the Peacebuilding Commission, manages the Peacebuilding Fund on behalf of the Secretary-General and draws together the expertise of the United Nations system to facilitate coherent system-wide action in support of peacebuilding and sustaining peace and to build on linkages to the 2030 Agenda for Sustainable Development.

3.I.2 The mandate of the Department derives from the Charter of the United Nations and the priorities established in relevant General Assembly resolutions and decisions, including resolution 46/232, in which the Assembly established the Department of Political Affairs, and, more recently, resolution 72/262 C, in which the Assembly established the Department of Political and Peacebuilding Affairs. The proliferation of the number and intensity of conflicts over the past few years and their immense human and material cost confirms the importance of conflict prevention and resolution through inclusive political solutions, peacebuilding and sustaining peace. In view of its comprehensive mandate, the Department of Political and Peacebuilding Affairs plays a central role in the implementation of several actions set out by Member States in the Pact for the Future (Assembly resolution 79/1), including in relation to: (a) the pacific settlement of disputes (action 16), in particular, urging the Secretary-General to actively use his good offices and ensure that the United Nations is adequately equipped to lead and support mediation and preventive diplomacy; (b) building and sustaining peace (action 18), including provision of assistance to States, upon their request, in full conformity with national ownership and needs, to build national capacity to promote, develop and implement their nationally owned prevention efforts and address the root causes of violence and conflict in their countries; (c) accelerating the implementation of commitments on women and peace and security (action 19); (d) accelerating the implementation of commitments on youth and peace and security (action 20); and (e) adapting peace operations to better respond to existing challenges and new realities (action 21).

Strategy and external factors for 2026

3.I.3 The Department has global responsibility for political and peacebuilding issues and manages a spectrum of tools and engagements across the conflict continuum to ensure a coherent and effective approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. Given its global mandate for conflict prevention and peacemaking, the Department will play

a lead role within the United Nations in formulating and implementing comprehensive regional strategies that address cross-boundary issues, in cooperation with regional and subregional organizations.

3.I.4 In order to achieve these goals, the Department will rely on its expertise at Headquarters, including the single regional political-operational structure shared with the Department of Peace Operations, and its network of field presences, in particular, special political missions, regional offices and liaison presences with regional and other organizations, and the capacities of the United Nations peace and security pillar, which was restructured since 2019.

3.I.5 The Department will continue to provide advice and substantive services to the Security Council, its subsidiary organs and the Military Staff Committee; assist and support the Peacebuilding Commission; provide advice and substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to other relevant intergovernmental bodies; and continue to provide support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People.

3.I.6 With regard to cooperation with other entities at the global, regional, national and local levels, under Chapter VIII of the Charter, the Department, through its special political missions and its liaison offices, will continue to strengthen partnerships with regional and other organizations in the field of peace and security, including with a view to supporting their role in diplomacy, mediation and the pacific settlement of disputes, in line with action 16 of the Pact for the Future. The Department is also expanding its partnerships with other relevant actors, including civil society and local communities, in particular in support of women and young people.

3.I.7 With regard to inter-agency coordination and liaison, the Department will continue to participate in the Executive Committee established by the Secretary-General and chair a number of inter-agency task forces to coordinate and increase the coherence of United Nations system engagement in specific countries or regions, in accordance with entities' mandates, as well as various thematic inter-agency mechanisms. The Peacebuilding Fund, by nature a cross-pillar tool of financial support, will continue to work with and through agencies, funds and programmes in-country and at Headquarters. Under the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the Department will continue to work to strengthen partnerships with the World Bank and other international financial institutions to make international engagement in crisis-affected situations more coherent, effective and sustainable, in line with action 18 of the Pact for the Future. The Department will maintain the Partnership Facility to support field teams' joint data, analysis and operational collaboration with the World Bank Group.

3.I.8 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Unity among Member States, in particular the Security Council, including in critical situations in which the United Nations is engaged;

(b) Existence of entry points for United Nations engagement to mitigate tensions and prevent conflict;

(c) Commitment of the parties to a conflict to engaging in a process towards the peaceful settlement of disputes.

3.I.9 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Its policy on women and peace and security includes a set of indicators measuring progress towards its objectives and new focus areas, such as the impact of climate change and new technologies. The policy builds on good practices across the Department and special political missions and is intended to ensure that priorities are integrated into the daily work of the Department and special political missions. These priorities, in line with the mandates entrusted to the Organization in the area of women and peace and security, including action 19 of the Pact for the Future, encompass gender-sensitive analysis, promoting the inclusion of women in peacemaking, peace-sustaining and peacebuilding efforts, and their participation in electoral and political

processes. The policy also addresses such issues as preventing and assessing conflict-related sexual violence and post-conflict planning and financing. In addition, the Department supports the efforts of the Peacebuilding Commission to mainstream a gender perspective in all aspects of its work, including through the implementation of the Commission's gender strategy and by keeping track of progress through the submission of annual reports. The strategy of the Peacebuilding Fund also prioritizes women's engagement.

3.I.10 In line with the United Nations Disability Inclusion Strategy, the Department will implement a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations action plan for disability inclusion with a view to reinforcing an organizational culture that supports the inclusion of persons with disabilities and further advancing disability inclusion in strategic planning and management, knowledge and information management. The Department will also foster engagement with government counterparts and civil society organizations to promote the inclusivity of political processes, including in addressing the needs of persons with disabilities.

Legislative mandates

3.I.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

Charter of the United Nations

Articles 33 and 99

General Assembly resolutions

46/232	Revitalization of the United Nations Secretariat
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
61/230; 76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
68/15; 72/14; 75/22; 79/81	Peaceful settlement of the question of Palestine
70/98; 78/85; 79/98	Question of Western Sahara
72/199	Restructuring of the United Nations peace and security pillar
72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019 (subsection III)
73/267; 77/17; 79/12	Cooperation between the United Nations and the League of Arab States
79/1	The Pact for the Future
79/264	Promotion of durable peace through sustainable development in Africa

Security Council resolutions

1645 (2005)	2419 (2018)
1646 (2005)	2535 (2020)
1904 (2009)	2558 (2020)
2048 (2012)	2653 (2022)
2171 (2014)	2656 (2022)
2250 (2015)	2686 (2023)
2253 (2015)	2713 (2023)

Statements by the President of the Security Council

S/PRST/2019/5	S/PRST/2022/6
S/PRST/2022/1	

Subprogramme 1
Prevention, management and resolution of conflicts

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A; 52/12 B	Renewing the United Nations: a programme for reform
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
59/257	Cooperation between the United Nations and the Organization of American States
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
61/51	Cooperation between the United Nations and the Southern African Development Community
61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace
61/293	Prevention of armed conflict
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
63/23	Promoting development through the reduction and prevention of armed violence
63/24	Cooperation between the United Nations and the Inter-Parliamentary Union
63/261	Strengthening of the Department of Political Affairs
63/281	Climate change and its possible security implications
63/308	The responsibility to protect
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly
64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly
64/134	Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding
64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
65/283; 66/291; 68/303; 70/304	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
66/223	Towards global partnerships
66/253 A; 66/253 B; 71/130	The situation in the Syrian Arab Republic
66/285	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/19	Status of Palestine in the United Nations
67/123; 79/92	Comprehensive review of special political missions
67/267	International Commission against Impunity in Guatemala
67/302	Cooperation between the United Nations and the African Union
68/16; 72/15	Jerusalem
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/312	United Nations Alliance of Civilizations
72/241	A world against violence and violent extremism
72/282	Complete and unconditional withdrawal of foreign military forces from the territory of the Republic of Moldova
ES-10/20	Protection of the Palestinian civilian population
73/97	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
74/84	Persons displaced as a result of the June 1967 and subsequent hostilities
75/12	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization

75/312	Zone of peace and cooperation of the South Atlantic
76/70	Problem of the militarization of the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine, as well as parts of the Black Sea and the Sea of Azov
76/270	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union
76/307	Modalities for the Summit of the Future
77/10	The situation in Afghanistan
77/12	Cooperation between the United Nations and the Association of Southeast Asian Nations
77/16	Cooperation between the United Nations and the Commonwealth of Independent States
77/284	Cooperation between the United Nations and the Council of Europe
77/318	Promoting interreligious and intercultural dialogue and tolerance in countering hate speech
77/325	Tackling illicit trafficking in wildlife
77/330	Cooperation between the United Nations and the Economic Cooperation Organization
77/331	Cooperation between the United Nations and the International Organization of la Francophonie
77/332	Cooperation between the United Nations and the Pacific Islands Forum
77/337	Cooperation between the United Nations and the Caribbean Community
77/338	Cooperation between the United Nations and the Shanghai Cooperation Organization
78/73	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
78/76	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
78/129	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
78/135	Unilateral economic measures as a means of political and economic coercion against developing countries
78/266	International Year of Peace and Trust, 2025
78/270	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
78/282	International Day of Reflection and Commemoration of the 1995 Genocide in Srebrenica
78/283	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia
79/5	Zone of peace, trust and cooperation of Central Asia
79/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
79/9	Cooperation between the United Nations and the Organization of Islamic Cooperation
79/10	Cooperation between the United Nations and the Collective Security Treaty Organization
79/11	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM
79/13	Cooperation between the United Nations and the Latin American and Caribbean Economic System
79/14	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
79/15	African Nuclear-Weapon-Free Zone Treaty
79/65	United Nations Regional Centre for Peace and Disarmament in Africa
79/68	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
79/76	Strengthening of security and cooperation in the Mediterranean region
79/83	The Syrian Golan
79/88	Assistance to Palestine refugees
79/89	Palestine refugees' properties and their revenues
79/90	The occupied Syrian Golan
79/91	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
79/126	The rule of law at the national and international levels
79/129	Measures to eliminate international terrorism
79/134	Cooperation between the United Nations and the Organisation for the Prohibition of Chemical Weapons
79/135	Cooperation between the United Nations and the Central European Initiative
79/141	Assistance to the Palestinian people
79/159	Rights of Indigenous Peoples
79/163	The right of the Palestinian people to self-determination
79/182	Situation of human rights of Rohingya Muslims and other minorities in Myanmar

79/184	Situation of human rights in the temporarily occupied territories of Ukraine, including the Autonomous Republic of Crimea and the city of Sevastopol
79/185	Situation of human rights in the Syrian Arab Republic
79/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
79/236	South-South cooperation
79/239	Artificial intelligence in the military domain and its implications for international peace and security
79/263	New Partnership for Africa's Development: progress in implementation and international support
79/265	Cooperation between the United Nations and the Community of Portuguese-speaking Countries

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

1196 (1998)	
1197 (1998)	
1208 (1998)	
1209 (1998)	
1318 (2000)	
1325 (2000)	
1366 (2001)	
1559 (2004)	
1631 (2005)	
1680 (2006)	
1699 (2006)	
1701 (2006)	
1810 (2008)	
1820 (2008)	
1860 (2009)	
1882 (2009)	
1887 (2009)	
1888 (2009)	
1889 (2009)	
1894 (2009)	
1907 (2009)	
S/PRST/2011/4	
S/PRST/2011/15	
S/PRST/2011/18	
S/PRST/2011/21	
2039 (2012)	
2046 (2012)	
2056 (2012)	
S/PRST/2012/2	
S/PRST/2012/11	
S/PRST/2012/18	
S/PRST/2012/21	
S/PRST/2012/25	
S/PRST/2012/28	
2092 (2013)	
2098 (2013)	
2106 (2013)	
2107 (2013)	
2118 (2013)	
2122 (2013)	
S/PRST/2013/4	
S/PRST/2013/6	
S/PRST/2013/10	
S/PRST/2013/12	
S/PRST/2013/13	
S/PRST/2013/18	
S/PRST/2013/19	
S/PRST/2013/20	
S/PRST/2013/22	
S/2013/759	Mandate of the United Nations Office for West Africa
2139 (2014)	
2165 (2014)	
S/PRST/2014/6	
S/PRST/2014/8	
S/PRST/2014/17	
S/PRST/2014/25	
2203 (2015)	
2214 (2015)	
2232 (2015)	
2242 (2015)	
2245 (2015)	
2246 (2015)	
2254 (2015)	
2259 (2015)	
S/PRST/2015/4	
S/PRST/2015/12	
S/PRST/2015/14	
S/PRST/2015/22	
S/PRST/2015/24	
S/2015/1026	Cameroon-Nigeria Mixed Commission

2320 (2016)
2334 (2016)
S/PRST/2016/4
S/PRST/2016/8
S/PRST/2016/11
S/PRST/2016/19
2337 (2017)
2379 (2017)
S/PRST/2017/2
S/PRST/2017/10
S/PRST/2017/17
S/PRST/2018/3
S/PRST/2018/16
2487 (2019)
2489 (2019)
2493 (2019)
S/PRST/2019/1
S/PRST/2019/5
2506 (2020)
2512 (2020)
2532 (2020)
2534 (2020)
2537 (2020)
2545 (2020)
2553 (2020)
S/PRST/2020/1
S/PRST/2020/2
S/PRST/2020/3
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S/PRST/2021/18
S/PRST/2021/19
S/PRST/2021/21
S/PRST/2021/22
S/PRST/2021/23
S/PRST/2021/24
S/2021/720 Mandate of the United Nations Regional Office for Central Africa
2623 (2022)
2627 (2022)
2629 (2022)
2631 (2022)
2632 (2022)
2636 (2022)
2643 (2022)
2644 (2022)
2645 (2022)
2646 (2022)
2647 (2022)
2652 (2022)
2654 (2022)
2658 (2022)
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2662 (2022)
2669 (2022)
2670 (2022)
S/PRST/2022/3
2672 (2023)
2673 (2023)
2674 (2023)
2678 (2023);
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2681 (2023)
2682 (2023)
2684 (2023)
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2743 (2024)
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2754 (2024)
2755 (2024)
2757 (2024)
S/PRST/2024/3
S/PRST/2024/6
S/PRST/2024/7
2768 (2025)

Subprogramme 2
Electoral assistance

General Assembly resolution

78/208	Strengthening the role of the United Nations in the promotion of democratization and enhancing periodic and genuine elections

Subprogramme 3
Security Council affairs

Charter of the United Nations

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

Provisional rules of procedure of the Security Council

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
79/125	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
79/248	Pattern of conferences

Notes by the President of the Security Council

S/2024/507	Note by the President of the Security Council of 13 December 2024

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

1267 (1999)
1373 (2001)
1518 (2003)
1533 (2004)
1540 (2004)
1591 (2005)
1612 (2005)
1636 (2005)
1718 (2006)
1970 (2011)
1988 (2011)
1989 (2011)
2048 (2012)
2140 (2014)
2206 (2015)
2653 (2022)
2713 (2023)
2744 (2024)
2745 (2024)

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the granting of independence to colonial countries and peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter
75/123	Fourth International Decade for the Eradication of Colonialism
79/94	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations
79/95	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
79/96	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
79/97	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
79/99	Question of American Samoa
79/100	Question of Anguilla
79/101	Question of Bermuda
79/102	Question of the British Virgin Islands
79/103	Question of the Cayman Islands
79/104	Question of French Polynesia
79/105	Question of Guam
79/106	Question of Montserrat
79/107	Question of New Caledonia
79/108	Question of Pitcairn
79/109	Question of Saint Helena
79/110	Question of Tokelau
79/111	Question of the Turks and Caicos Islands
79/112	Question of the United States Virgin Islands
79/113	Dissemination of information on decolonization
79/114	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
79/115	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples: eradicating colonialism in all its forms and manifestations

Economic and Social Council resolution

2024/21	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX); 32/40 B; 34/65 D; 38/58 B; 46/74 B; 50/84 A	Question of Palestine
64/16; 77/22	Committee on the Exercise of the Inalienable Rights of the Palestinian People
64/17; 79/82	Division for Palestinian Rights of the Secretariat

Subprogramme 6
Peacebuilding Support Office

General Assembly resolutions

60/180	The Peacebuilding Commission
60/287; 63/282	The Peacebuilding Fund
70/262; 75/201	Review of the United Nations Peacebuilding Architecture
72/276	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace
76/305	Financing for peacebuilding
78/257	Investing in prevention and peacebuilding
79/262	Revision of the terms of reference of the Peacebuilding Fund

Security Council resolutions

1947 (2010)
2282 (2016)
2413 (2018)
2594 (2021)
2634 (2022)
2657 (2022)
2659 (2022)
2677 (2023)
2704 (2023)
2705 (2023)
2709 (2023)

Statements by the President of the Security Council

S/PRST/2017/27
S/PRST/2018/20

Deliverables

3.I.12 Table 3.I.1 lists all cross-cutting deliverables of the programme.

Table 3.I.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of the:				
1. Fifth Committee	1	1	1	1
2. Committee for Programme and Coordination	1	1	1	1
3. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with 24 regional and subregional organizations; and support for special political missions, including provision of mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States, regional and subregional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				
Databases and substantive digital materials: databases and data sets on international peace and security issues, including manuals and guides on issues related to international peace and security.				
D. Communication deliverables				
Outreach programmes, special events and information materials: exhibits and other communications products about the work of the Department.				
External and media relations: statements on behalf of the Secretary-General; notes to correspondents; and press releases, communiqués and other communications products on issues related to international peace and security.				

Evaluation activities

3.I.13 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) Two evaluations conducted by the Department on its mediation support and on its innovation initiatives;

(b) Two Peacebuilding Fund portfolio evaluations (Mauritania and Democratic Republic of the Congo);

(c) A thematic review by the Peacebuilding Fund on synergies between human rights and peacebuilding.

3.I.14 In response to the results of the evaluations referenced above, the Department has started to implement the recommendations and incorporate the lessons learned into the proposed programme plan for 2026. To better identify priority mediation needs, the Department supported various forms of strategy sessions on mediation process design for the Special Representatives and Envoys of the Secretary-General. The Department is reviewing its framework for innovation, with a view to prioritizing and maximizing opportunities for innovation and mitigating risks associated with new technologies and their impact on peace and security. In response to the evaluations relating to peacebuilding, the Department will continue to employ participatory design and implementation processes to further strengthen national ownership.

3.I.15 The following evaluations, to be conducted by the Department, are planned for 2026:

(a) Evaluation of the Department's project on enhancing national youth and peace and security capacities in West Africa;

(b) Peacebuilding Fund portfolio evaluations for up to five countries.

Programme of work

Subprogramme 1
Prevention, management and resolution of conflicts

Objective

3.I.16 The objective, to which this subprogramme contributes, is to advance the prevention, management and resolution of conflicts by peaceful means.

Strategy

3.I.17 To contribute to the objective, the subprogramme will:

(a) Support the pacific settlement of disputes, under Chapter VI of the Charter, through the use of the tools of preventive diplomacy, peacemaking, peacebuilding and sustaining peace, and utilizing the single regional political-operational structure shared with the Department of Peace Operations as an entry point for connection with the field;

(b) Work in close cooperation with a wide array of actors, in particular regional and subregional organizations, including under Chapter VIII of the Charter;

(c) Promote a more effective and cohesive response to help to prevent, mitigate, manage and resolve conflicts by:

(i) Responding in a timely manner to conflict situations;

(ii) Providing timely and accurate information, analysis and policy recommendations;

(iii) Making available and providing substantive and technical support to the good offices of the Secretary-General, including through formal mediation, where appropriate, in support of the active use of his good offices, in line with action 16 of the Pact for the Future;

(iv) Providing substantive, political and technical support to the Secretary-General in the discharge of his functions and in his relationships with Member States;

(v) Supporting the role of regional and subregional organizations in diplomacy, mediation and the pacific settlement of disputes, in line with action 16 of the Pact for the Future;

(vi) Providing substantive support and guidance to special political missions;

(vii) Strengthening the Department's capacity, expertise and partnerships with other United Nations and subregional, regional and international organizations in order to address peace and security challenges more effectively;

(viii) Monitoring and evaluating the impact and the cost-effectiveness of key conflict prevention and mitigation initiatives;

(ix) Developing coherent strategies for crisis prevention and peacebuilding, linking diplomatic, security, humanitarian and development efforts by the United Nations system, including United Nations country teams, and other international and regional actors;

(x) Enhancing political and operational links with the wider United Nations system, in particular with United Nations country teams, to support nationally led prevention and peacebuilding efforts, in line with action 18 of the Pact for the Future;

(xi) Operationalizing the women and peace and security and the youth and peace and security agendas to promote the full, equal and meaningful participation of women, as well as the constructive engagement of young people, in political and peacebuilding processes, in line with actions 19 and 20 of the Pact for the Future.

3.I.18 The above-mentioned work is expected to result in the improved capacity and capability of Member States to identify, prevent and address conflict situations.

Programme performance in 2024

In the Pact for the Future, the commitment to preventive diplomacy, the peaceful settlement of disputes and the importance of dialogue between States is reaffirmed

3.I.19 By its resolution 79/1, the General Assembly adopted the Pact for the Future, reaffirming the commitment of Member States to preventive diplomacy, the peaceful settlement of disputes and the importance of dialogue between States. The Secretary-General was urged to actively use his good offices and ensure that the United Nations is adequately equipped to lead and support mediation and preventive diplomacy. Building on this request, the subprogramme intensified its efforts to help the United Nations to engage closely with Member States, as well as regional and subregional organizations, in preventive diplomacy and mediation. The subprogramme continued to ensure that the use of the good offices of the Secretary-General is underpinned by adequate policy frameworks that are rooted in the Charter of the United Nations, legislative decisions and planning capacities, draws on good practices and can confront emerging challenges such as hate speech, disinformation and misinformation, the impact of new technologies, and the role of non-State actors.

3.I.20 Progress towards the objective is presented in the performance measure below (see table 3.I.2).

Table 3.I.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Engagements in preventive diplomacy and mediation led or supported by the United Nations continued in line with the relevant actions of the Pact for the Future

Planned results for 2026

Result 1: Member States have access to broadened and strengthened political analysis to inform the prevention, management and resolution of armed conflicts

Programme performance in 2024 and target for 2026

3.I.21 The subprogramme's work contributed to more comprehensive analysis on various topics, including the integration of a political economy lens into analysis, the incorporation of a gender perspective and the views of young women and men, as relevant, and the reflection of varied perspectives on threats to peace and security, in reports to the General Assembly and the Security Council, which met the planned target.

3.I.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.I.3).

Table 3.I.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Reports to the General Assembly and the Security Council included more comprehensive analysis on topics, including socioeconomic development and gender equality, as relevant	Reports to the General Assembly and the Security Council included more comprehensive analysis on topics, including socioeconomic development, gender equality and youth engagement, as relevant	Reports to the General Assembly and the Security Council included more comprehensive analysis on topics, including the integration of a political economy lens into analysis, the incorporation of a gender perspective and the views of young women and men, as relevant, and the reflection of varied perspectives on threats to peace and security	Reports to the General Assembly and the Security Council include more comprehensive analysis on topics, including socioeconomic development, gender equality, youth and climate change, as relevant	Reports to the General Assembly and the Security Council include more comprehensive analysis on topics, including socioeconomic development, gender equality, youth and climate change, as relevant, and a reflection of different perspectives on the sources of threats to peace and security

Result 2: reduced threats to international peace and security

Programme performance in 2024 and target for 2026

3.I.23 The subprogramme's work contributed to ongoing engagement with Member States and regional and subregional organizations to provide increased support for peacemaking efforts, including political analysis and operational and technical support for political processes, when requested, which met the planned target.

3.I.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.I.4).

Table 3.I.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
United Nations-brokered nationwide truce in Yemen between April and October 2022	Nationwide bilateral and temporary ceasefire took effect on 3 August 2023 in Colombia	Proximity talks convened with the participation of two parties in the Sudan conflict	Member States have greater access to tools and expertise to prevent, manage and resolve conflicts	Member States have greater access to tools and expertise to prevent, manage and resolve conflicts
Progress in the implementation of the 5+5 Joint Military Commission action plan in Libya	Advances made in the peace process in Mozambique, including the completion of the first two phases of the disarmament, demobilization and reintegration strategy			

Result 3: regional and subregional organizations have access to support on mediation, preventive diplomacy and good offices

Proposed programme plan for 2026

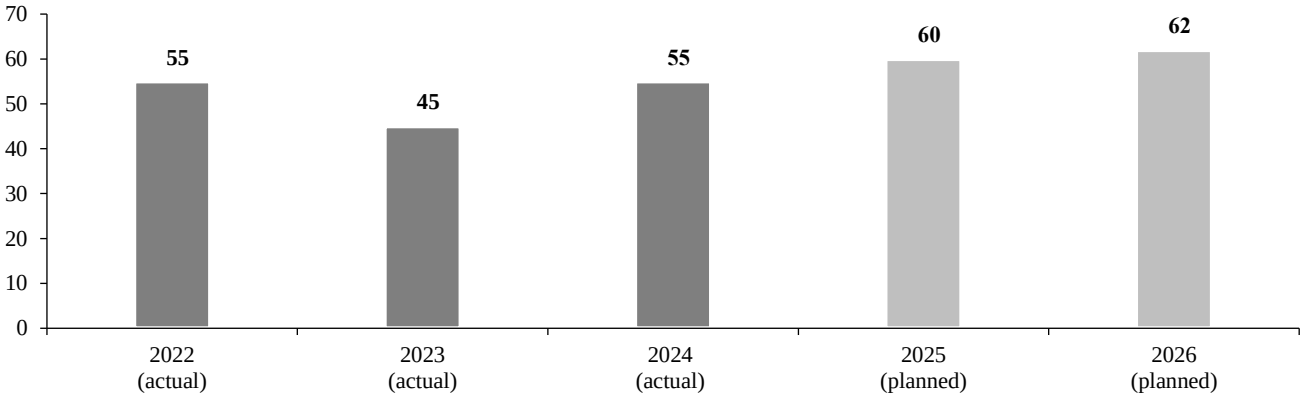
3.I.25 As outlined in action 16 of the Pact for the Future, Member States decided to support the role of regional and subregional organizations in diplomacy, mediation and the pacific settlement of dispute, and to strengthen the coordination and cooperation between these organizations and the United Nations in that regard. The subprogramme has been engaging with a wide range of regional and subregional organizations from all regions, upon request, with a view to supporting their role in diplomacy, mediation and the pacific settlement of disputes, helping to strengthen their capacity and strengthening coordination at the strategic and operational levels.

Lessons learned and planned change

3.I.26 The lesson for the subprogramme was that improved cooperation between the United Nations, regional and subregional partners enhances the effectiveness of peacemaking and mediation efforts, and that support that is tailored to each specific context results in a stronger basis for cooperation. In applying the lesson, the subprogramme will design, develop and implement context-specific, tailored responses to the needs of regional and subregional organizations in mediation and preventive diplomacy.

3.I.27 Expected progress towards the objective is presented in the performance measure below (see figure 3.I.I).

Figure 3.I.I
Performance measure: number of initiatives undertaken by regional and subregional organizations to strengthen coordination with the United Nations and other regional organizations (annual)



Deliverables

3.I.28 Table 3.I.5 lists all deliverables of the subprogramme.

Table 3.I.5
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**70**	**69**	**68**	**69**
Reports of the Secretary-General:				
1. On cooperation between the United Nations and regional and other organizations for the General Assembly	1	1	–	1
2. On matters related to peace and security for the General Assembly	16	16	16	16
3. Pursuant to Security Council resolution 2240 (2015) for the General Assembly	1	1	1	1
4. On matters related to peace and security for the Security Council	50	50	50	50
5. On regional confidence-building measures for the United Nations Standing Advisory Committee on Security Questions in Central Africa	2	1	1	1
Substantive services for meetings (number of three-hour meetings)	**105**	**226**	**105**	**105**
6. Meetings and/or informal consultations of the General Assembly and its subsidiary organs	16	42	16	16
7. Meetings and/or informal consultations of the Security Council and its subsidiary organs	80	175	80	80
8. Meetings and/or informal consultations of the United Nations Standing Advisory Committee on Security Questions in Central Africa	4	4	4	4
9. High-level side events on issues relating to the prevention and resolution of conflicts during the General Assembly	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**195**	**195**	**195**	**195**
10. Seminars, training events and academic meetings on advancing preventive diplomacy, peacemaking and peacebuilding	195	195	195	195

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with more than 24 regional organizations; and strategic assessment missions and support for an estimated 22 special political missions with a good offices role, including mediation support.

Consultation, advice and advocacy: consultations with representatives of Member States from all regions, international and regional organizations and civil society organizations; and strategic coordination meetings with relevant partners.

Databases and substantive digital materials: databases such as the Peace and Security Data Hub, United Nations Peacemaker and Diplomatic Pulse.

D. Communication deliverables

External and media relations: communications products about the work of the Department, such as *Politically Speaking*, Diplomacy for Peace and accounts on relevant social media platforms.

Subprogramme 2
Electoral assistance

Objective

3.I.29 The objective, to which this subprogramme contributes, is to strengthen the existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections that enjoy public confidence and that contribute to stability and security, especially in transitional and post-conflict situations.

Strategy

3.I.30 To contribute to the objective, the subprogramme will continue to provide timely electoral support to Member States upon their request or pursuant to a mandate from the General Assembly or the Security Council, in close coordination with other relevant United Nations entities under the leadership of the United Nations focal point for electoral assistance matters. Specifically, the subprogramme will:

(a) Deploy technical experts and various types of electoral missions in support of requesting Member States, including on designing and establishing election management bodies, designing or reforming electoral frameworks and systems, addressing political and technical issues that arise in the conduct of electoral processes, developing voter education and voter registration activities, and promoting the participation of women, young people and persons with disabilities in electoral and political processes;

(b) Develop and strengthen partnerships and provide capacity development support to requesting regional organizations, including by co-organizing, with regional organizations and other relevant United Nations entities, training events for Member States in various regions, including on gender equality and elections, enhancing the credibility, inclusivity and integrity of electoral processes and preventing election-related violence;

(c) Develop or update internal policies on electoral assistance, in close cooperation with other relevant United Nations entities, and review and provide input to initiatives and documents of other United Nations entities that intersect with elections;

(d) Maintain and manage the United Nations single roster of electoral experts and the United Nations electoral institutional memory;

(e) Assist Member States, upon request, in assessing the impact of digital and emerging technologies, including social media, in the context of electoral processes.

3.I.31 The above-mentioned work is expected to result in:

(a) More inclusive, peaceful and transparent electoral processes;

(b) Strengthened election management bodies;

(c) More effective electoral frameworks and systems;

(d) Enhanced voter education and voter registration activities;

(e) Increased participation of women, young people, persons with disabilities and those who are underrepresented and/or marginalized, including people in rural areas lacking infrastructure, in electoral and political processes;

(f) Strengthened electoral capacity of regional organizations;

(g) Consistent, coherent and coordinated electoral assistance to Member States.

Programme performance in 2024

Increased number of networks of women in electoral management bodies

3.I.32 In 2024, the subprogramme continued its efforts to promote gender equality in electoral management bodies by supporting initiatives aimed at increasing the representation of women in leadership roles. This included providing technical assistance and capacity-building programmes tailored to address the barriers that women face in obtaining decision-making positions within such bodies. The subprogramme collaborated with Member States, civil society and international partners to establish and support networks of women leaders in electoral management bodies, encouraging mentorship, peer support and knowledge-sharing. The subprogramme worked to ensure that women's voices are viewed as integral to the administration and governance of electoral processes worldwide.

3.I.33 Progress towards the objective is presented in the performance measure below (see table 3.I.6).

Table 3.I.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Activities undertaken by the Arab Network for Women in Elections	The Arab Network for Women in Elections continued their activities, including support at national levels	Establishment of a network for women chairpersons of election management bodies in Africa

Planned results for 2026

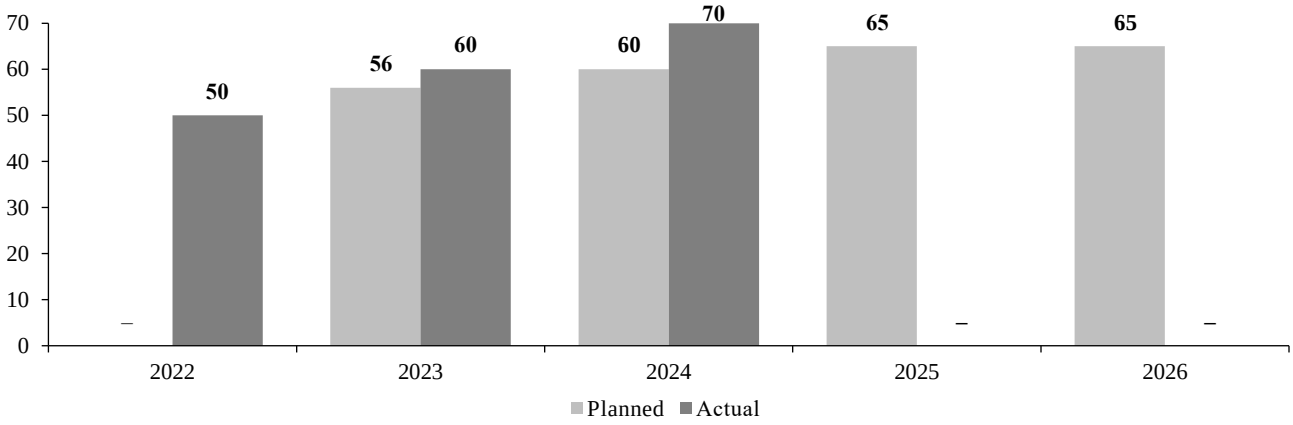
Result 1: increased regional training opportunities for Member State electoral officials

Programme performance in 2024 and target for 2026

3.I.34 The subprogramme's work contributed to the participation of 70 representatives from Member States in regional electoral training sessions organized or supported by the United Nations, which exceeded the planned target of 60 representatives.

3.I.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.II).

Figure 3.I.II
Performance measure: number of participants from Member States attending regional electoral training sessions organized or supported by the United Nations in partnership with regional and subregional organizations (annual)



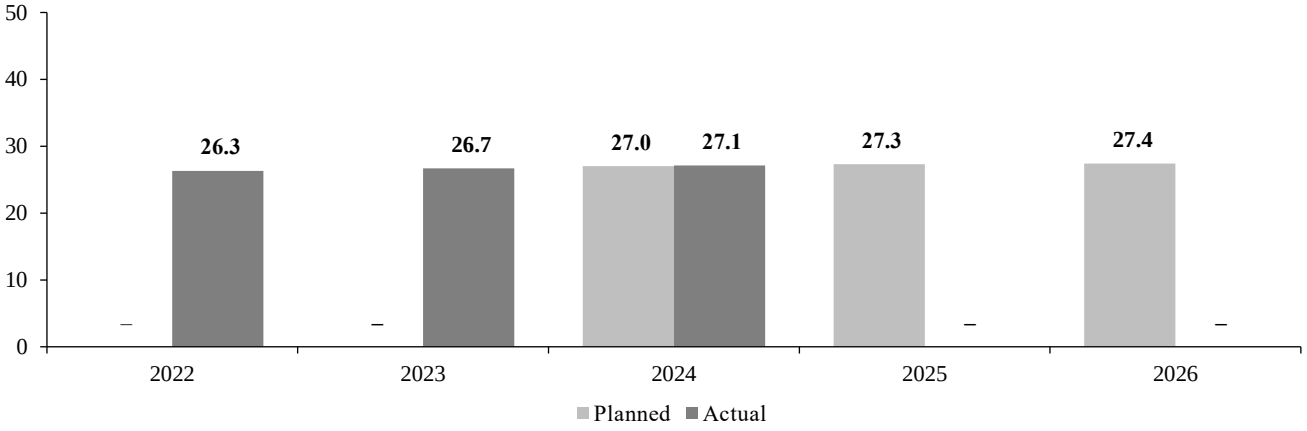
Result 2: increased representation of women in electoral and political processes

Programme performance in 2024 and target for 2026

3.I.36 The subprogramme's work contributed to an average of 27.1 per cent of women in parliaments in countries receiving United Nations electoral assistance, which exceeded the planned target of 27 per cent.

3.I.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.III).

Figure 3.I.III
Performance measure: percentage of women in parliaments in countries receiving United Nations electoral assistance (annual)



Result 3: strengthened capacity of Member States receiving United Nations electoral assistance through joint initiatives with regional and subregional organizations

Proposed programme plan for 2026

3.I.38 Coordinating electoral assistance presents significant challenges, as it requires ensuring consistency and coherence among diverse international, regional, national and local stakeholders while addressing complex political, logistical and technical dynamics to ensure credible and peaceful elections. In this connection, the subprogramme has dedicated efforts in recent years to coordinating

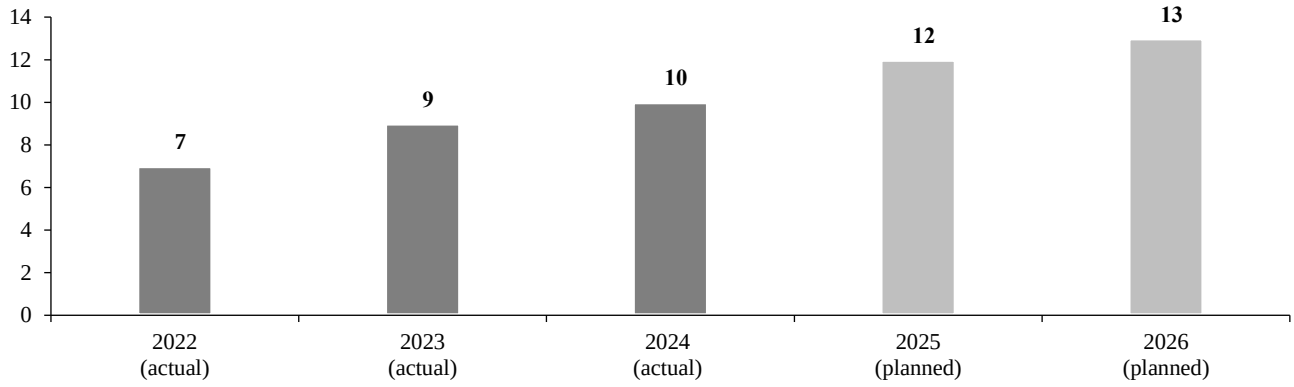
and enhancing the capacities of regional and subregional bodies to support their member States' efforts to hold credible and peaceful elections.

Lessons learned and planned change

3.I.39 The lesson for the subprogramme was that increased cooperation with regional and subregional organizations has proved effective in helping Member States and international organizations alike to address the challenge of coordination and foster peer-to-peer learning and electoral capacity development. In applying the lesson, the subprogramme will support regional and subregional organizations through capacity development initiatives to foster peer-to-peer learning and harmonization, as necessary.

3.I.40 Expected progress towards the objective is presented in the performance measure below (see figure 3.I.IV).

Figure 3.I.IV
Performance measure: number of regional and subregional organizations participating in electoral capacity development initiatives (annual)



Deliverables

3.I.41 Table 3.I.7 lists all deliverables of the subprogramme.

Table 3.I.7
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	**1**	–
1. Report of the Secretary-General to the General Assembly on strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	**1**	–
2. Plenary of the General Assembly	–	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**33**	**34**	**36**	**36**
3. For the deployment of international election observers at the request of Member States and other organizations	1	1	1	1
4. On electoral assistance to Member States	32	33	35	35

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Seminars, workshops and training events (number of days)	**23**	**23**	**26**	**26**
5. Training events and workshops for electoral administrators and staff at the regional and national levels on key electoral matters, including gender equality and elections, elections and violence, and election observation	23	23	26	26
Technical materials (number of materials)	**7**	**7**	**7**	**7**
6. Technical guidelines and reference materials on electoral processes, the electoral legal framework and the organization and administration of elections	7	7	7	7
Electoral missions (number of missions)	**32**	**34**	**34**	**34**
7. Technical, advisory and review missions for electoral processes	32	34	34	34
C. Substantive deliverables				
Consultation, advice and advocacy: technical advice for electoral processes to an estimated 50 Member States, particularly in the areas of electoral systems and frameworks, mainstreaming a gender perspective, voter registration and electoral operations; consultations, including with Governments, United Nations entities and civil society organizations, including women's organizations.				
Databases and substantive digital materials: United Nations single electoral roster of experts; records on the provision of electoral assistance for preserving United Nations electoral institutional memory.				

Subprogramme 3
Security Council affairs

Objective

3.I.42 The objective, to which this subprogramme contributes, is to ensure the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security.

Strategy

3.I.43 To contribute to the objective, the subprogramme will facilitate the full, complete and timely execution of the work of the Security Council and its subsidiary bodies, including by:

(a) Assisting the monthly presidency of the Council in carrying out its official functions, particularly the preparation and conduct of the Council's monthly programme of work, and providing procedural and substantive advice to the monthly presidency, Council members and other Member States regarding the conduct of meetings and Council activities;

(b) Coordinating the timely and accurate issuance of the official documentation of the Council, including its outcomes and other documents, as well as other correspondence from the Secretariat, Member States and entities;

(c) Supporting the work of the subsidiary bodies of the Council, including sanctions committees, other committees and working groups, as well as their associated monitoring teams, groups and panels, including by providing procedural and substantive advice to Chairs and other Council members;

(d) Supporting missions of the Council and Chairs of its subsidiary bodies to countries and regions in connection with matters on the Council's agenda;

(e) Supporting the design and implementation of the Council's sanctions regimes, including by conducting assessments of regimes upon the Council's request;

(f) Organizing training sessions for incoming members of the Council, and Chairs and members of sanctions committees, and engaging with the broader United Nations system and Member States to enhance the effective functioning of sanctions committees as well as to promote deeper understanding and implementation of Council sanctions;

(g) Disseminating the United Nations Security Council Consolidated List to Member States, the United Nations system, other regional and international organizations and the private sector immediately following the adoption of Council and Sanctions Committees listing and delisting decisions;

(h) Providing to Member States specialized research and analyses regarding the practice and procedures of the Council, through publications such as the *Repertoire of the Practice of the Security Council*, the *Highlights of Security Council Practice* and other information and data resources on specific areas of practice of the Council;

(i) Responding to specific requests for research and advice from Member States and convening dedicated information sessions, upon request; and contributing to the publicly available joint Peace and Security Data Hub of the Departments of Political and Peacebuilding Affairs and Peace Operations.

3.I.44 The above-mentioned work is expected to result in:

(a) The Security Council being able to fulfil its responsibilities under the Charter of the United Nations;

(b) The Council and its Sanctions Committees being able to implement targeted sanctions;

(c) Member States being able to rely on up-to-date and comprehensive information concerning the practice and procedures of the Council, allowing them to be better equipped to participate in the work of the Council and to actively contribute to its effective functioning.

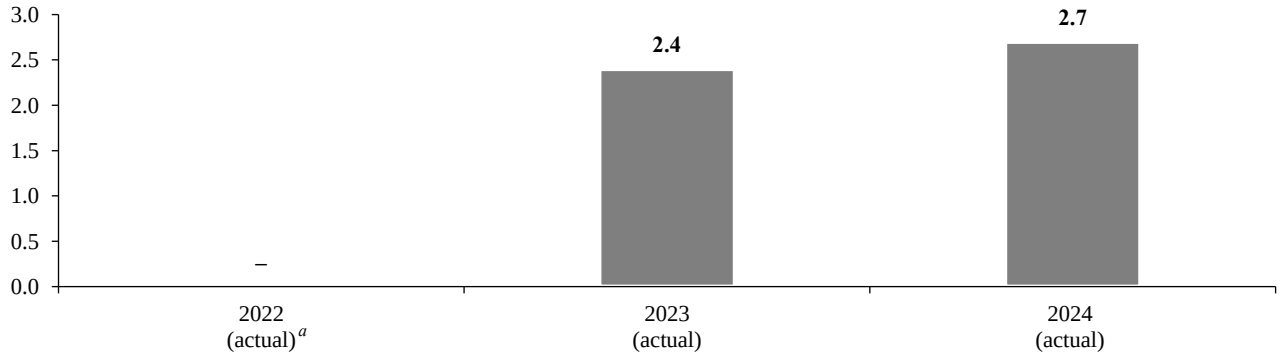
Programme performance in 2024

Enhanced access to information on the Security Council for Member States and the public

3.I.45 The Security Council public website is the authoritative source of information on the work of the Council and its subsidiary bodies for the membership of the United Nations and the wider public. In response to feedback from Member States and with a view to improving accessibility, in July 2024, the subprogramme launched an enhanced version of the Council's website, which features an interactive display of the Council's programme of work; an improved search function that connects to all Security Council documents in the United Nations Digital Library; and increased accessibility for persons with disabilities. The improved features have garnered positive feedback from users, and the website is better addressing the needs of Security Council members and other users, as evidenced by the 12.5 per cent increase in the number of active users in the period from July to December 2024, compared with the same period in 2023.

3.I.46 Progress towards the objective is presented in the performance measure below (see figure 3.I.V).

Figure 3.I.V
Performance measure: number of active users of the Security Council website in the period from July to December (millions)



[a] Data for 2022 not available.

Planned results for 2026

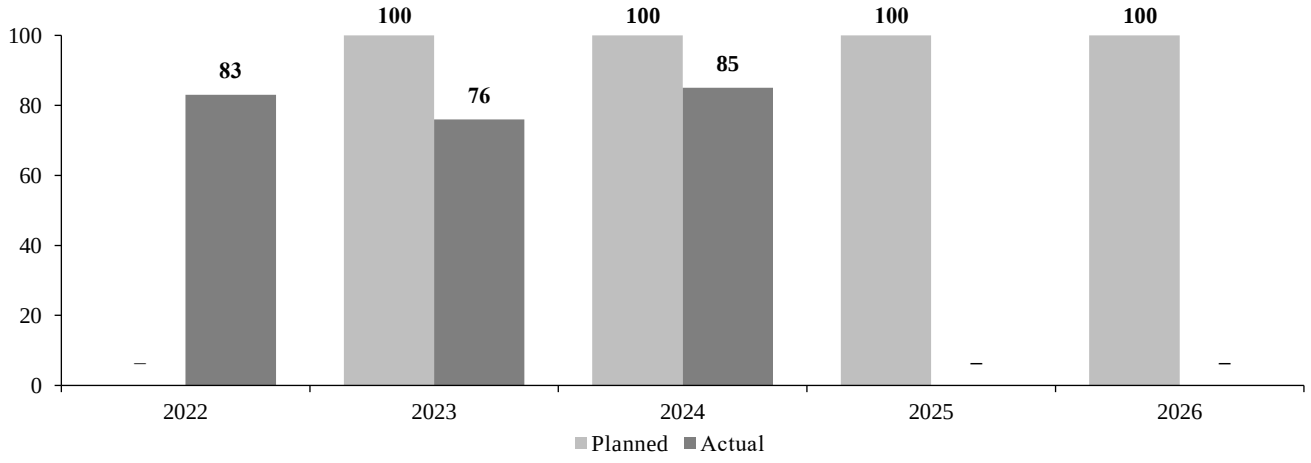
Result 1: Security Council members receive timely information on the implementation of sanctions measures

Programme performance in 2024 and target for 2026

3.I.47 The subprogramme's work contributed to the receipt by sanctions committees of expert panel proposals within two weeks of the renewal of a mandate, or within six weeks of the establishment of a new mandate, in 85 per cent of cases, which did not meet the planned target of 100 per cent. The target was not met owing to continued challenges in identifying qualified candidates, particularly in specialized areas of expertise, such as arms, armed groups or natural resources.

3.I.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.VI).

Figure 3.I.VI
Performance measure: percentage of expert panel proposals received by sanctions committees within two weeks of the renewal of a mandate or within six weeks of the establishment of a new mandate



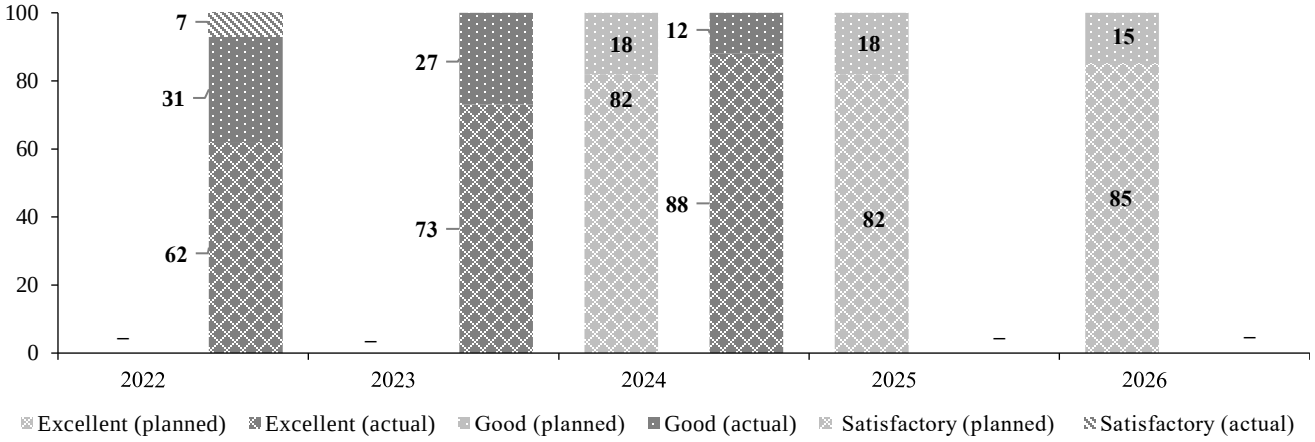
Result 2: enhanced engagement with Member States on the Security Council's work

Programme performance in 2024 and target for 2026

3.I.49 The subprogramme's work contributed to 88 per cent of participants in the induction workshops for incoming Security Council members expressing an "excellent" degree of satisfaction and 12 per cent expressing a "good" degree of satisfaction, which exceeded the planned target of 82 per cent of participants expressing an "excellent" degree of satisfaction and 18 per cent expressing a "good" degree of satisfaction.

3.I.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.VII).

Figure 3.I.VII
Performance measure: percentage of participants in the induction workshops for incoming Security Council members expressing a “satisfactory”, “good” or “excellent” degree of satisfaction



Result 3: improved access for Member States and the public to up-to-date, contemporaneous analytical information on the practice and work of the Security Council

Proposed programme plan for 2026

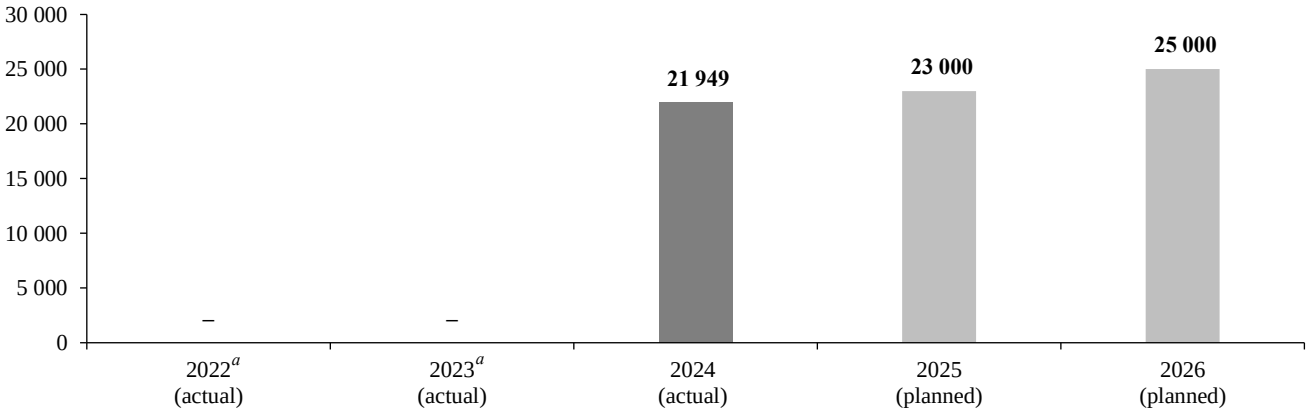
3.I.51 The subprogramme provides information, through databases and dashboards, on the practice and work of the Security Council in order to enable better information access among and decision-making by Council members and Member States.

Lessons learned and planned change

3.I.52 The lesson for the subprogramme was the need to enhance databases and information to show relevant trends and analysis and foster a better understanding of the Security Council’s practice and work. In applying the lesson, the subprogramme will improve existing data sets by expanding their scope and capturing more real-time data, and develop new databases, including one on Council voting records, based on feedback received from Council members and Member States.

3.I.53 Expected progress towards the objective is presented in the performance measure below (see figure 3.I.VIII).

Figure 3.I.VIII
Performance measure: number of views of databases on the Security Council website



[a] Data for 2022 and 2023 not available.

Deliverables

3.I.54 Table 3.I.8 lists all deliverables of the subprogramme.

Table 3.I.8
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**54**	**54**	**54**	**54**
1. Notifications under Article 12 (2) of the Charter of the United Nations	1	1	1	1
2. Lists of communications from private individuals and non-governmental bodies pursuant to paragraph A of the appendix to the provisional rules of procedure of the Security Council	1	1	1	1
3. Summary statement on matters of which the Security Council is seized and of the stage reached in their consideration	52	52	52	52
Substantive services for meetings (number of three-hour meetings)	**400**	**439**	**400**	**400**
4. Meetings of the Security Council and its subsidiary bodies and related deliberations, including support to the issuance of resolutions, presidential statements, press statements and other outcomes/decisions of the Council and its subsidiary bodies	400	550	400	540
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**8**	**8**	**8**	**8**
5. Orientation of new Security Council members with respect to the evolving practices, procedures and working methods of the Council and its subsidiary organs	8	8	8	8
Publications (number of publications)	**2**	**2**	**2**	**2**
6. *Repertoire of the Practice of the Security Council*	1	1	1	1
7. Volume of *Resolutions and Decisions of the Security Council*	1	1	1	1
Technical materials (number of materials)	**29**	**29**	**29**	**29**
8. Compendium of mandates relating to active peacekeeping and special political missions authorized by the Security Council	1	1	1	1
9. Compendium of Security Council mandates and reports to the Council	12	12	12	12
10. Compendium of mandates relating to cross-cutting issues; women and peace and security; children in armed conflict; and protection of civilians in armed conflict	3	3	3	3
11. *Highlights of Security Council Practice*	1	1	1	1
12. Statistics of Security Council deliberations	12	12	12	12
C. Substantive deliverables				
Consultation, advice and advocacy: consultation, advice and advocacy to the Security Council in the preparation of the report of the Security Council for the General Assembly; tailored research for Member States on Security Council practice and procedure, current and historic.				
Databases and substantive digital materials: database of Council procedures, practices and working methods, including data on over 200 public meetings convened annually, covering approximately 50 agenda items; roster of experts for Council subsidiary bodies, and the United Nations Security Council Consolidated List of sanctions in all official languages provided to Member States, the private sector and other stakeholders; interactive dashboards on representation of women at the Council, membership of the Council, Chairs and Vice-Chairs of its subsidiary organs and Arria-formula meetings; data sets related to the work of the Council published on the Peace and Security Data Hub.				
D. Communication deliverables				
Digital platforms and multimedia content: website of the Security Council and its subsidiary bodies in the six official languages of the United Nations for Member States and the wider public; social media posts and articles linking the activities of the Council to relevant constitutional and procedural aspects captured in the *Repertoire of the Practice of the Security Council*.				

Subprogramme 4
Decolonization

Objective

3.I.55 The objective, to which this subprogramme contributes, is to promote the decolonization process in accordance with the Charter and relevant resolutions of the General Assembly of the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism.

Strategy

3.I.56 To contribute to the objective, the subprogramme will:

(a) Provide substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Fourth Committee, including the preparation of Secretariat working papers and mandated reports of the Secretary-General, and inputs for the annual report of the President of the Economic and Social Council on the implementation of the Declaration by the specialized agencies and the international institutions associated with the United Nations;

(b) Provide advice, briefing materials and substantive support to the meetings, annual regional seminars and visiting missions of the Special Committee, and meetings of the Fourth Committee and the Economic and Social Council, in close coordination with the Department for General Assembly and Conference Management;

(c) Maintain contact with the representatives of the Non-Self-Governing Territories and United Nations agencies, funds and programmes and work with the Department of Global Communications, the Department for General Assembly and Conference Management and the Office of Information and Communications Technology in disseminating information on decolonization, including through the enhancement of the United Nations and decolonization website, and in supporting the implementation of an outreach programme to mobilize educational institutions and civil society to expand their activities in the field of remembering colonialism, its root causes and consequences.

3.I.57 The above-mentioned work is expected to result in:

(a) Advancement of specific proposals to bring about an end to colonialism;

(b) Programmes of work developed on a case-by-case basis for the decolonization of the Non-Self-Governing Territories;

(c) Timely and informed decision-making by the Special Committee when considering the situation in the Non-Self-Governing Territories.

Programme performance in 2024

The Special Committee undertook a visiting mission to the British Virgin Islands

3.I.58 The General Assembly, most recently in its resolution 79/114, has reaffirmed that the United Nations visiting missions to the Non-Self-Governing Territories, where applicable, are an effective means of ascertaining the situation of the peoples of the Territories, in accordance with relevant United Nations resolutions on specific Territories. The Assembly has also requested the Special Committee to undertake at least one such mission a year. The subprogramme contributed to the planning and conduct of a visiting mission to the British Virgin Islands in August 2024. In December 2024, the subprogramme conducted a client survey with members of the visiting mission to assess client satisfaction with the support provided, with members expressing 100 per cent satisfaction.

3.I.59 Progress towards the objective is presented in the performance measure below (see table 3.I.9).

Table 3.I.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	The Special Committee undertook a visiting mission to the British Virgin Islands and issued a report (A/AC.109/2025/20)

Planned results for 2026

Result 1: the Special Committee has access to information on the status of implementation of the 2030 Agenda in the Non-Self-Governing Territories

Programme performance in 2024 and target for 2026

3.I.60 The subprogramme's work contributed to the inclusion of updated and timely information in the working papers on the implementation of the Sustainable Development Goals in the Non-Self-Governing Territories, on a case-by-case basis, and based on available data from official sources, which met the planned target.

3.I.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.I.10).

Table 3.I.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Special Committee had access to information on the economic, social and environmental conditions in the Non-Self-Governing Territories	The Special Committee had access to information, on a case-by-case basis, related to the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories	The Special Committee had access, on a case-by-case basis, to updated and timely information on the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories	The Special Committee has access to updated and timely information on the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories	The Special Committee has access to updated and timely information on the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories

Result 2: the Special Committee has access to an up-to-date list of qualified experts on decolonization

Programme performance in 2024 and target for 2026

3.I.62 The subprogramme's work contributed to the Special Committee having access to a gender-balanced list of qualified experts on decolonization, which met the planned target.

3.I.63 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.I.11).

Table 3.I.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	The Special Committee had access to a list of experts on decolonization from which the Bureau selected the experts invited to the Pacific regional seminar	The Special Committee continued to have access to a list of experts on decolonization Gender parity was achieved with respect to the shortlist of experts proposed for selection	The Special Committee has access to a list with an increased number of qualified experts, which contributes to the list of qualified experts on decolonization having improved gender balance, geographical representation and area of expertise representation	The Special Committee has access to a list with an increased number of qualified experts, which contributes to the list of qualified experts on decolonization having improved geographical representation and area of expertise representation

Result 3: increased dissemination of information on decolonization

Proposed programme plan for 2026

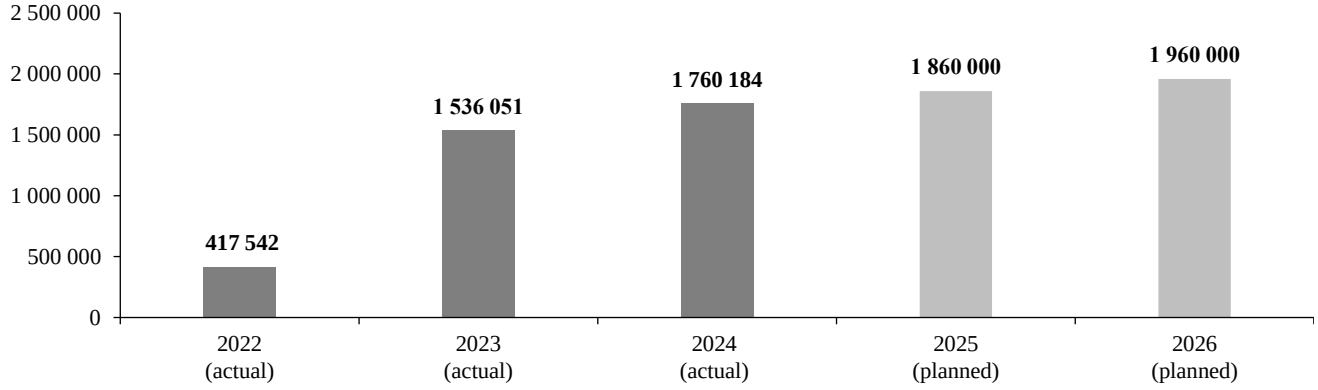
3.I.64 In its resolution 79/113, the General Assembly considered it important to continue and expand its efforts to disseminate information on decolonization, requested the Secretary-General to further enhance the information on the United Nations decolonization website, and to use all of the media available to give publicity to the work of the United Nations in the field of decolonization. The subprogramme regularly updates the United Nations and Decolonization website to add new content related to decolonization and the Non-Self Governing Territories.

Lessons learned and planned change

3.I.65 The lesson for the subprogramme was the need to enhance the information provided on the website by producing interactive, visual and thematic content in all official languages to make it more engaging. In applying the lesson, the subprogramme will improve the website, including by updating and expanding its content to ensure it is current, relevant and informative, enhancing its visual appeal and improving its search functionality.

3.I.66 Expected progress towards the objective is presented in the performance measure below (see figure 3.I.IX).

Figure 3.I.IX
Performance measure: number of page views of the United Nations and Decolonization website



Deliverables

3.I.67 Table 3.I.12 lists all deliverables of the subprogramme.

Table 3.I.12
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**22**	**22**	**23**	**22**
1. Report of the Secretary-General on information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations to the General Assembly	1	1	1	1
2. Report of the Secretary-General on offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories to the General Assembly	1	1	1	1
3. Report of the Secretary-General on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations to the General Assembly	1	1	1	1
4. Report of the Secretary-General on the Fourth International Decade for the Eradication of Colonialism	–	–	1	–
5. Report prepared by the Rapporteur of the Special Committee on Puerto Rico for the Special Committee	1	1	1	1
6. Working papers on each of the 17 Non-Self-Governing Territories for the Special Committee	17	17	17	17
7. Report of the President of the Economic and Social Council on information submitted by the specialized agencies and other organizations of the United Nations system on their activities with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**43**	**44**	**41**	**41**
8. Plenary meeting of the General Assembly	1	1	1	1
9. Formal meetings of the Fourth Committee	8	10	8	8
10. Plenary meetings of the Special Committee	10	11	10	10
11. Regional seminars for the Caribbean and Pacific regions	6	5	5	5
12. Meetings of the Bureau of the Special Committee	10	10	10	10
13. Meetings of the Bureau of the Special Committee with the Secretary-General	1	1	1	1
14. Informal consultations of the Special Committee	5	5	5	5
15. Meetings of the Economic and Social Council	2	1	1	1
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	**1**	**1**	**1**	**1**
16. Missions to the Non-Self-Governing Territories pursuant to relevant General Assembly resolutions	1	1	1	1
D. Communication deliverables				
Digital platforms and multimedia content: the United Nations decolonization website in all official languages of the United Nations, for the benefit of the 17 Non-Self-Governing Territories, Member States and the general public.				

Subprogramme 5
Question of Palestine

Objective

3.I.68 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of the programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People to promote the realization of the inalienable rights of the Palestinian people.

Strategy

3.I.69 To contribute to the objective, the subprogramme will:

(a) Organize Committee and Bureau meetings, conduct observances globally of the International Day of Solidarity with the Palestinian People, including a high-level event in New York; commemorate the anniversary of the Nakbah, including by organizing annual events and through the dissemination of relevant archives and testimonies, in line with General Assembly resolution 79/82; organize outreach for the Bureau with United Nations entities and Member States on the question of Palestine; and hold other advocacy and awareness-raising activities, events and international conferences;

(b) Develop and expand the digital advocacy of the Committee, including its website and social media channels supported by the subprogramme, and the online United Nations Information System on the Question of Palestine and publications;

(c) Liaise and cooperate with civil society and parliamentarians on the question of Palestine;

(d) Implement the Committee's capacity-building activities for Palestinian officials, with a focus on strategic communications and diplomatic protocol.

3.I.70 The above-mentioned work is expected to result in:

(a) Mobilization of the diplomatic community, through the work of the Committee, in support of the realization of the two-State solution, the inalienable rights of the Palestinian people and a just, comprehensive and lasting solution to the question of Palestine;

(b) The general public, civil society and the media being informed about the question of Palestine and the work of the Committee;

(c) Stronger institutional capacity of the Government of the State of Palestine in areas such as strategic communications and diplomatic protocol.

Programme performance in 2024

Increased recognition of the State of Palestine

3.I.71 The subprogramme's work supported the Committee in conducting outreach to an increased number of Member States and regional and subregional organizations. Since 2022, the Committee has undertaken visits to 16 regional and subregional organizations to engage in advocacy and awareness-raising. In 2024, this work led to the Caribbean Community (CARICOM) becoming the first subregional organization whose entire membership has recognized the State of Palestine, thus further mobilizing the international community in support of the realization of the two-State solution, the inalienable rights of the Palestinian people and a just, comprehensive and lasting solution to the question of Palestine.

3.I.72 Progress towards the objective is presented in the performance measure below (see table 3.I.13).

Table 3.I.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	CARICOM became the first subregional organization whose entire membership recognizes the State of Palestine

Planned results for 2026

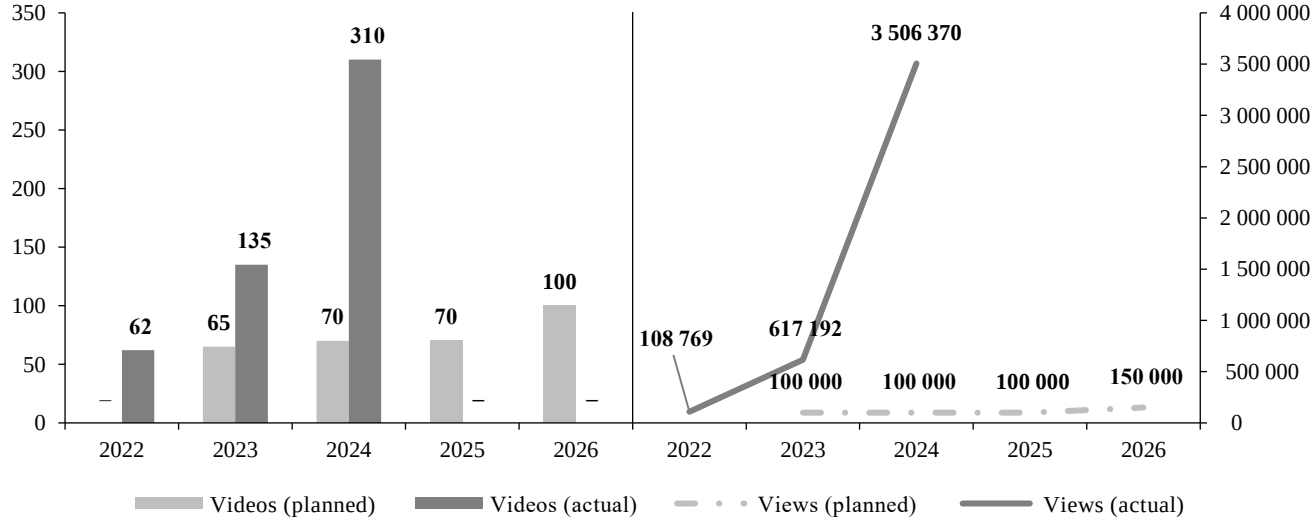
Result 1: increased digital advocacy and public engagement by the Committee on the question of Palestine

Programme performance in 2024 and target for 2026

3.I.73 The subprogramme's work contributed to heightened public engagement by the Committee on the question of Palestine, with 310 videos published and over 3.5 million website views, which exceeded the planned target of 70 videos and 100,000 views.

3.I.74 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.X).

Figure 3.I.X
Performance measure: access to videos published on the question of Palestine
(Number of views and number of videos)



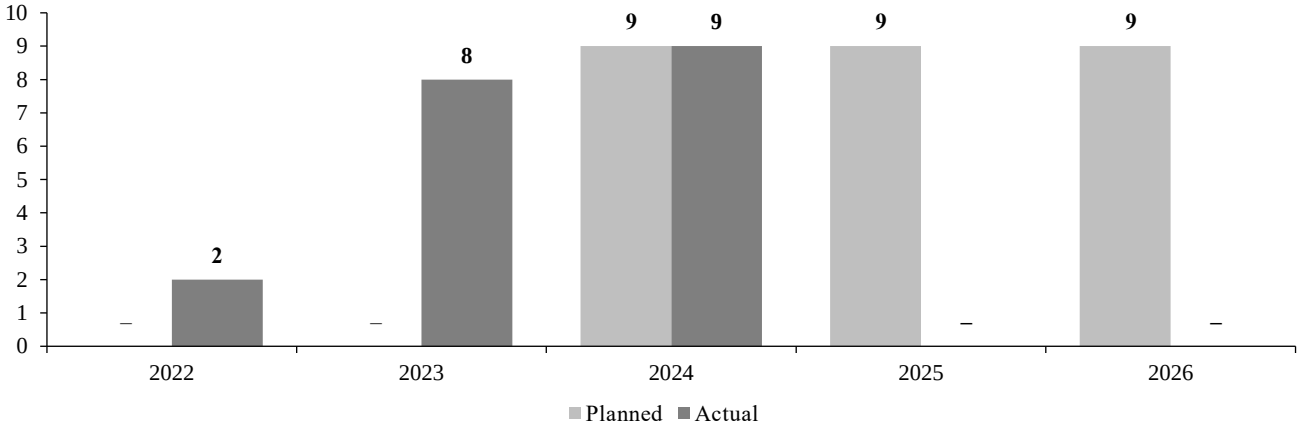
Result 2: enhanced public outreach by the Committee on the question of Palestine

Programme performance in 2024 and target for 2026

3.I.75 The subprogramme's work contributed to nine press statements of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People, which met the planned target.

3.I.76 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.XI).

Figure 3.I.XI
Performance measure: number of press statements of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People



Result 3: enhanced Committee briefings and engagement with the Security Council

Proposed programme plan for 2026

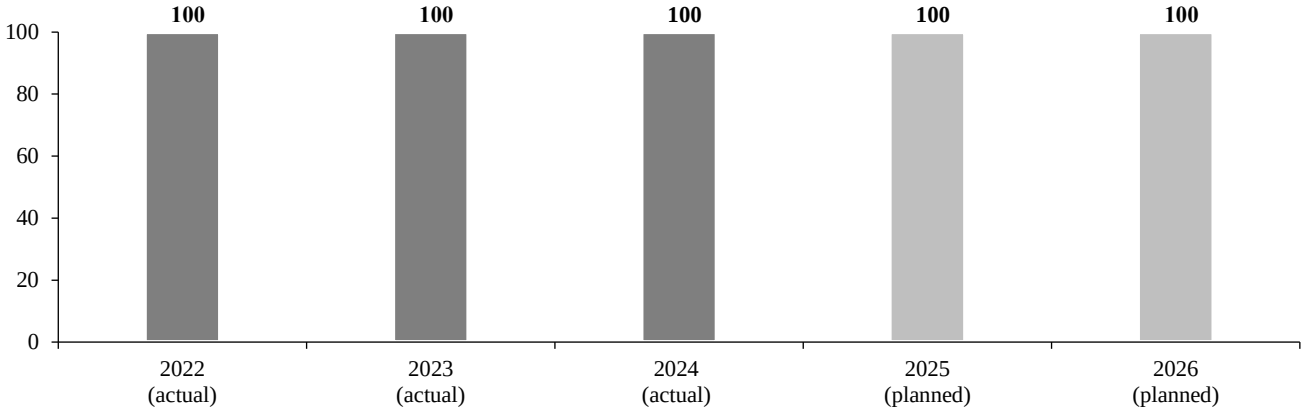
3.I.77 The subprogramme contributes to the promotion of the realization of the inalienable rights of the Palestinian people, including through substantive briefings at Committee meetings and outreach to the elected members of the Security Council.

Lessons learned and planned change

3.I.78 The lesson for the subprogramme was the need to address the feedback from Committee members who had expressed the opinion that Committee meetings had often been too procedural and that there could be more outreach to the elected members of the Security Council. In applying the lesson, the subprogramme will increase the number of briefings by experts, such as Special Rapporteurs and representatives of civil society organizations, and witness testimonials at Committee meetings, and further engage with the Security Council.

3.I.79 Expected progress towards the objective is presented in the performance measure below (see figure 3.I.XII).

Figure 3.I.XII
Performance measure: percentage of Committee members and observers expressing satisfaction with the subprogramme's support for outreach to Member States



Deliverables

3.I.80 Table 3.I.14 lists all deliverables of the subprogramme.

Table 3.I.14
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	1	1
2. Programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**32**	**41**	**32**	**32**
3. Meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	6	6	6
4. Meetings of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	8	9	8	8
5. Consultations of the Committee with civil society organizations on the question of Palestine	2	5	2	2
6. International meetings, conferences and delegation visits and other activities of the Committee	16	21	16	16
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**34**	**30**	**34**	**30**
7. Training events at United Nations Headquarters for officials from the Palestinian Government on international diplomacy	30	30	30	30
8. Training events at the United Nations Office at Geneva for officials from the Palestinian Government	4	–	4	–
Publications (number of publications)	**8**	**8**	**8**	**6**
9. Final reports or summaries of international meetings, conferences and other activities convened under the auspices of the Committee	8	8	8	6
Technical materials (number of materials)	**67**	**67**	**64**	**64**
10. “NGO Action News” newsletter on recent and upcoming activities of civil society organizations affiliated with the Committee	51	51	48	48
11. Bulletin on action by the United Nations system and intergovernmental organizations relevant to the question of Palestine	12	12	12	12
12. Studies, information notes and newsletters on the Committee and the work of the subprogramme, and selected aspects of the question of Palestine	4	4	4	4
C. Substantive deliverables				
Databases and substantive digital materials: database of over 2,000 experts and some 1,500 non-governmental organizations working on the question of Palestine.				
D. Communication deliverables				
Outreach programmes, special events and information materials: International Day of Solidarity with the Palestinian People and other special events at the discretion of the Committee reaching all Member States and the public at large; annual Palestinian exhibit or cultural event in connection with the International Day of Solidarity at United Nations Headquarters reaching all Member States and the public at large; briefings for United Nations officials, visitors, non-governmental organizations and others; information-sharing, outreach efforts and participation in meetings of civil society.				
External and media relations: communiqués, press statements, press conferences and other communication materials for the media and other external entities before, during and after the Committee’s activities.				
Digital platforms and multimedia content: website of the subprogramme/Committee and its social media accounts.				
Library services: United Nations Information System on the Question of Palestine.				

Subprogramme 6
Peacebuilding Support Office

Objective

3.I.81 The objective, to which this subprogramme contributes, is to strengthen the effective role of the Peacebuilding Commission in bringing attention to peacebuilding needs, convening key actors and proposing peacebuilding strategies; and to strengthen country- and region-owned and -led peacebuilding efforts and United Nations system-wide coherence on the ground through the Peacebuilding Fund, and strengthen partnerships with international financial institutions in support of efforts to build and sustain peace.

Strategy

3.I.82 To contribute to the objective, the subprogramme will:

(a) Organize visits of the Peacebuilding Commission, provide technical and substantive advice regarding the Commission meetings and advance partnerships between the Commission and international financial institutions and regional and subregional organizations, civil society and the private sector;

(b) Through the Peacebuilding Fund, support nationally-led peacebuilding programmes, prioritizing transition contexts, subregional and cross-border contexts and the empowerment of women and young people, in particular those in vulnerable situations and situations of armed conflict;

(c) Spearhead policy development related to peacebuilding, lead relevant coordination and integration mechanisms within the United Nations system and with the World Bank and other international financial institutions, including regional multilateral development banks, and advocate for the participation of women, youth and civil society organizations in peacebuilding.

3.I.83 The above-mentioned work is expected to result in:

(a) A deeper commitment to sustaining peace by Member States and regional and international partners, including international financial institutions;

(b) Synergistic, coordinated and effective national peacebuilding actions;

(c) Improved alignment of policy responses for peacebuilding needs, with increased involvement of regional and international partners, including international financial institutions;

(d) Improved coordination among Member States and regional and international partners to prioritize transition contexts, subregional and cross-border contexts and the empowerment of women and young people.

Programme performance in 2024

The Peacebuilding Commission exchanged best practices on nationally-owned and -led peacebuilding efforts

3.I.84 The General Assembly, in its resolution 79/1, on the Pact for the Future, commits Member States to strengthen national prevention strategies and approaches to sustain peace, and provide assistance to States, upon request, including through the Peacebuilding Commission, to build national capacity to promote, develop and implement their nationally owned prevention efforts and address the root causes of violence and conflict in their countries, including by sharing best practice and lessons learned. In 2024, the subprogramme's work contributed to the organization by the Peacebuilding Commission of an ambassadorial-level meeting on national efforts for prevention and peacebuilding focusing on lessons learned from Kenya, Norway and Timor Leste. Member States commended these efforts in addressing the root causes and drivers of violence, instability and conflict and in enhancing approaches and strategies to that end.

3.I.85 Progress towards the objective is presented in the performance measure below (see table 3.I.15).

Table 3.I.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	The Peacebuilding Commission exchanged best practices and lessons learned from 3 national peacebuilding approaches and commended the efforts in addressing the root causes and drivers of violence, instability and conflict, and in enhancing approaches and strategies to that end

Planned results for 2026

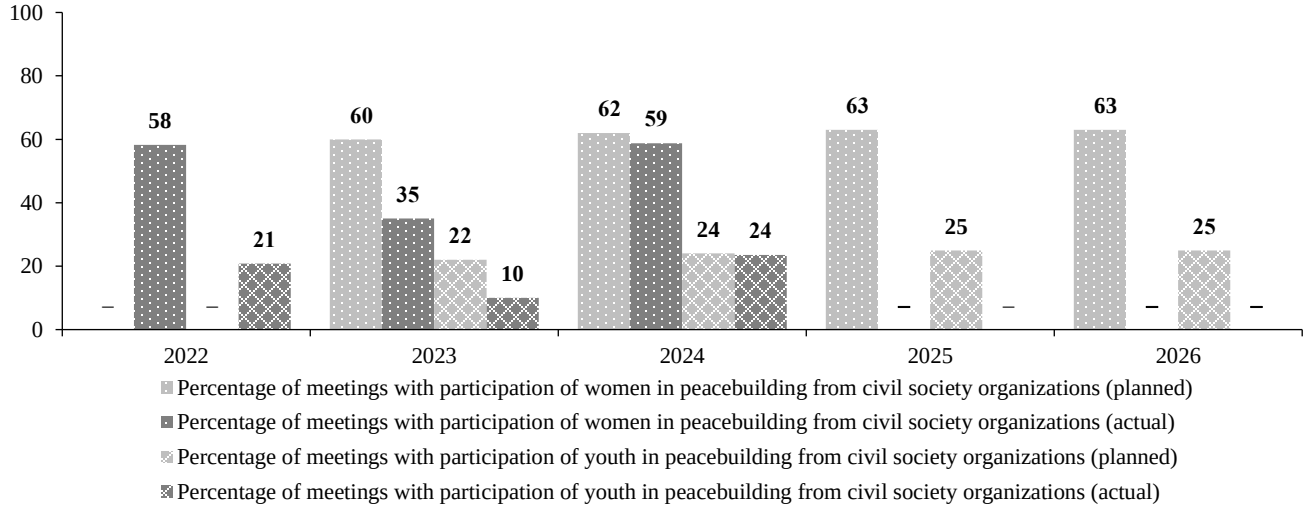
Result 1: increased participation of women and youth in peacebuilding in meetings of the Peacebuilding Commission

Programme performance in 2024 and target for 2026

3.I.86 The subprogramme's work contributed to 59 per cent of meetings with participation of women in peacebuilding from civil society organizations, which did not meet the target of 62 per cent. The target was not met due to a decrease in the number of meetings and the type of meetings convened; however, the Peacebuilding Commission also met with women peacebuilders during its field visits, including to Liberia and Sao Tome and Principe. The subprogramme's work also contributed to 24 per cent of meetings with participation of youth in peacebuilding from civil society organizations, which met the target.

3.I.87 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.XIII).

Figure 3.I.XIII
Performance measure: increased rate of participation of women and youth in peacebuilding in meetings of the Peacebuilding Commission



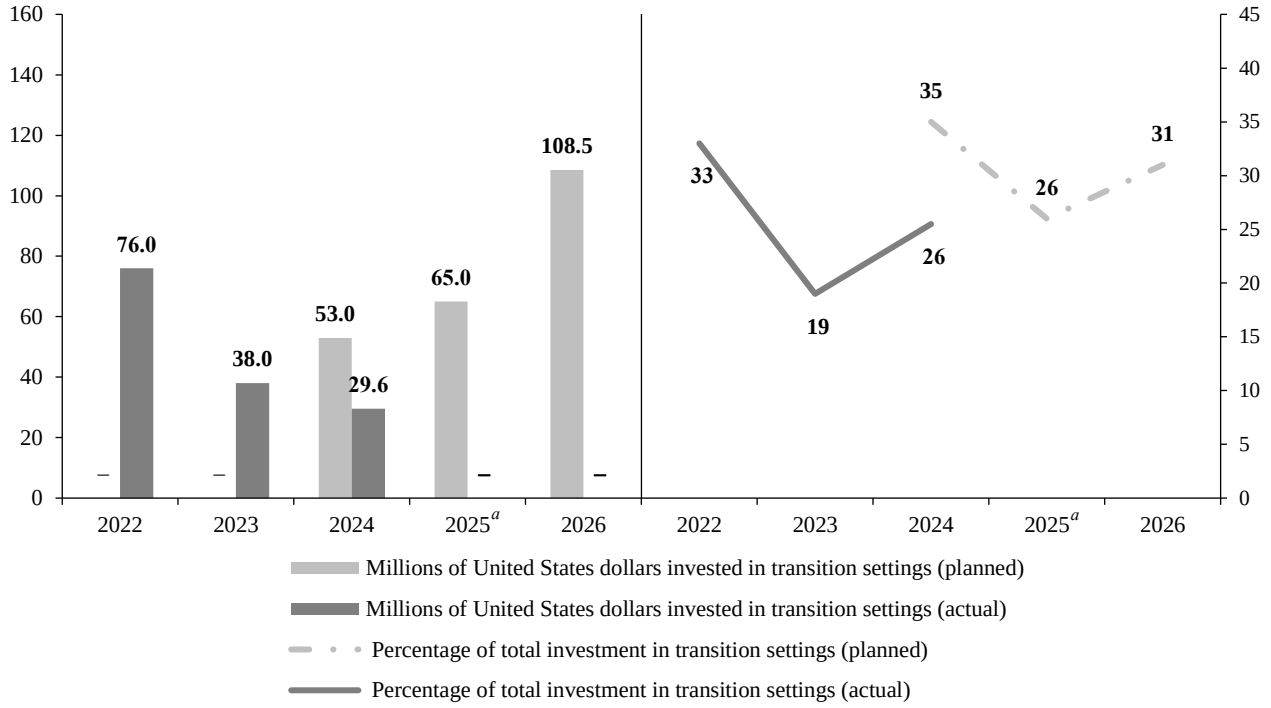
Result 2: increased focus on mission transitions

Programme performance in 2024 and target for 2026

3.I.88 The subprogramme's work contributed to 26 per cent of financing by the Peacebuilding Fund ($29.6 million) of initiatives in transition settings, which did not meet the planned target of 35 per cent ($53 million). The target was not met due, inter alia, to fluctuations in requests for funding.

3.I.89 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.I.XIV).

Figure 3.I.XIV
Performance measure: financing by the Peacebuilding Fund of initiatives in transition settings



[a] The targets for 2025 and 2026 reflect updated targets for the priority window for transitions, in line with the Peacebuilding Fund performance framework.

Result 3: strengthened partnership with International Financial Institutions for nationally-owned peacebuilding and prevention strategies

Proposed programme plan for 2026

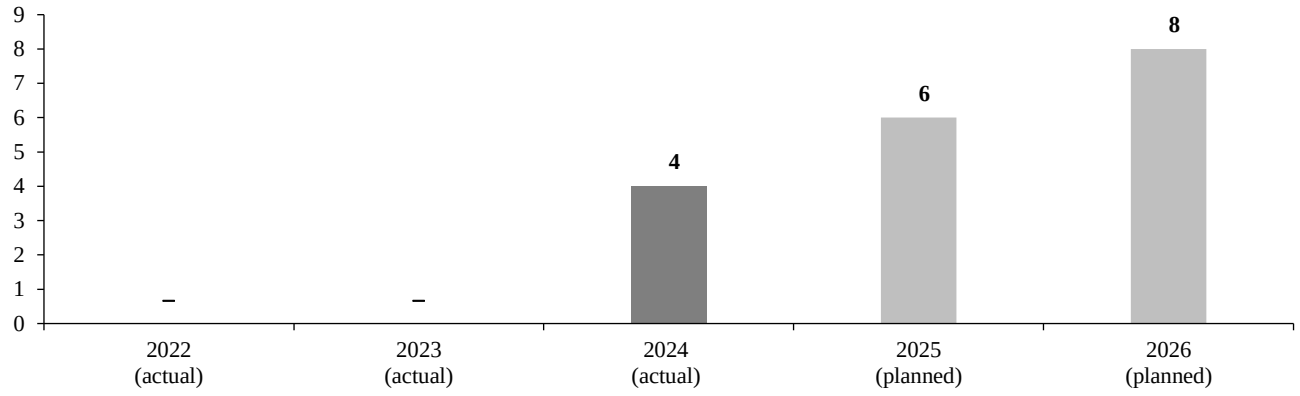
3.I.90 In its resolution 76/305, on financing for peacebuilding, the General Assembly recognized the important role of international and regional financial institutions in peacebuilding and sustaining peace and encouraged continued efforts towards strengthened partnership and strategic cooperation between the United Nations and such financial institutions, in line with national priorities. In 2024, the subprogramme continued to facilitate regular policy dialogue and country-specific initiatives with the World Bank and initiated new joint workplans with three regional multilateral development banks. In 2024, the United Nations-International Financial Institutions Partnership Facility continued to provide liaison and advisory support to United Nations field presences in around 20 contexts, including enabling joint country analysis and strategic alignment initiatives with international financial institutions and multilateral development banks in support of national prevention and peacebuilding efforts, and piloting joint United Nations-World Bank reviews.

Lessons learned and planned change

3.I.91 The lesson for the subprogramme was that engagements with several regional multilateral development banks enables the identification of potential areas for greater cooperation, leveraging the partner institutions' tailored strategies to address fragility, conflict and criminal violence. In applying the lesson, the subprogramme will continue to broaden and deepen its collaboration with regional multilateral development banks, targeting those with relevant existing strategies for addressing fragility, conflict and violence.

3.I.92 Expected progress towards the objective is presented in the performance measure below (see figure 3.I.XV).

Figure 3.I.XV
Performance measure: number of joint initiatives undertaken by international or regional financial institutions to strengthen strategic cooperation on peacebuilding (annual)



Deliverables

3.I.93 Table 3.I.16 lists all deliverables of the subprogramme.

Table 3.I.16
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**2**	**3**
Reports of the:				
1. Peacebuilding Commission for the General Assembly and the Security Council	1	1	1	1
2. Secretary-General on the Peacebuilding Fund for the General Assembly	1	1	1	1
3. Secretary-General on peacebuilding and sustaining peace	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	**38**	**18**	**40**	**21**
4. Meetings of the Peacebuilding Commission	35	17	37	18
5. Joint meetings of the Peacebuilding Commission with the General Assembly, the Security Council and the Economic and Social Council	3	1	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**–**	**14**	**14**
6. On peacebuilding projects pursuant to General Assembly resolution 78/257	–	–	14	14

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**2**	**2**	**3**	**2**
7. Induction training of new members of the Peacebuilding Commission	1	–	2	1
8. Regional training for prospective recipients, including ministries and other United Nations stakeholders, on the Peacebuilding Fund as a tool for peacebuilding	1	2	1	1

C. Substantive deliverables

Consultation, advice and advocacy: guidance and advice to country-level and regional recipients of funding from the Peacebuilding Fund on priority-setting and programming; promotion of partnerships in the form of regular dialogue, operational and strategic consultation between the United Nations and the World Bank, the International Monetary Fund and other international and regional financial institutions in seven countries and/or subregions; consultation, advice and advocacy with regional and subregional organizations (including through the annual informal consultation between the Peacebuilding Commission and the Peace and Security Council of the African Union), civil society organizations, think tanks, academia and the private sector on peacebuilding issues; strategic guidance and advice in support of the delivery of the mandate of the Peacebuilding Commission and the formulation and delivery of the priorities and the workplan of the Peacebuilding Commission; support, including advice, for approximately 21 submissions by the Peacebuilding Commission to other intergovernmental bodies and peacebuilding forums; information-sharing, guidance and strategic advice to Member States, the United Nations system and key stakeholders on policy issues related to the implementation of the sustaining peace framework, including the 2025 review of the peacebuilding architecture; policy support and advice to all members of the Peacebuilding Commission and Peacebuilding Fund donors and all recipient Governments on peacebuilding and sustaining peace and on women and young people in peacebuilding.

D. Communication deliverables

External and media relations: press statements of the Peacebuilding Commission; four newsletters on peacebuilding.

Digital platforms and multimedia content: United Nations Peacebuilding website and social media platforms; multimedia content, including short videos highlighting the results and impact on the ground.

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

Objective

3.I.94 The objective, to which this subprogramme contributes, is to strengthen cooperation between the United Nations and the League of Arab States (LAS).

Strategy

3.I.95 To contribute to the objective, the subprogramme will:

(a) Identify areas of work of joint interest and strengthen relationships with LAS through the pursuit of the common goals and objectives of the League and the United Nations;

(b) Contribute to efforts by LAS and its member States to make progress on achieving Sustainable Development Goal 16 and their commitments to building effective, accountable and inclusive institutions at all levels;

(c) Promote the Charter of the United Nations, in particular Chapter VIII;

(d) Deliver capacity-building exercises and staff exchanges and increase channels of communication, upon request.

3.I.96 The above-mentioned work is expected to result in:

(a) Enhanced partnership and expanded outreach with LAS in the area of international peace and security, including conflict prevention, peacemaking and peacebuilding;

(b) Improved capacity of LAS on issues such as conflict prevention, peacemaking and peacebuilding;

(c) Improved coordination with LAS on cooperation activities.

Programme performance in 2024

Enhanced strategic dialogue between the League of Arab States and the United Nations

3.I.97 The biennial United Nations-League of Arab States general cooperation meetings present a platform for ongoing development of inter-organizational relations. The subprogramme organized the 16th such meeting in July 2024. Around 40 representatives of 10 LAS entities and 50 representatives of 30 United Nations entities came together to take stock of cooperation across all pillars, discuss new avenues for engagement and find ways to enhance the United Nations-LAS partnership strategically in an increasingly challenging global financial environment. Participants identified potential synergies and developed tools to help structure their cooperation for the coming two-year period. The meeting was also an opportunity for senior officials to discuss critical political developments in the Arab region and possible opportunities for future cooperation in the context of the Summit of the Future and its outcomes.

3.I.98 Progress towards the objective is presented in the performance measure below (see table 3.I.17).

Table 3.I.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Representatives of LAS and United Nations entities in the general cooperation meeting identified key partnership areas and potential synergies and opportunities to structure their cooperation for the coming two-year period	Representatives of LAS and United Nations entities in the sectoral meeting identified potential synergies and opportunities to structure their cooperation on addressing climate change	Representatives of LAS and United Nations entities in the general cooperation meeting identified key partnership areas and potential synergies and opportunities to structure their cooperation for the coming two-year period

Planned results for 2026

Result 1: strengthened United Nations-League of Arab States partnership in advancing conflict prevention and sustaining peace in the Arab region

Programme performance in 2024 and target for 2026

3.I.99 The subprogramme's work contributed to strengthening the partnership between the United Nations and LAS on conflict prevention and sustaining peace by supporting LAS in drafting an action plan for the Arab Strategy for Youth, Peace and Security, which met the planned target.

3.I.100 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.I.18).

Table 3.I.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Agreement by LAS and the United Nations during their biennial general cooperation meeting to collaborate in the areas of conflict prevention and sustaining peace through jointly identifying strategies and programmes	Strengthened partnership between the United Nations and LAS on conflict prevention and sustaining peace	Strengthened partnership between the United Nations and LAS on conflict prevention and sustaining peace through supporting LAS in drafting an action plan for the Arab Strategy for Youth, Peace and Security	Strengthened engagement between the United Nations, LAS and its member States on conflict prevention and sustaining peace through initiatives to implement the regional strategy on youth, peace and security, among others	Strengthened engagement between the United Nations and LAS, in particular with respect to action 16 of the Pact for the Future by identifying joint activities to support the promotion of conflict prevention and sustaining peace in the Arab region

Result 2: progress on preventive diplomacy, mediation and analysis by the League of Arab States

Programme performance in 2024 and target for 2026

3.I.101 The subprogramme's work contributed to enhanced capacity of LAS officials in preventive diplomacy, mediation and analysis, including in the area of disarmament, demobilization and reintegration, and the identification of additional capacity-building needs of LAS officials, which met the planned target.

3.I.102 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.I.19).

Table 3.I.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Progress on the operationalization of the Arab Women Mediators Network by the League	Enhanced capacity of LAS officials in preventive diplomacy, mediation and analysis, including in the area of disarmament, demobilization and reintegration, and the identification of additional capacity-building needs of LAS officials	Further progress related to preventive diplomacy, mediation and analysis by LAS	Further progress related to preventive diplomacy, mediation and analysis by LAS

Result 3: strengthened engagement with the General Secretariat of the League of Arab States and the League's member States

Proposed programme plan for 2026

3.I.103 The subprogramme contributes to enhancing mutual understanding and analysis, as well as improved political coordination and strengthened cooperation, by facilitating meetings of Special Envoys and Special Representatives of the Secretary-General with LAS senior officials, as well as regular meetings with LAS officials and representatives of the diplomatic community, United Nations entities and other partners.

Lessons learned and planned change

3.I.104 The lesson for the subprogramme was the need to emphasize the linkages between peace and security, and humanitarian and development efforts in engaging with interlocutors to draw a comprehensive analysis of the political developments in the Arab region. In applying the lesson, the subprogramme will work with interlocutors across departments at the LAS secretariat and other partners to foster a broader understanding of the regional developments.

3.I.105 Expected progress towards the objective is presented in the performance measure below (see table 3.I.20).

Table 3.I.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced mutual understanding of and analysis on political developments in the Arab region and improved political coordination on issues of mutual concern Improved cooperation on good offices and peace efforts in the Arab region through meetings of Special Envoys and Special Representatives of the Secretary-General with LAS senior officials	Enhanced mutual understanding of and analysis on political developments in the Arab region and improved political coordination on issues of mutual concern Improved cooperation on good offices and peace efforts in the Arab region through meetings of Special Envoys and Special Representatives of the Secretary-General with LAS senior officials	Enhanced mutual understanding of and analysis on political developments in the Arab region, including the Occupied Palestinian Territory, the Syrian Arab Republic, Lebanon, Libya and the Sudan, as well as other issues of mutual concern Improved cooperation on good offices and peace efforts in the Arab region through meetings of Special Envoys and Special Representatives of the Secretary-General with LAS senior officials	Enhanced mutual understanding of and analysis on political developments in the Arab region and improved political coordination on issues of mutual concern Improved cooperation through the biennial United Nations-LAS sectoral meeting	Enhanced mutual understanding of and analysis on political developments in the Arab region and improved political coordination on issues of mutual concern Improved cooperation through the biennial United Nations-LAS general cooperation meeting

Deliverables

3.I.106 Table 3.I.21 lists all deliverables of the subprogramme.

Table 3.I.21
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**1**
1. On peace and security, including conflict prevention, mediation and peacebuilding	2	2	2	1
Seminars, workshops and training events (number of days)	**2**	**3**	**2**	**1**
2. Training event for the General Secretariat of LAS on peace and security	2	3	2	1
C. Substantive deliverables				
Consultation, advice and advocacy: regular and ad hoc consultations with LAS, general meetings on cooperation between the representatives of the secretariats of the United Nations system and the General Secretariat of LAS and its specialized organizations, and sectoral meetings of the United Nations and LAS.				

B. Proposed post and non-post resource requirements for 2026

Overview

3.I.107 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 3.I.22 to 3.I.26.

Table 3.I.22
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	48 984.4	53 346.3	701.2	907.6	–	1 608.8	3.0	54 955.1
Other staff costs	446.8	788.5	–	–	–	–	–	788.5
Hospitality	–	9.0	–	–	–	–	–	9.0
Consultants	13.7	185.8	(52.9)	–	–	(52.9)	(28.5)	132.9
Travel of representatives	500.6	1 034.8	–	–	–	–	–	1 034.8
Travel of staff	586.9	796.2	–	135.3	–	135.3	17.0	931.5
Contractual services	785.6	1 168.9	(54.3)	12.9	(183.9)	(225.3)	(19.3)	943.6
General operating expenses	283.0	451.0	–	–	(50.3)	(50.3)	(11.2)	400.7
Supplies and materials	1.7	18.9	–	1.8	–	1.8	9.5	20.7
Furniture and equipment	46.5	52.9	(16.8)	17.3	50.3	50.8	96.0	103.7
Grants and contributions	0.5	50 256.7	(256.7)	–	–	(256.7)	(0.5)	50 000.0
Total	**51 649.6**	**108 109.0**	**320.5**	**1 074.9**	**(183.9)**	**1 211.5**	**1.1**	**109 320.5**

[a] Excludes expenditure in an amount of $1,658,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Table 3.I.23
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	283	1 USG, 3 ASG, 9 D-2, 16 D-1, 43 P-5, 55 P-4, 42 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL
Establishment	8	1 P-5 under Executive direction and management
		3 P-4, 3 P-3, and 1 GS (OL) under subprogramme 1
Proposed for 2026	291	1 USG, 3 ASG, 9 D-2, 16 D-1, 44 P-5, 58 P-4, 45 P-3, 21 P-2/1, 5 GS (PL), 87 GS (OL), 2 LL

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 3.I.24
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed[a]
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
ASG	3	–	–	–	–	3
D-2	9	–	–	–	–	9
D-1	16	–	–	–	–	16
P-5	43	–	1	–	1	44
P-4	55	–	3	–	3	58
P-3	42	–	3	–	3	45
P-2/1	21	–	–	–	–	21
Subtotal	**190**	**–**	**7**	**–**	**7**	**197**
General Service and related						
GS (PL)	5	–	–	–	–	5
GS (OL)	86	–	1	–	1	87
LL	2	–	–	–	–	2
Subtotal	**93**	**–**	**1**	**–**	**1**	**94**
Total	**283**	**–**	**8**	**–**	**8**	**291**

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

3.I.108 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 3.I.25 to 3.I.27 and figure 3.I.XVI.

3.I.109 As reflected in tables 3.I.25 (1) and 3.I.26 (1), the overall resources proposed for 2026 amount to $109,320,500, reflecting a net increase of $1,211,500 compared with the appropriation for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.I.25
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure[a]	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Policymaking organs	207.6	560.6	–	–	–	–	–	560.6
B. Executive direction and management	2 009.1	1 877.4	–	214.0	–	214.0	11.4	2 091.4
C. Programme of work								
1. Prevention, management and resolution of conflicts	25 977.3	29 891.6	599.1	828.9	–	1 428.0	4.8	31 319.6
2. Electoral assistance	4 387.4	4 566.1	–	–	–	–	–	4 566.1
3. Security Council affairs	8 758.5	8 261.7	–	–	–	–	–	8 261.7

Component/subprogramme	*2024 expenditure*[a]	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
4. Decolonization	1 121.0	989.4	–	–	–	–	–	989.4
5. Question of Palestine	2 710.1	3 209.9	–	–	–	–	–	3 209.9
6. Peacebuilding Support Office	3 627.9	55 035.4	(261.8)	–	–	(261.8)	(0.5)	54 773.6
7. Cooperation between the United Nations and the League of Arab States	246.2	353.9	–	–	–	–	–	353.9
Subtotal, C	**46 829.4**	**102 308.0**	**337.3**	**828.9**	**–**	**1 166.2**	**1.0**	**103 318.1**
D. Programme support	2 604.5	3 363.0	(16.8)	32.0	(183.9)	(168.7)	(5.0)	3 194.3
Subtotal, 1	**51 649.7**	**108 109.0**	**320.5**	**1 074.9**	**(183.9)**	**1 211.5**	**1.1**	**109 320.5**

[a] Excludes expenditure in an amount of $1,658,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	4 599.3	4 442.5	–	–	4 442.5
C. Programme of work					
1. Prevention, management and resolution of conflicts	25 946.9	20 949.6	–	–	20 949.6
2. Electoral assistance	1 068.5	917.7	–	–	917.7
3. Security Council affairs	544.6	365.4	(86.2)	(23.6)	279.2
4. Decolonization	15.4	58.0	–	–	58.0
5. Question of Palestine	–	–	–	–	–
6. Peacebuilding Support Office	4 876.6	5 212.5	(562.1)	(10.8)	4 650.4
7. Cooperation between the United Nations and the League of Arab States	–	–	–	–	–
Subtotal, C	**32 452.0**	**27 503.2**	**(648.3)**	**(2.4)**	**26 854.9**
D. Programme support	2 781.4	2 591.2	–	–	2 591.2
Subtotal, 2	**39 832.7**	**34 536.9**	**(648.3)**	**(1.9)**	**33 888.6**
Total	**91 482.3**	**142 645.9**	**563.2**	**0.4**	**143 209.1**

Table 3.I.26
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	9	–	1	–	1	10
C. Programme of work						
1. Prevention, management and resolution of conflicts	153	–	7	–	7	160
2. Electoral assistance	22	–	–	–	–	22
3. Security Council affairs	47	–	–	–	–	47
4. Decolonization	5	–	–	–	–	5
5. Question of Palestine	15	–	–	–	–	15
6. Peacebuilding Support Office	18	–	–	–	–	18
7. Cooperation between the United Nations and the League of Arab States	2	–	–	–	–	2
Subtotal, C	**262**	**–**	**7**	**–**	**7**	**269**
D. Programme support	12	–	–	–	–	12
Subtotal, 1	**283**	**–**	**8**	**–**	**8**	**291**

(2) *Extrabudgetary*

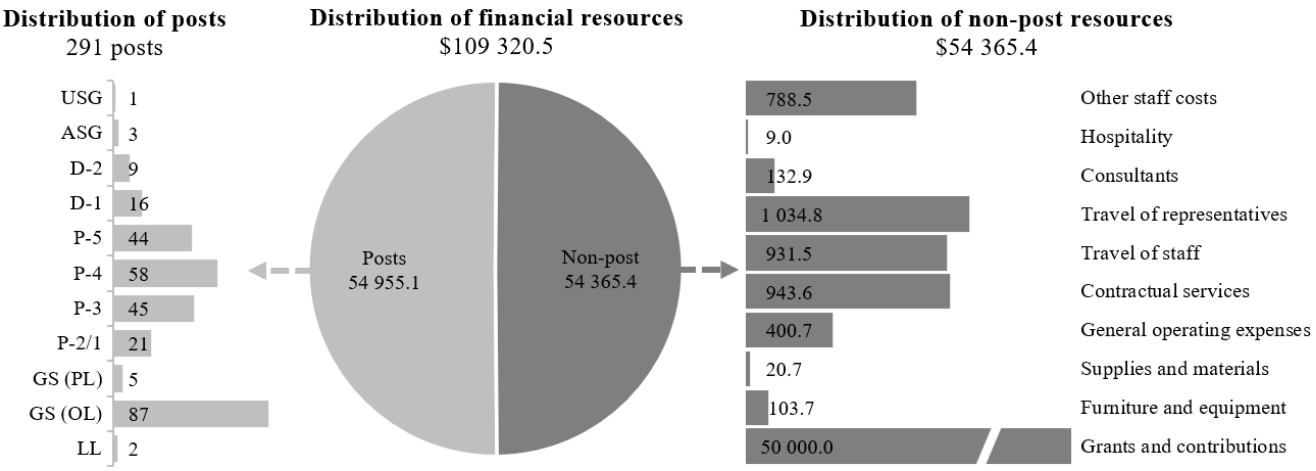
Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	11	–	11
C. Programme of work			
1. Prevention, management and resolution of conflicts	40	–	40
2. Electoral assistance	2	–	2
3. Security Council affairs	–	–	–
4. Decolonization	–	–	–
5. Question of Palestine	–	–	–
6. Peacebuilding Support Office	10	–	10
7. Cooperation between the United Nations and the League of Arab States	–	–	–
Subtotal, C	**52**	**–**	**52**
D. Programme support	13	–	13
Subtotal, 2	**76**	–	**76**
Total	**359**	**8**	**367**

Table 3.I.27
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure[a]	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	48 984.4	53 346.3	701.2	907.6	–	1 608.8	3.0	54 955.1
Non-post	2 665.2	54 762.7	(380.7)	167.3	(183.9)	(397.3)	(0.7)	54 365.4
Total	**51 649.6**	**108 109.0**	**320.5**	**1 074.9**	**(183.9)**	**1 211.5**	**1.1**	**109 320.5**
Post resources by category								
Professional and higher		190	–	7	–	7	3.7	197
General Service and related		93	–	1	–	1	1.1	94
Total		**283**	**–**	**8**	**–**	**8**	**2.8**	**291**

[a] Excludes expenditure in an amount of $1,658,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 3.I.XVI
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustment

3.I.110 As shown in table 3.I.25 (1), resource changes reflect a net increase of $320,500, as follows:

(a) **Subprogramme 1: prevention, management and resolution of conflicts** (increase of $599,100)

The increase of $599,100 under posts relates to the higher provision, at continuing vacancy rates, for six posts (2 P-5, 2 P-4 and 2 P-3) established in 2025 pursuant to the General Assembly resolutions 79/1 and 79/258, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

(b) **Subprogramme 6: Peacebuilding Support Office** (net decrease of $261,800)

The net decrease of $261,800 comprises a decrease of $363,900 under consultants ($52,900), contractual services ($54,300) and grants and contributions ($256,700) related to the removal of non-recurrent provisions that were approved for 2025 and are no longer required in 2026, offset in part by the increase of $102,100 related to the higher provision, at continuing vacancy rates, for one post (1 P-4) established in 2025 pursuant to the General Assembly resolutions 79/1 and 79/258, which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

(c) **Programme support** (decrease $16,800)

The decrease of $16,800 under furniture and equipment relates to the removal of non-recurrent provisions approved for 2025 and are no longer required in 2026.

New and expanded mandates

3.I.111 As shown in table 3.I.25 (1), resource changes reflect a net increase of $1,074,900, as follows:

(a) **Executive direction and management** (increase of $214,000)

The proposed increase of $214,000 would provide for the establishment of one Senior Political Affairs Officer (P-5) post ($146,500) (see annex II) and requirements for travel of staff ($67,500) to conduct consultations on mediation processes and meetings with regional organizations in support of the mandates contained in General Assembly resolution 79/1 on the Pact for the Future.

(b) **Subprogramme 1: prevention, management and resolution of conflicts** (increase of $828,900)

The proposed increase of $828,900 would provide for the establishment of six Political Affairs Officer posts (3 P-4 and 3 P-3) and one Programme Management Assistant post (GS (OL)) ($761,100) (see annex II) and requirements for travel of staff ($67,800) to conduct consultations on mediation processes and meetings with regional organizations in support of the mandates contained in General Assembly resolution 79/1 on the Pact for the Future.

(c) **Programme support** (increase of $32,000)

The proposed increase of $32,000 would provide for contractual service ($12,900), supplies and materials ($1,800) and furniture and equipment ($17,300).

Other changes

3.I.112 As shown in table 3.I.25 (1), resource changes under Programme support reflect a net decrease of $183,900 under contractual services relating to the adjustment of standard information, communication and technology (ICT) rates for Headquarters personnel, and non-field personnel outside of Headquarters. Resource changes also reflect a cost-neutral redeployment of $50,300 from general operating expenses to furniture and equipment.

Extrabudgetary resources

3.I.113 As reflected in tables 3.I.25 (2) and 3.I.26 (2), extrabudgetary resources are estimated at $33,888,600. The resources would complement regular budget resources and would provide for 76 posts (3 D-1, 10 P-5, 20 P-4, 20 P-3, 1 P-2/1, 2 National Professional Officer, 5 General Service (Principal level) and 15 General Service (Other level)) to perform mainly the functions of preventive diplomacy, conflict resolution, mediation, peacemaking, electoral assistance and political analysis in support of the good offices of the Secretary-General, and the overall management of the Peacebuilding Fund. Non-post resources would be used to support the multi-year appeal programme, the annual regional seminar on decolonization, visiting missions to the Non-Self-Governing Territories and other activities in support of the mandate of the Department of Political and Peacebuilding Affairs.

3.I.114 The authority to oversee the use of extrabudgetary resources rests with the Department of Political and Peacebuilding Affairs, in accordance with the delegation of authority from the Secretary-General.

Policymaking organs

3.I.115 The resources proposed under this component would provide for the policymaking organs as shown in table 3.I.28.

Table 3.I.28
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Security Council	Mandate: Article 7 of the Charter of the United Nations	95.9	95.9
	Membership: 15 government officials		
	Number of sessions in 2026: continuous		
Committee on the Exercise of the Inalienable Rights of the Palestinian People	Mandate: General Assembly resolution 3376 (XXX)	33.5	33.5
	Membership: 26 government delegations and 21 observers		
	Number of sessions in 2026: 7		
Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples	Mandate: Declaration on the Granting of Independence to Colonial Countries and Peoples, adopted by the General Assembly in its resolution 1514 (XV)	431.2	431.2
Military Staff Committee	Mandate: Article 47 of the Charter	–	–
	Membership: 5		
	Number of sessions in 2026: continuous		
Informal Working Group on Documentation and Other Procedural Questions	Mandate: June 1993 (no formal decision taken)	–	–
	Membership: 15 government officials		
	Number of sessions in 2026: continuous		
Working Group on Peacekeeping Operations	Mandate: statement by the President of the Security Council dated 31 January 2001 (S/PRST/2001/3)	–	–
	Membership: N/A		
	Number of sessions in 2026: N/A		
Ad Hoc Working Group on Conflict Prevention and Resolution in Africa	Mandate: note by the President of the Security Council dated 1 March 2002 (S/2002/207)	–	–
	Membership: 15 government officials		
	Number of sessions in 2026: continuous		
Working Group on Children and Armed Conflict	Mandate: Security Council resolution 1612 (2005)	–	–
	Membership: 15		
	Number of sessions in 2026: continuous		
Working Group established pursuant to resolution 1566 (2004)	Mandate: Security Council resolution 1566 (2004)	–	–
	Membership: 15		
	Number of sessions in 2026: continuous		
Informal Working Group on International Tribunals	Mandate: 4161st meeting of the Security Council, held on 20 June 2000 (no formal decision taken)	–	–
	Membership: 15		
	Number of sessions in 2026: continuous		
Security Council Committee pursuant to resolution 751 (1992) concerning Somalia	Mandate: Security Council resolution 751 (1992)	–	–
	Membership: 15		
	Number of sessions in 2026: continuous		

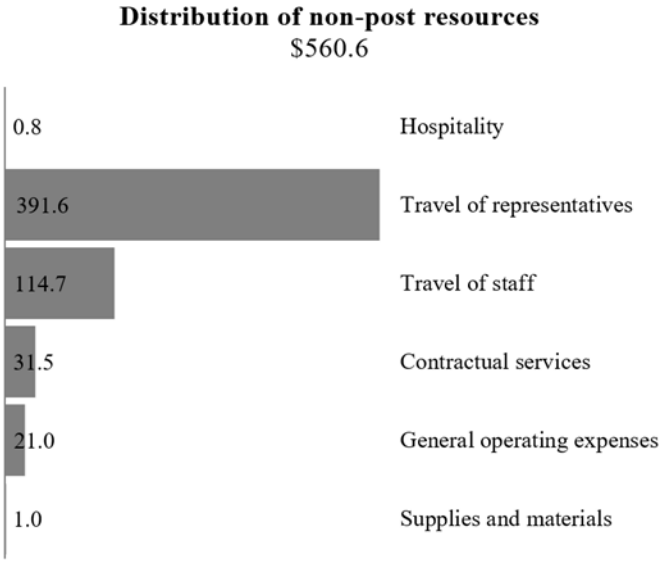
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities	Mandate: Security Council resolutions 1267 (1999), 1989 (2011) and 2253 (2015) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 1518 (2003)	Mandate: Security Council resolution 1518 (2003) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 1636 (2005)	Mandate: Security Council resolution 1636 (2005) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 1718 (2006)	Mandate: Security Council resolution 1718 (2006) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 1970 (2011) concerning Libya	Mandate: Security Council resolution 1970 (2011) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 1988 (2011)	Mandate: Security Council resolution 1988 (2011) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee pursuant to resolution 2745 (2024)	Mandate: Security Council resolution 2127 (2013) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 2048 (2012) concerning Guinea-Bissau	Mandate: Security Council resolution 2048 (2012) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 2140 (2014)	Mandate: Security Council resolution 2140 (2014) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 2206 (2015) concerning South Sudan	Mandate: Security Council resolution 2206 (2015) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 1591 (2005) concerning the Sudan	Mandate: Security Council resolution 1591 (2005) Membership: 15 Number of sessions in 2026: continuous	–	–
Implementation of resolution 2231 (2015)	Mandate: Security Council resolution 2231 (2015) Membership: 15 Number of sessions in 2026: continuous	–	–
Security Council Committee established pursuant to resolution 2374 (2017) concerning Mali	Mandate: Security Council resolution 2374 (2017) Membership: 15 Number of sessions in 2026: continuous	–	–
Peacebuilding Commission	Mandate: General Assembly resolution 60/180 Membership: 31 government delegations and 55 experts Number of sessions in 2026: continuous	–	–
Total		**560.6**	**560.6**

3.I.116 The proposed regular budget resources for 2026 amount to $560,600 and reflect no change compared with the appropriation for 2025. Additional details on the distribution of proposed resources for 2026 are reflected in table 3.I.29 and figure 3.I.XVII.

Table 3.I.29
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	207.6	560.6	–	–	–	–	–	560.6
Total	**207.6**	**560.6**	**–**	**–**	**–**	**–**	**–**	**560.6**

Figure 3.I.XVII
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

3.I.117 The executive direction and management component comprises the Office of the Under-Secretary-General for Political and Peacebuilding Affairs, Chief of Office, and focal points for regional and thematic divisions, the coordination and oversight of planning and budgets for special political missions, the coordination of briefing materials for the leadership of the Organization, and monitoring and evaluation.

3.I.118 The overall responsibilities of the component include the following functions:

(a) Provide the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work;

(b) Provide the Secretary-General with advice and support on all political matters in coordination with the Under-Secretary-General for Peace Operations, as necessary;

(c) Oversee and provide political guidance and instructions to special political missions under the Department's purview, including special and personal envoys and representatives of the Secretary-General;

(d) Direct and manage, on behalf of the Secretary-General, diplomatic activities relating to the prevention, control and resolution of conflicts and disputes, including preventive diplomacy, political mediation, peacemaking, peacebuilding and sustaining peace;

(e) Act as the United Nations focal point for all matters related to electoral assistance and direct the provision of substantive support and secretariat services to the Security Council (including on special political missions in thematic cluster II, which includes sanctions monitoring teams, groups and panels, and other entities and mechanisms), the General Assembly and relevant subsidiary organs;

(f) In close consultation with the Under-Secretary-General for Peace Operations, the Under-Secretary-General for Political and Peacebuilding Affairs provides direction and strategic guidance to the Assistant Secretaries-General with regional responsibilities on matters under the purview of the Department.

3.I.119 The component also includes small teams that handle strategic communications and donor relations. In line with requests from the United Nations system, the component provides direction to ensure close cooperation and coordination with Secretariat entities, agencies, funds and programmes in the area of peace and security.

3.I.120 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2026, the Department will continue to reduce its greenhouse gas emissions by delivering capacity-building activities for field personnel in their immediate region, relying more systematically on electronic records and communications to reduce printing and photocopy paper and more frequently on videoconferences as a possible replacement for travel. The Department also plans to improve e-waste management to facilitate the environmentally friendly disposal of expendable e-waste.

3.I.121 Information on the timely submission of documentation and advance booking for air travel is reflected in table 3.I.30. The Department continues to sensitize all staff to various forms of communications on the importance of early planning for travel. Managers are required to implement preventive and corrective measures. The travel certification process has been standardized and streamlined with the certification of travel decentralized to the divisions. With respect to executive direction and management, owing to the nature of senior leadership travel, which is linked closely to conflict prevention, good offices and crisis response, the planning for such travel often takes place shortly before departure or requires last-minute cancellations or changes of itinerary or destination.

Table 3.I.30
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	82	97	91	100	100
Air tickets purchased at least two weeks before the commencement of travel	21	36	57	100	100

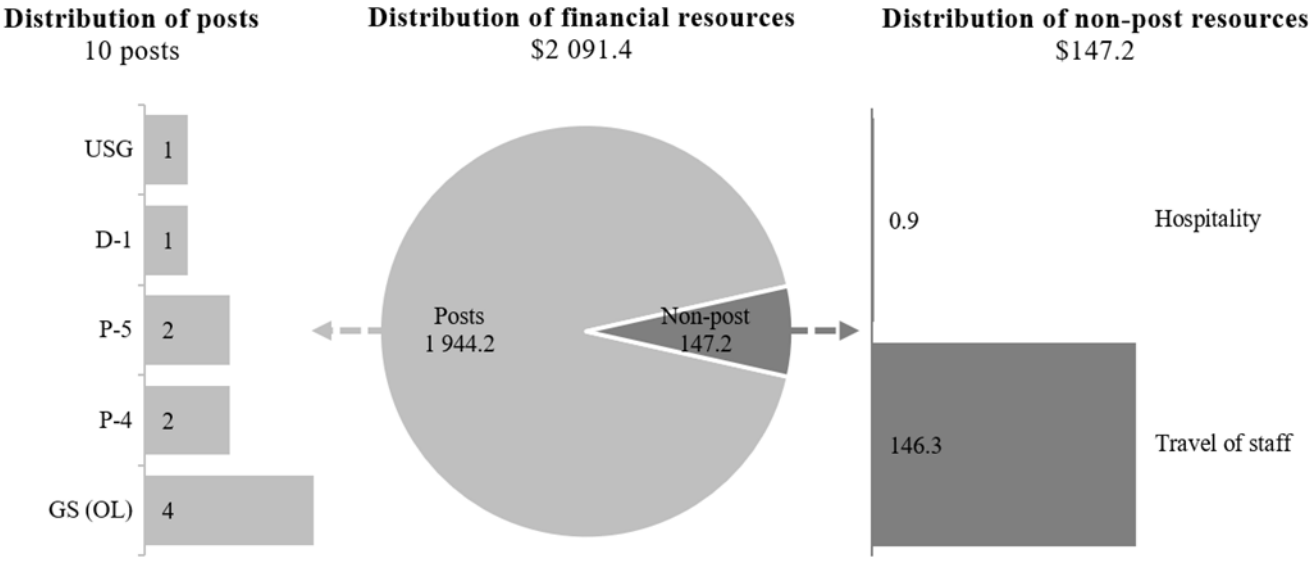
3.I.122 The proposed regular budget resources for 2026 amount to $2,091,400 and reflect an increase of $214,000 compared with the appropriation for 2025. The proposed change is explained in paragraph 3.I.111 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.31 and figure 3.I.XVIII.

Table 3.I.31
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 808.8	1 797.7	–	146.5	–	146.5	8.1	1 944.2
Non-post	200.3	79.7	–	67.5	–	67.5	84.7	147.2
Total	**2 009.1**	**1 877.4**	**–**	**214.0**	**–**	**214.0**	**11.4**	**2 091.4**
Post resources by category								
Professional and higher		5	–	1	–	1	20.0	6
General Service and related		4	–	–	–	–	–	4
Total		**9**	**–**	**1**	**–**	**1**	**11.1**	**10**

[a] Excludes expenditure in an amount of $342,900 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 3.I.XVIII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Prevention, management and resolution of conflicts

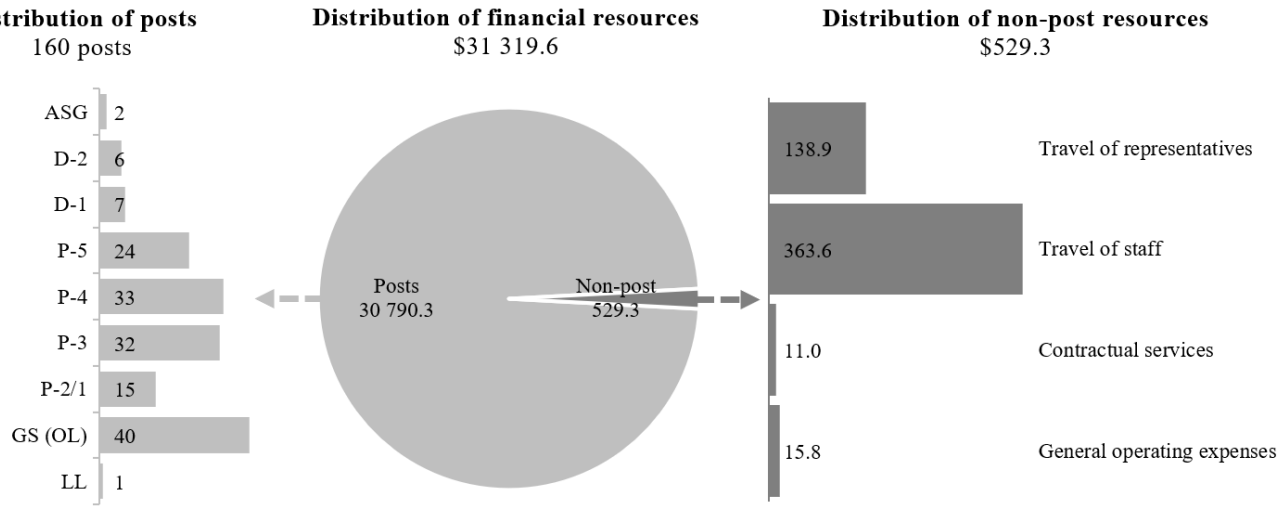
3.I.123 The proposed regular budget resources for 2026 amount to $31,319,600 and reflect an increase of $1,428,000 compared with the appropriation for 2025. The proposed change is explained in paragraphs 3.I.110 (a) and 3.I.111 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.32 and figure 3.I.XIX.

Table 3.I.32
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure[a]	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	25 618.4	29 430.1	599.1	761.1	–	1 360.2	4.6	30 790.3
Non-post	358.9	461.5	–	67.8	–	67.8	14.7	529.3
Total	**25 977.3**	**29 891.6**	**599.1**	**828.9**	**–**	**1 428.0**	**4.8**	**31 319.6**
Post resources by category								
Professional and higher		113	–	6	–	6	5.3	119
General Service and related		40	–	1	–	1	2.5	41
Total		**153**	**–**	**7**	**–**	**7**	**4.6**	**160**

[a] Excludes expenditure in an amount of $1,315,300 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 3.I.XIX
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



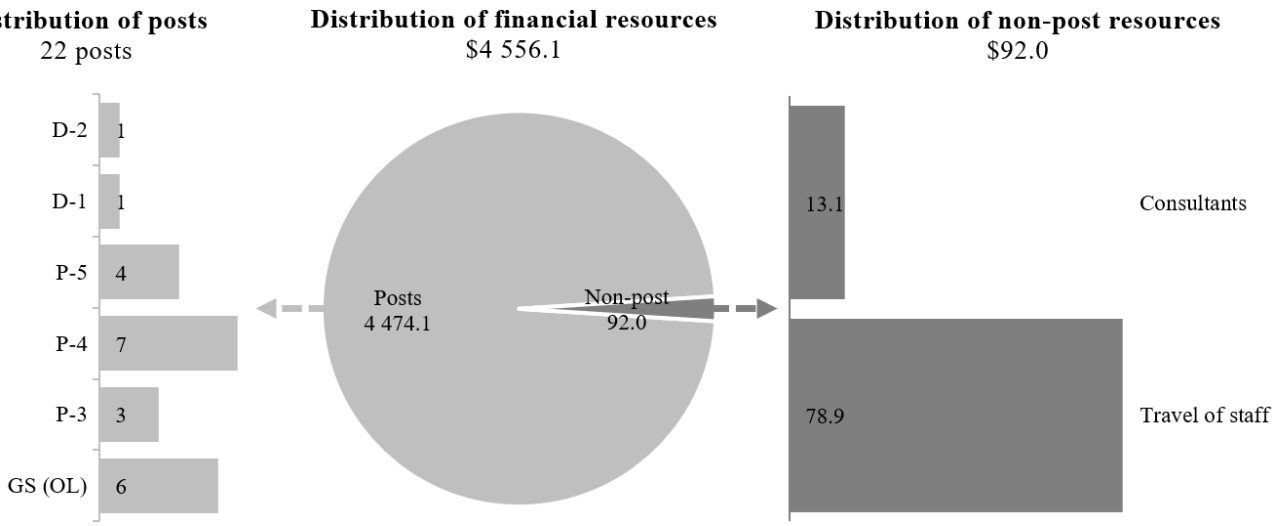
Subprogramme 2
Electoral assistance

3.I.124 The proposed regular budget resources for 2026 amount to $4,566,100 and reflect no change compared with the appropriation for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.33 and figure 3.I.XX.

Table 3.I.33
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 271.6	4 474.1	–	–	–	–	–	4 474.1
Non-post	115.8	92.0	–	–	–	–	–	92.0
Total	**4 387.4**	**4 566.1**	**–**	**–**	–	–	–	**4 566.1**
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		6	–	–	–	–	–	6
Total		**22**	**–**	**–**	**–**	**–**	**–**	**22**

Figure 3.I.XX
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



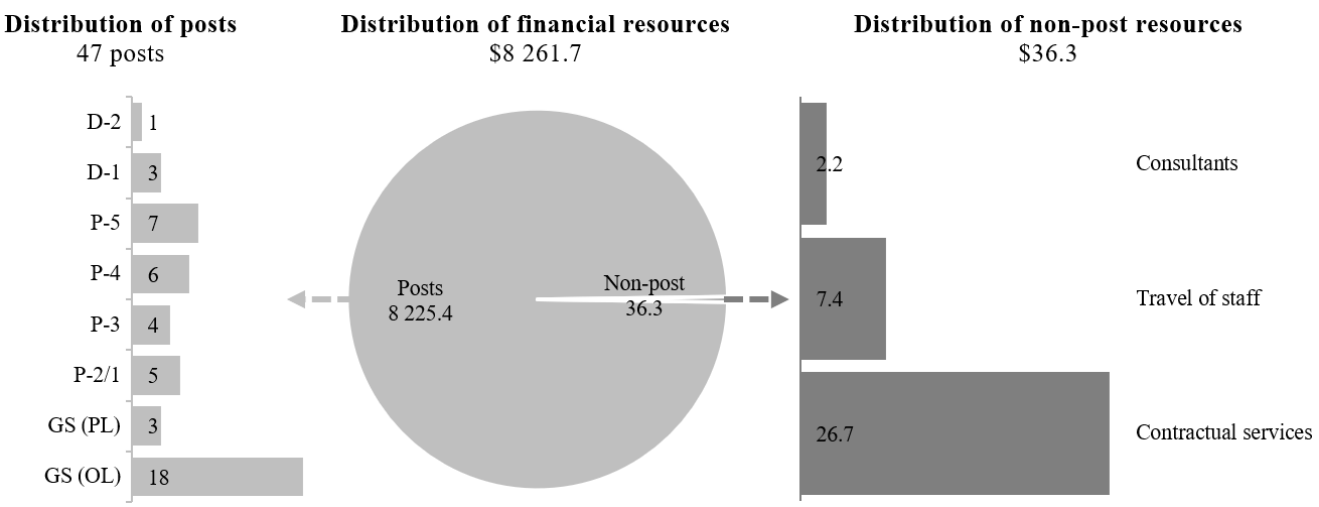
Subprogramme 3
Security Council affairs

3.I.125 The proposed regular budget resources for 2026 amount to $8,261,700 and reflects no change compared with the appropriation for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.34 and figure 3.I.XXI.

Table 3.I.34
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	8 718.5	8 225.4	–	–	–	–	–	8 225.4
Non-post	40.0	36.3	–	–	–	–	–	36.3
Total	**8 758.5**	**8 261.7**	**–**	**–**	**–**	**–**	**–**	**8 261.7**
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		21	–	–	–	–	–	21
Total		**47**	**–**	**–**	**–**	**–**	**–**	**47**

Figure 3.I.XXI
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



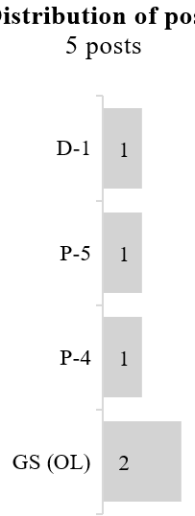
Subprogramme 4
Decolonization

3.I.126 The proposed regular budget resources for 2026 amount to $989,400 and reflect no change compared with the appropriation for 2025. Additional details on the distribution of proposed resources for 2026 are reflected in table 3.I.35 and figure 3.I.XXII.

Table 3.I.35
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 117.5	989.4	–	–	–	–	–	989.4
Non-post	3.5	–	–	–	–	–	–	–
Total	**1 121.0**	**989.4**	**–**	**–**	**–**	**–**	**–**	**989.4**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		2	–	–	–	–	–	2
Total		**5**	**–**	**–**	**–**	**–**	**–**	**5**

Figure 3.I.XXII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts)



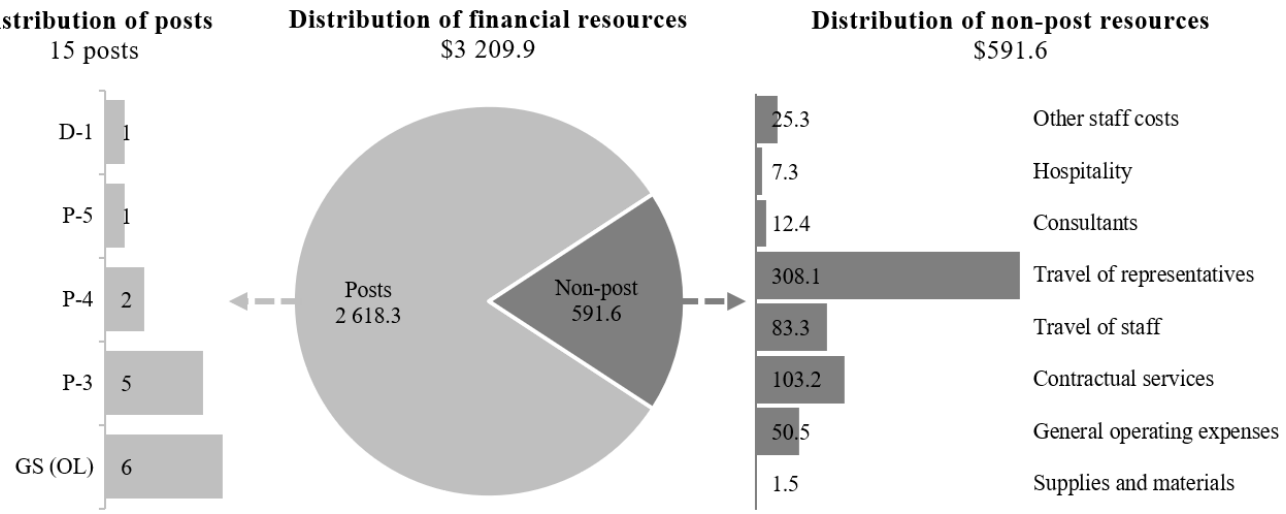
Subprogramme 5
Question of Palestine

3.I.127 The proposed regular budget resources for 2026 amount to $3,209,900 and reflect no change compared with the appropriation for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.36 and figure 3.I.XXIII.

Table 3.I.36
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 244.5	2 618.3	–	–	–	–	–	2 618.3
Non-post	465.6	591.6	–	–	–	–	–	591.6
Total	**2 710.1**	**3 209.9**	**–**	**–**	**–**	**–**	**–**	**3 209.9**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		6	–	–	–	–	–	6
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

Figure 3.I.XXIII
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



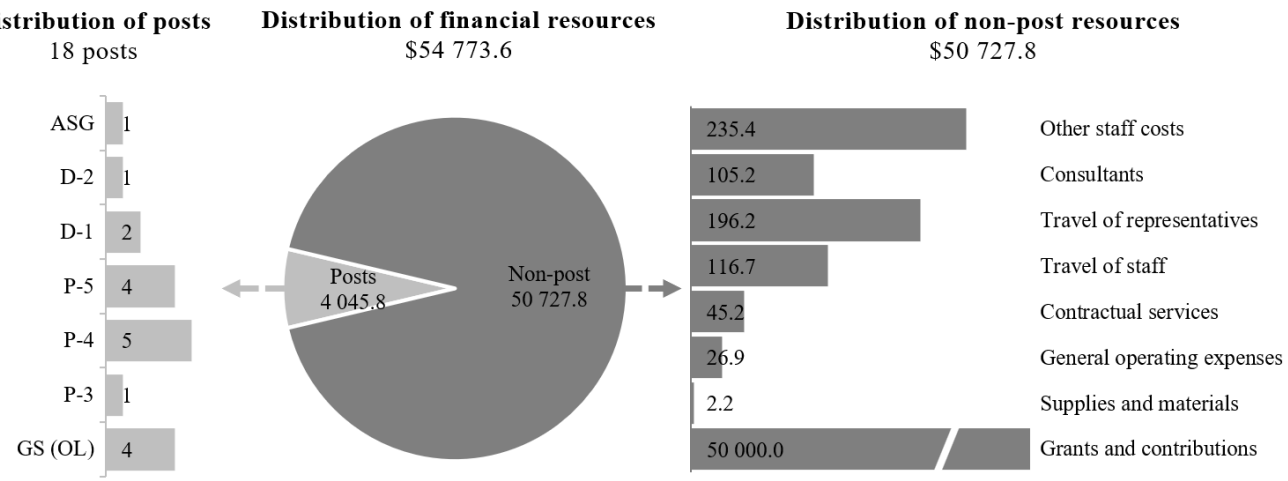
Subprogramme 6
Peacebuilding Support Office

3.I.128 The proposed regular budget resources for 2026 amount to $54,773,600 and reflect a decrease of $261,800 compared with the appropriation for 2025. The proposed change is explained in paragraph 3.I.110 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.37 and figure 3.I.XXIV.

Table 3.I.37
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 376.5	3 943.7	102.1	–	–	102.1	2.6	4 045.8
Non-post	251.4	51 091.7	(363.9)	–	–	(363.9)	(0.7)	50 727.8
Total	**3 627.9**	**55 035.4**	**(261.8)**	**–**	–	**(261.8)**	**(0.5)**	**54 773.6**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		4	–	–	–	–	–	4
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 3.I.XXIV
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



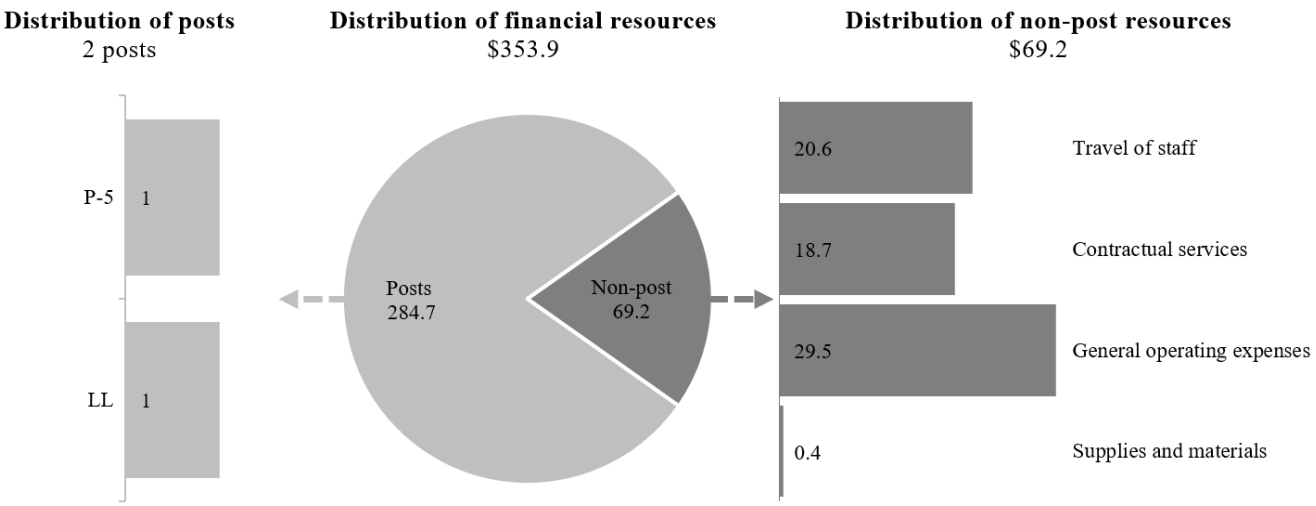
Subprogramme 7
Cooperation between the United Nations and the League of Arab States

3.I.129 The proposed regular budget resources for 2026 amount to $353,900 and reflect no change compared with the appropriation for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.38 and figure 3.I.XXV.

Table 3.I.38
Subprogramme 7: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	209.1	284.7	–	–	–	–	–	284.7
Non-post	37.1	69.2	–	–	–	–	–	69.2
Total	**246.2**	**353.9**	**–**	**–**	–	–	–	**353.9**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		1	–	–	–	–	–	1
Total		**2**	**–**	**–**	**–**	**–**	**–**	**2**

Figure 3.I.XXV
Subprogramme 7: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

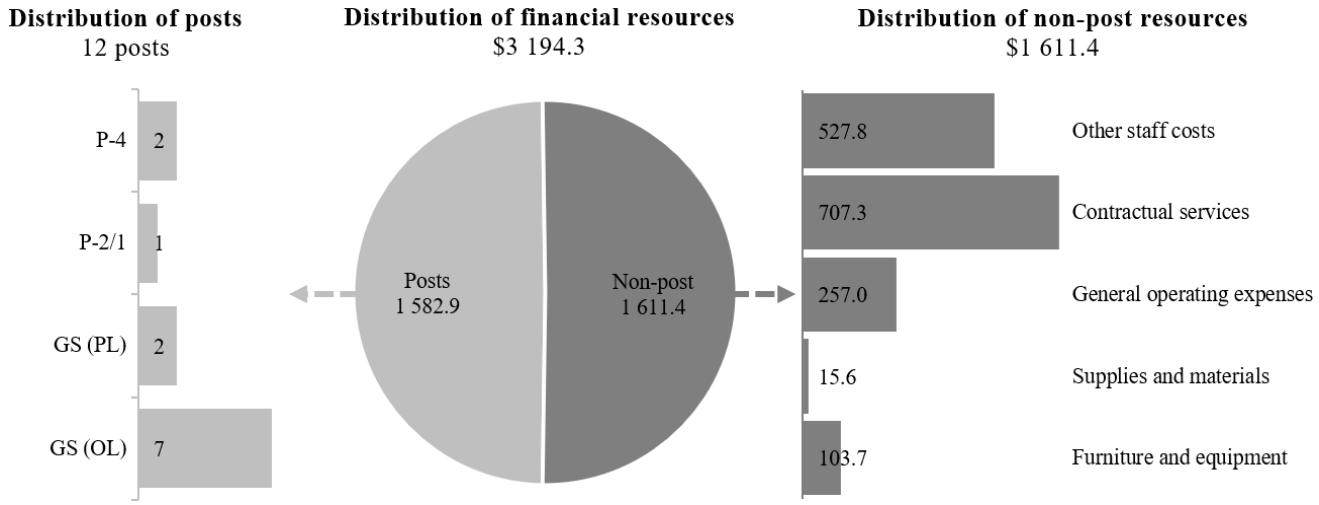
3.I.130 The programme support component comprises the Executive Office of the Department. The Executive Office provides the central administrative and programme support functions necessary for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General in the preparation of the programme plans, the preparation and monitoring of the implementation of the programme budget, the management of trust funds and extrabudgetary resources, relevant support services for the efficient utilization of human resources and the planning, control and coordination of requirements related to general office administration. In addition, it provides administrative and logistical support to a number of special representatives and envoys of the Secretary-General, including some special political missions grouped under thematic clusters I and II. The Executive Office also provides logistical support to the Department, including property management, office space management and user applications.

3.I.131 The proposed regular budget resources for 2026 amount to $3,194,300 and reflect a decrease of $168,700 compared with the appropriation for 2025. The proposed change is explained in paragraphs 3.I.110 (c), 3.I.111 (c) and 3.I.112. Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.I.39 and figure 3.I.XXVI.

Table 3.I.39
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	1 619.5	1 582.9	–	–	–	–	–	1 582.9
Non-post	985.0	1 780.1	(16.8)	32.0	(183.9)	(168.7)	(9.5)	1 611.4
Total	**2 604.5**	**3 363.0**	**(16.8)**	**32.0**	**(183.9)**	**(168.7)**	**(5.0)**	**3 194.3**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		9	–	–	–	–	–	9
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 3.I.XXVI
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

3.II.1 The Office of the United Nations Special Coordinator for the Middle East Peace Process is responsible for serving as the Organization's focal point for the Middle East peace process, for ensuring the coordinated work of the United Nations system to adequately respond to the needs of the Palestinian people and for mobilizing financial, technical and economic assistance. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including Assembly resolutions 48/213 and 49/88, as well as Security Council resolutions 1860 (2009) and 2334 (2016). The Israeli-Palestinian conflict remains at the core of the instability prevailing in the Middle East and continues to threaten international peace and security. As violence and tensions persist across the Occupied Palestinian Territory, including East Jerusalem, the Office continues to engage to mitigate and prevent armed conflict, address humanitarian and development challenges, including recovery and reconstruction efforts in Gaza, and engage the parties and the international community with a view to making political progress towards a two-State solution.

Programme of work

Objective

3.II.2 The objective, to which the Office contributes, is to achieve a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution and to improve the socioeconomic conditions of the Palestinian people.

Strategy and external factors for 2026

3.II.3 To contribute to the objective, the Office will:

(a) Intensify engagement with regional and international actors, including with members of the Middle East Quartet, to work towards ending the occupation and resolving the Israeli-Palestinian conflict;

(b) Increase engagement with the parties and relevant partners to reduce violence and tensions in Gaza, the occupied West Bank, including East Jerusalem, and the region;

(c) Strengthen the Palestinian Authority, including by supporting the parties to update their economic and administrative relationships and to enact policy reforms;

(d) Continue to work with the parties to uphold their obligations under United Nations resolutions and international law, including reporting to the Security Council on resolution 2334 (2016);

(e) Support efforts, including as part of the recovery and reconstruction of Gaza, with Gaza and the occupied West Bank, including East Jerusalem, unified politically, economically and administratively, which is critical to achieving the two-State solution;

(f) Support the Palestinian Authority in advancing its State-building agenda and strengthening its institutions, including the preparation and conduct of local council, legislative, presidential and Palestinian National Council elections;

(g) In collaboration with the United Nations country team, continue to coordinate United Nations support to recovery and reconstruction efforts in the Occupied Palestinian Territory, including East Jerusalem.

3.II.4 The above-mentioned work is expected to result in:

(a) Movement towards meaningful negotiations aimed at ending the occupation and resolving the Israeli-Palestinian conflict on the basis of the two-State solution and internationally recognized parameters;

(b) Reduced tensions and violence, the cessation of hostilities and the prevention of renewed escalation;

(c) Increased institutional stability and governance capacity of the Palestinian Authority and tangible steps towards improving the fiscal situation;

(d) Mobilization of political, financial and technical support for the Occupied Palestinian Territory, including for recovery and reconstruction efforts in Gaza;

(e) Provision and distribution of assistance to meet the needs of the Palestinian people, across the Occupied Palestinian Territory, including East Jerusalem;

(f) Advancement of a single, democratic, national Palestinian governing authority administering the entire Occupied Palestinian Territory;

(g) The parties identifying tangible steps to improve the situation on the ground, as outlined in the recommendations of the Quartet report of 1 July 2016 (S/2016/595, annex).

3.II.5 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The two-State solution remains viable, in line with relevant United Nations resolutions and bilateral agreements;

(b) A cessation of hostilities is in place and relevant parties support de-escalation efforts;

(c) Governance arrangements, security arrangements and other enabling conditions are in place that allow humanitarian, recovery and reconstruction activities in Gaza;

(d) The security situation in the Occupied Palestinian Territory, including East Jerusalem, allows for the implementation of humanitarian and development programmes;

(e) Israeli and Palestinian interlocutors and regional and international stakeholders engage in meaningful dialogue and cooperation with the Office and the United Nations country team in the performance of their functions, including on access and movement;

(f) There is adequate political support from Member States and financial support from donors;

3.II.6 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue its active engagement, including promoting de-escalation, conducting preventive diplomacy, halting and reversing negative trends, including settlement expansion, and enhancing coordination efforts to advance concrete steps towards a two-State solution to the Israeli-Palestinian conflict. The Office will remain an active contributor to the Ad Hoc Liaison Committee for the Coordination of the International Assistance to Palestinians and will continue to coordinate with other Committee members to promote actionable recommendations to both parties. The Office will strengthen engagement with other forums and partners, such as the Development Partners Group, Arab and Gulf donors, and European Union-led support to Palestinian Authority reforms. The Office will advocate with the parties, Member States, humanitarian and development partners, regional actors, the private sector, civil society and other stakeholders to facilitate humanitarian relief, recovery, reconstruction, and economic and social development.

3.II.7 With regard to inter-agency coordination and liaison, the Office will continue to lead the coordination of more than 20 United Nations resident and non-resident agencies, funds and

programmes in responding to the development and humanitarian needs of the Palestinian people. The Office will promote policies to improve movement and access for people and goods throughout the Occupied Palestinian Territory. The Office will continue to foster inter-agency collaboration by identifying opportunities for improving the socioeconomic conditions in the occupied West Bank, advocating for the necessary conditions for humanitarian, recovery and reconstruction efforts in Gaza, and implementing the United Nations Sustainable Development Cooperation Framework. The Office will also coordinate with regional United Nations entities, such as the regional Development Coordination Office, the regional offices of United Nations agencies, funds and programmes and the Economic and Social Commission for Western Asia, to leverage expertise and identify opportunities. The Office will work with the United Nations Office for Project Services, which will continue to manage the day-to-day operations of the United Nations mechanism established pursuant to Security Council resolution 2720 (2023), reporting directly to the Deputy Special Coordinator/Resident Coordinator/Humanitarian Coordinator, and through them to the Special Coordinator for the Middle East Peace Process.

3.II.8 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through more systematic engagement with women's and youth groups in support of the implementation of Security Council resolution 1325 (2000). The Office will continue to promote women's participation in political processes, conflict prevention and peacebuilding, and participate in high-level dialogues on women and peace and security with civil society organizations, Member States and United Nations agencies. The Office will also encourage and support the increased participation of women in Palestinian institutions and as candidates in elections.

3.II.9 In line with the United Nations Disability Inclusion Strategy, the Office will advocate for the full inclusion of individuals with disabilities in all aspects of United Nations programmes in the Occupied Palestinian Territory. Programmatic efforts will prioritize disability inclusion in recovery and reconstruction efforts in Gaza including by advocating for inclusive planning and facilitating access to specialized services.

Evaluation activities

3.II.10 An evaluation conducted by the Office on the effectiveness and relevance of its engagement with the relevant parties to improve Palestinian economic activity in Area C, including associated management controls, was completed in 2024 and has guided the proposed programme plan for 2026.

3.II.11 In response to the results of that evaluation, the Office will further enhance and intensify its political engagement in the occupied West Bank as part of its overall efforts to prevent tensions and violence, discourage unilateral steps that undermine the two-State solution and promote the restoration of a political process towards ending the occupation and resolving the conflict.

3.II.12 An evaluation of coordination with humanitarian and development partners, regional and international stakeholders and civil society to promote a coherent, effective and inclusive recovery and reconstruction process in Gaza, with the Palestinian Authority at its centre, is planned for 2026.

Programme performance in 2024

A principled approach for recovery and reconstruction planning for Gaza

3.II.13 While the release of all hostages and ending the armed conflict in Gaza remained a priority, the Office also focused on good offices and programmatic efforts to support preparation and planning for the future of Gaza, in order to improve Palestinian lives, rights and dignity, ensure security for Israelis and Palestinians and advance the two-State solution. The Special Coordinator outlined principles based in United Nations resolutions and international law to guide post-conflict arrangements for Gaza and re-establish the political, economic and administrative linkages between Gaza and the occupied West Bank, including East Jerusalem. The Office facilitated cross-pillar interagency planning exercises, notably through tripartite work between the World Bank, the

European Union and the United Nations. These exercises led to the launch of a draft early recovery strategy for Gaza as a report to the Ad Hoc Liaison Committee, which situated early recovery planning and implementation with respect to the ongoing humanitarian response, future humanitarian planning and the joint work for the interim rapid damage and needs assessment and Gaza recovery framework.

3.II.14 Progress towards the objective is presented in the performance measure below (see table 3.II.1).

Table 3.II.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Improved coordination and forward planning for recovery and reconstruction efforts in Gaza

Planned results for 2026

Result 1: improved Palestinian access to and development across the Occupied Palestinian Territory, including in Area C

3.II.15 The Office's work contributed to regular engagement with Member States regarding the importance of Area C, settlement-related activity and dynamics in the occupied West Bank, including East Jerusalem, for the preservation of the two-State solution, which did not meet the planned target of constructive engagement with both parties to address the development needs in the Occupied Palestinian Territory, including Area C. The target was not met because of intensified movement and access restrictions in Area C, as well as settlement expansion.

3.II.16 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.II.2).

Table 3.II.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Strengthened engagement to address the development needs in the Occupied Palestinian Territory, including Area C	Regular engagement with Member States regarding the importance of Area C, settlement-related activity and dynamics in the occupied West Bank for the preservation of the two-State solution	Stakeholders formulate plans and promote positive steps in Area C, including easing of movement and access restrictions, with a view to improving Palestinian use of productive resources in Area C	Concrete steps advanced by both parties with a view to improving Palestinian access to and development across the Occupied Palestinian Territory, including in Area C

Result 2: progress towards a single Palestinian Government administering both Gaza and the occupied West Bank, within the framework of a negotiated two-State solution

Programme performance in 2024 and target for 2026

3.II.17 The Office's work contributed to establishing broad consensus among key stakeholders, including through advocacy with the parties and within the Security Council, on the criticality of unifying Gaza and the occupied West Bank, including East Jerusalem, politically, economically and administratively, which did not meet the planned target of tangible political and administrative steps taken to ensure that a single Palestinian Government administers the entire Occupied Palestinian Territory. The target was not met because of limited political will to take the necessary concrete measures to advance this process.

3.II.18 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.II.3).

Table 3.II.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Broad consensus among key stakeholders on the criticality of unifying Gaza and the occupied West Bank, including East Jerusalem, politically, economically and administratively	A single Palestinian Government administers the entire Occupied Palestinian Territory	A single Palestinian Government takes steps to assume governance authority of the entire Occupied Palestinian Territory politically, administratively and economically

Result 3: towards a political framework to resolve the Israeli-Palestinian conflict

Proposed programme plan for 2026

3.II.19 The steadily deteriorating dynamics across the Occupied Palestinian Territory have reinforced the urgency of taking concrete steps towards resolving the Israeli-Palestinian conflict. To reverse the current negative trajectory and build a peaceful future for Palestinians and Israelis, a political framework must be established that will provide a pathway to resolve the conflict, end the occupation and realize a two-State solution based on international law, United Nations resolutions and bilateral agreements.

Lessons learned and planned change

3.II.20 The lesson for the Office was the need to strengthen engagement with Palestinians and Israelis to advance the common goal of establishing a political process and expand the Office's international and regional outreach. In applying the lesson, the Office will focus on expanding its dialogue with the parties to promote concrete steps, including supporting the establishment of governance arrangements that pave the way for the re-unification of the entire Occupied Palestinian Territory under a single Palestinian Government. The Office will also strengthen its role in fostering regional consensus for a political process towards a two-State solution and expand engagement with key partners on the future of Gaza.

3.II.21 Expected progress towards the objective is presented in the performance measure below (see table 3.II.4).

Table 3.II.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Stakeholders' engagement on the establishment of a political framework to resolve the Israeli-Palestinian conflict, end the occupation and achieve a two-State solution	Concrete steps towards the establishment of a political framework to resolve the Israeli-Palestinian conflict, end the occupation and achieve a two-State solution

Legislative mandates

3.II.22 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

48/213; 79/141	Assistance to the Palestinian people	79/90	The occupied Syrian Golan
49/88	Middle East peace process	79/91	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
79/81	Peaceful settlement of the question of Palestine		
79/83	The Syrian Golan		

Security Council resolutions

1860 (2009)	2720 (2023)
2334 (2016)	

Deliverables

3.II.23 Table 3.II.5 lists all deliverables of the Office.

Table 3.II.5
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report of the Secretary-General to the Security Council on the implementation of Security Council resolution 2334 (2016)	2	2	2	2
2. Report of the Secretary-General to the General Assembly on assistance to the Palestinian people	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**15**	**17**	**15**	**15**
3. Security Council briefings on the situation in the Middle East, including quarterly reporting on Security Council resolution 2334 (2016)	12	14	12	12
4. Meeting of the Fifth Committee	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
5. Meeting of the Committee for Programme and Coordination	1	1	1	1
6. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**2**	**2**	**2**	**2**
7. On recommended actions to bring about positive changes on the ground (reports to the Ad Hoc Liaison Committee)	2	2	2	2

C. Substantive deliverables

Good offices: good offices visits to countries in the region and internationally, as well as regular engagement on regional de-escalation efforts, enabling of provision and distribution of humanitarian assistance, and recovery and reconstruction efforts in Gaza, and renewed political initiatives to find a durable political solution to the conflict.

Consultation, advice and advocacy: consultations with and advocacy to Governments, relevant parties, civil society organizations and other stakeholders to identify and implement strategies to address the deteriorating political, security and economic situation in the occupied West Bank, including East Jerusalem; consultations with the parties and other relevant actors to de-escalate tensions and enable humanitarian assistance at scale in Gaza; engagement with the parties and other relevant actors, including key regional actors and members of the Middle East Quartet, to mobilize assistance, advance a political process to return to meaningful negotiations and promote the administration of the entire Occupied Palestinian Territory by a single Palestinian Government and advance a two-State solution; advice to Israeli and Palestinian interlocutors on the easing of movement and access constraints in Gaza and the occupied West Bank, including East Jerusalem; and advice to the Palestinian Central Elections Commission.

D. Communication deliverables

Outreach programmes, special events and information materials: exchange of information and partnerships with some 80 civil society organizations, academic institutions and non-governmental organizations, to promote the activities of the mission as well as to enhance its visibility.

External and media relations: daily press reviews, press conferences in the presence of some 35 international media outlets (television, radio and print); and interviews and publications with target audiences and networks, as well as public statements and press releases for more than 1,500 stakeholders, including diplomatic missions, civil society organizations, think tanks and media personnel.

Digital platforms and multimedia content: the Office's website and social media accounts.

B. Proposed post and non-post resource requirements for 2026

Overview

3.II.24 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 3.II.6 to 3.II.8.

Table 3.II.6
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	9 831.0	9 932.5	591.0	–	31.2	622.2	6.3	10 554.7
Other staff costs	34.4	46.6	–	–	–	–	–	46.6
Hospitality	0.8	3.2	–	–	–	–	–	3.2
Travel of staff	206.4	251.0	–	–	30.1	30.1	12.0	281.1
Contractual services	121.4	171.7	–	–	1.6	1.6	0.9	173.3
General operating expenses	486.5	566.6	–	–	78.1	78.1	13.8	644.7
Supplies and materials	90.6	91.3	–	–	(10.2)	(10.2)	(11.2)	81.1
Furniture and equipment	174.4	276.8	–	–	(54.4)	(54.4)	(19.7)	222.4
Improvement of premises	–	–	–	–	30.0	30.0	–	30.0
Total	**10 945.5**	**11 339.7**	**591.0**	–	**106.4**	**697.4**	**6.2**	**12 037.1**

Table 3.II.7
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	78	1 USG, 1 ASG, 1 D-1, 4 P-5, 4 P-4, 9 P-3, 15 FS, 7 NPO, 36 LL
Reclassification	1	One Security Coordination Officer post from (P-3) to Chief Security Officer (P-4)
Proposed for 2026	78	USG, 1 ASG, 1 D-1, 4 P-5, 5 P-4, 8 P-3, 15 FS, 7 NPO, 36 LL

Table 3.II.8
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	4	–	–	1	1	5
P-3	9	–	–	(1)	(1)	8
Subtotal	**20**	**–**	**–**	**–**	**–**	**20**
General Service and related						
FS	15	–	–	–	–	15
NPO	7	–	–	–	–	7
LL	36	–	–	–	–	36
Subtotal	**58**	**–**	**–**	**–**	**–**	**58**
Total	**78**	**–**	**–**	**–**	**–**	**78**

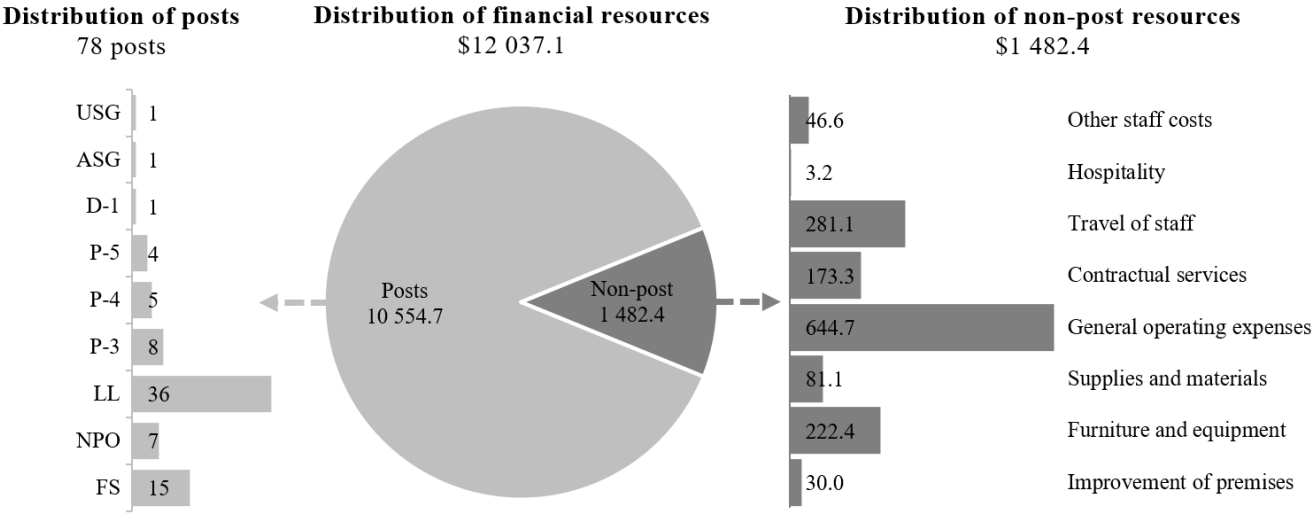
3.II.25 Additional details on the distribution of the proposed resources for 2026 are reflected in table 3.II.9 and figure 3.II.I.

3.II.26 As shown in tables 3.II.9, the overall resources proposed for 2026 amount to $12,037,100, reflecting a net increase of $697,400 compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.II.9
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 831.0	9 932.5	591.0	–	31.2	622.2	6.3	10 554.7
Non-post	1 114.5	1 407.2	–	–	75.2	75.2	5.3	1 482.4
Total	**10 945.5**	**11 339.7**	**591.0**	**–**	**106.4**	**697.4**	**6.2**	**12 037.1**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		58	–	–	–	–	–	58
Total		**78**	**–**	**–**	**–**	**–**	**–**	**78**

Figure 3.II.I
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

3.II.27 As shown in table 3.II.6, resource changes reflect an increase of $591,000 related to the higher provision, at continuing vacancy rates, for 10 posts (2 P-3, 2 NPO, 2 FS, and 4 LL) established in 2025 pursuant to the General Assembly resolution 79/257, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

Other changes

3.II.28 As shown in table 3.II.6, resource changes reflect a net increase of $106,400, as follows:

(a) An increase of $31,200 under posts would provide for the proposed upward reclassification of one Security Coordination Officer post (P-3) to a Chief Security Officer post (P-4), as detailed in annex II;

(b) An increase of $30,100 under travel of staff would cover increased travel requirements within the region aimed at developing strategic partnerships to support the mandate for the Office;

(c) The net increase of $1,600 under contractual services comprises an increase of $4,200 relating mainly to the adjustment of standard ICT rates for non-field personnel outside of Headquarters for 2026, offset in part by a decrease in maintenance costs for Office vehicles as a result of reducing the fleet by nine vehicles ($2,600);

(d) The net increase of $78,100 under general operating expenses comprises an increase of $84,500 relating to the contribution of the Office for services provided by the Department of Safety and Security field office and at Government House through the United Nations Truce Supervision Organization; an increase in the malicious acts insurance policy derived by the situation in Gaza and the West Bank; the planned upgrade of vehicle tracking system; and an increase in freight costs. The increase is offset in part by the discontinuation of the service agreement for network equipment ($6,400);

(e) The decrease of $10,200 under supplies and materials is mainly due to the projected decrease in fuel utilization as a result of the Office's reduced vehicle fleet;

(f) The net decrease of $54,400 under furniture and equipment mainly reflects the Office's efforts to prioritize critical requirements and seek more efficient options for the acquisition of equipment from downsizing missions where possible;

(g) An increase of $30,000 under improvement of premises would provide for the replacement of two obsolete and damaged prefabs in the Gaza office during the hostilities.

Other information

3.II.29 The United Nations mechanism that was established in 2024 pursuant to Security Council resolution 2720 (2023) and funded from extrabudgetary resources will continue its operations on accelerating the provision of humanitarian relief consignments to Gaza through States that are not party to the conflict, consulting all relevant parties, with the goal of expediting, streamlining and accelerating the process of providing assistance while continuing to help ensure that aid reaches its civilian destination. The mechanism was initially established by the Office of the Senior Humanitarian and Reconstruction Coordinator through a hybrid model with the United Nations Office for Project Services; following completion of the mandate for the former, the latter would continue to manage the operations of the mechanism, and report to the Deputy Special Coordinator for the Middle East Peace Process, United Nations Resident Coordinator and Humanitarian Coordinator for the Occupied Palestinian Territory and through him to the Special Coordinator for the Middle East Peace Process. The Office of the United Nations Special Coordinator for the Middle East Peace Process would support the work of the mechanism, including engagement at the political level by the Deputy Special Coordinator and the Special Coordinator. The reporting requirements on the operations of the mechanism will form part of the Office's regular reporting to the Security Council. These functions will be undertaken by the Office within existing resources funded under the regular budget.

3.II.30 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office remains committed to reducing its environmental footprint and integrating environmental management practices into its operations. Once the situation permits, the mission will focus its efforts on utilizing photovoltaic solar energy to reduce dependency on fossil fuel-powered generators, reduce demand on the overburdened local grid and reduce greenhouse gas emissions; improving building efficiency in terms of energy and water usage through the upgrading of wall insulation and installation of environmentally friendly fixtures; and continuing to raise environmental awareness among staff members.

3.II.31 Information on advance booking for air travel is reflected in table 3.II.10. The low actual rate in 2024 reflects the need for urgent travel on short notice for meetings with international and regional interlocutors on the rapidly deteriorated situation in Gaza and the West Bank following the outbreak of hostilities. The Office will continue its effort to improve the compliance rate by asking managers to implement preventive measures where possible.

Table 3.II.10
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	68	39	28	100	100

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

3.III.1 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory is responsible for recording, in documentary form, the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution ES-10/17. The Assembly, in its resolution ES-10/17, called for the Register of Damage to remain open for registration for the duration of existence of the wall in the Occupied Palestinian Territory, including in and around East Jerusalem.

Programme of work

Objective

3.III.2 The objective, to which the Office of the Register of Damage contributes, is to establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory, thus contributing to the protection of the legal rights of the Palestinian natural and legal persons affected by the construction of the wall.

Strategy and external factors for 2026

3.III.3 To contribute to the objective, the Office will:

(a) Process and review the previously collected but not processed claims and present them to the Board of the Register of Damage for its decision;

(b) Undertake outreach and claim intake activities in the Occupied Palestinian Territory in relation to public claims and claims of natural persons, by maintaining a presence in the area of operation;

(c) Work on promoting the rule of law at the national and international levels, helping Member States to ensure equal access to justice for all claimants in the Occupied Palestinian Territory and make progress towards achieving Sustainable Development Goal 16.

3.III.4 The above-mentioned work is expected to result in:

(a) An increased number of efficiently processed claims, leading to a reduction in the gap between collected and unprocessed claims;

(b) Submission of new claims from Palestinian institutions and individuals;

(c) Processed claims decided upon by the Board and included in the Register.

3.III.5 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) There is political will and cooperation on the part of all parties concerned;

(b) Extrabudgetary resources are available for maintaining a needed presence on the ground;

(c) The overall security situation on the ground and in the region allows for the mandate of the Register of Damage to be carried out.

3.III.6 With regard to inter-agency coordination and liaison, the Office will continue to cooperate closely with the United Nations Office for Project Services, which is the key provider of logistical, human and financial resources services in the implementation of outreach and claims collection activities funded by extrabudgetary resources. In addition, the Office will continue its close cooperation with the Department of Political and Peacebuilding Affairs, the United Nations Truce Supervision Organization and the Office for the Coordination of Humanitarian Affairs.

3.III.7 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, consultations will be conducted with local women's committees in all communities in which outreach and claim intake activities are planned. The Office will continue to pay special attention to informing potential female claimants of the possibility of and requirements for submitting claim forms and will provide them with support in the preparation of their claims, noting that 38 per cent of all claimants are female.

3.III.8 In line with the United Nations Disability Inclusion Strategy, the Office will continue to make special arrangements for the intake of claims from claimants with disabilities. These arrangements include on-site support of claimants, which enables the filing of claims without having to travel.

Evaluation activities

3.III.9 The Office has adopted an evaluation policy, and an evaluation on a topic to be determined is planned for 2026.

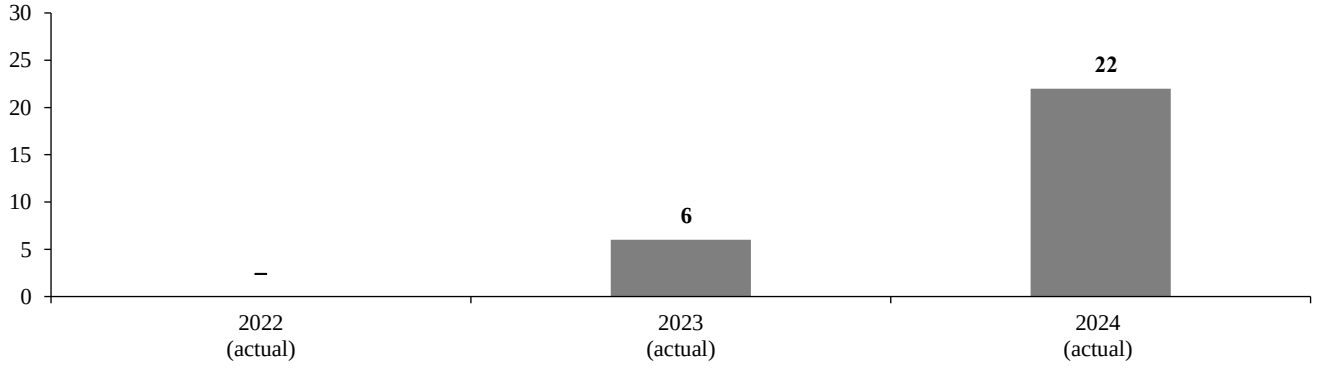
Programme performance in 2024

Increased awareness of Palestinian mayors and other officials about public claims

3.III.10 In 2024, the Office continued to develop and deliver online and hybrid training sessions on public claims for mayors and other officials of communities affected by the construction of the Wall. These training sessions were conducted by the Office's staff in Vienna with local substantive support by Office personnel in the Occupied Palestinian Territory and logistical support from the Palestinian National Committee for the Register of Damage. This approach allowed the Office to train and communicate with relevant Palestinian officials, taking into account security risks and movement restrictions on the ground. In total, 10 complex public claims were collected as a direct result of these training sessions. While it is not envisaged that such online training sessions will replace in-person training in the future, they have proven to be an effective alternative during times when movement in the Occupied Palestinian Territory is restricted or the security situation would not allow for in-person training.

3.III.11 Progress towards the objective is presented in the performance measure below (see figure 3.III.I).

Figure 3.III.I
Performance measure: number of Palestinian mayors and other officials with increased awareness about public claims through online and/or hybrid training



Planned results for 2026

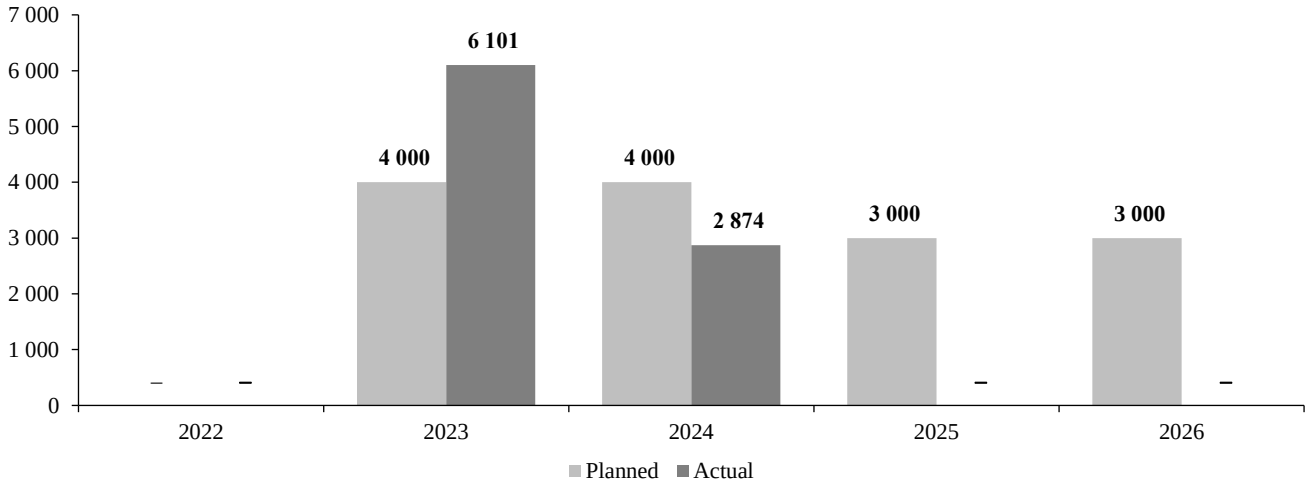
Result 1: decision-making by the Board strengthened by a harmonized submission process

Programme performance in 2024 and target for 2026

3.III.12 The Office's work contributed to 2,874 claims having been decided by the Board, which did not meet the planned target of 4,000 claims. The target was not met since, in 2024, the Board commenced reviewing newly introduced claim categories, including public claims, which required more time for the review of each claim and its supporting documentation. In addition, while five sessions were planned for 2024, the Board could only convene for four sessions in the light of the liquidity situation.

3.III.13 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.III.II).

Figure 3.III.II
Performance measure: number of claims decided by the Board of the Register of Damage



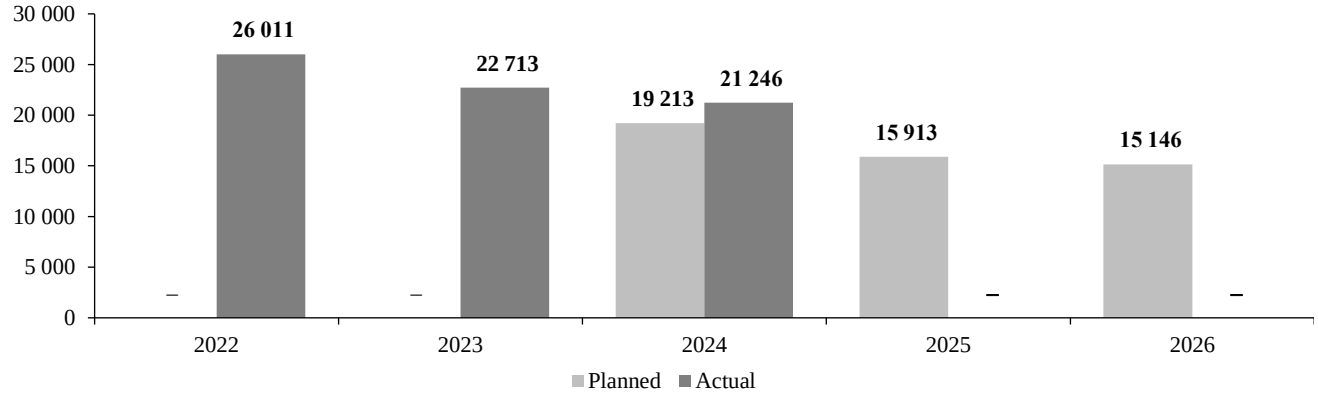
Result 2: reduced number of unprocessed claims

Programme performance in 2024 and target for 2026

3.III.14 The Office's work contributed to 21,246 unprocessed claims outstanding for the decision of the Board, which did not meet the planned target of 19,213 unprocessed claims. The target was not met due to the increased complexity of collected and unprocessed claims, including public claims, which require a lengthy intake process as well as an extensive legal review. In addition, the Board of the Register of Damage, which took office in January 2023, requested the re-opening of 4,885 previously decided claims to review them against revised and updated criteria.

3.III.15 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.III.III).

Figure 3.III.III
Performance measure: reduced number of unprocessed claims outstanding for the decision of the Board (annual)



Result 3: enhanced rectification process to complete deficient collected claims

Proposed programme plan for 2026

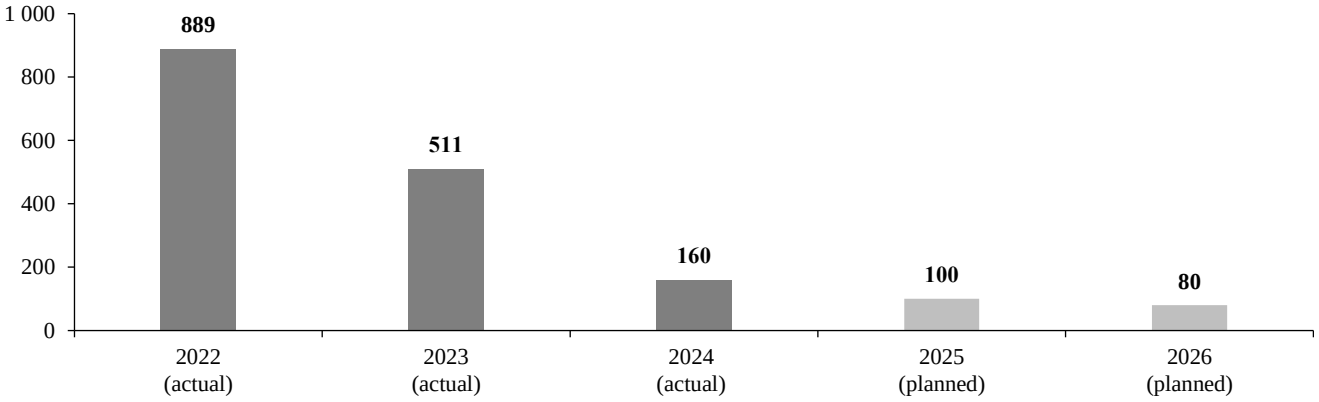
3.III.16 The Office supports the rectification of deficient or incomplete claims in order to ensure a fair and comprehensive review of received claims. This process includes contacting claimants or local authorities in person, or by telephone or encrypted email, and advising on and collecting missing information and outstanding documentation and data, and the shipment of completed documentation to the Office in Vienna for further processing.

Lessons learned and planned change

3.III.17 The lesson for the Office was the need to ensure the collection of comprehensive information and documentation at the time of initial submission of claims. The sustained training of those responsible for the intake of claims, as well as mayors or other officials of affected entities in the Occupied Palestinian Territory, on the requirements for the submission of claims has been shown to reduce the number of deficient claims submitted. In applying the lesson, the Office will review and revise the training materials accordingly and provide regular training to those responsible for the intake of claims and officials of affected entities.

3.III.18 Expected progress towards the objective is presented in the performance measure below (see figure 3.III.IV).

Figure 3.III.IV
Performance measure: number of claims rectified (annual)



Legislative mandates

3.III.19 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolution

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

Deliverables

3.III.20 Table 3.III.1 lists all deliverables of the programme.

Table 3.III.1
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Progress report of the Board of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**4**	**4**	**4**	**4**
5. Training of mayors, community leaders and other Palestinian officials on the purpose, organizational details and requirements of claim intake activities, with a particular focus on public claims	4	4	4	4
C. Substantive deliverables				
Databases and substantive digital materials: a database and physical records of over 73,800 claim forms and their supporting documentation collected as at 31 December 2024 and more than 46,200 damage claims decided by the Board.				
D. Communication deliverables				
Outreach programmes, special events and information materials: public awareness programme to inform the affected Palestinian natural and legal persons of the possibility of and the requirement for filing damage claims for registration, including the production of posters and leaflets for distribution to affected Palestinians.				

B. Proposed post and non-post resource requirements for 2026

Overview

3.III.21 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 3.III.2 to 3.III.4.

Table 3.III.2
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	3 158.2	3 217.0	–	–	–	–	–	3 217.0
Other staff costs	62.8	87.4	–	–	–	–	–	87.4
Consultants	–	5.7	–	–	–	–	–	5.7
Travel of staff	58.8	103.7	–	–	–	–	–	103.7
Contractual services	109.8	175.4	–	–	0.8	0.8	0.5	176.2
General operating expenses	3.6	13.5	–	–	–	–	–	13.5
Supplies and materials	0.3	5.6	–	–	–	–	–	5.6
Furniture and equipment	6.1	32.1	–	–	–	–	–	32.1
Total	**3 399.6**	**3 640.4**	**–**	**–**	**0.8**	**0.8**	**0.0**	**3 641.2**

Table 3.III.3
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	19	1 D-2, 1 P-5, 4 P-4, 3 P-3, 1 P-2/1, 9 GS (OL)
Proposed for 2026	19	1 D-2, 1 P-5, 4 P-4, 3 P-3, 1 P-2/1, 9 GS (OL)

Table 3.III.4
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	4	–	–	–	–	4
P-3	3	–	–	–	–	3
P-2/1	1	–	–	–	–	1
Subtotal	**10**	**–**	**–**	**–**	**–**	**10**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	9	–	–	–	–	9
Subtotal	**9**	**–**	**–**	**–**	**–**	**9**
Total	**19**	**–**	**–**	**–**	**–**	**19**

3.III.22 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 3.III.5 to 3.III.7 and figure 3.III.V.

3.III.23 As shown in tables 3.III.5 (1) and 3.III.6 (1), the overall resources proposed for 2026 amount to $3,641,200, reflecting an increase of $800 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.III.5
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	3 399.6	3 640.4	–	–	0.8	0.8	0.0	3 641.2
Subtotal, 1	**3 399.6**	**3 640.4**	–	–	**0.8**	**0.8**	**0.0**	**3 641.2**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	–	200.0	–	–	200.0
Subtotal, 2	**90.9**	**200.0**	–	–	**200.0**
Total (1+2)	**3 490.5**	**3 840.4**	**0.8**	**0.0**	**3 841.2**

Table 3.III.6
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	19	–	–	–	–	19
Subtotal, 1	**19**	**–**	**–**	**–**	**–**	**19**

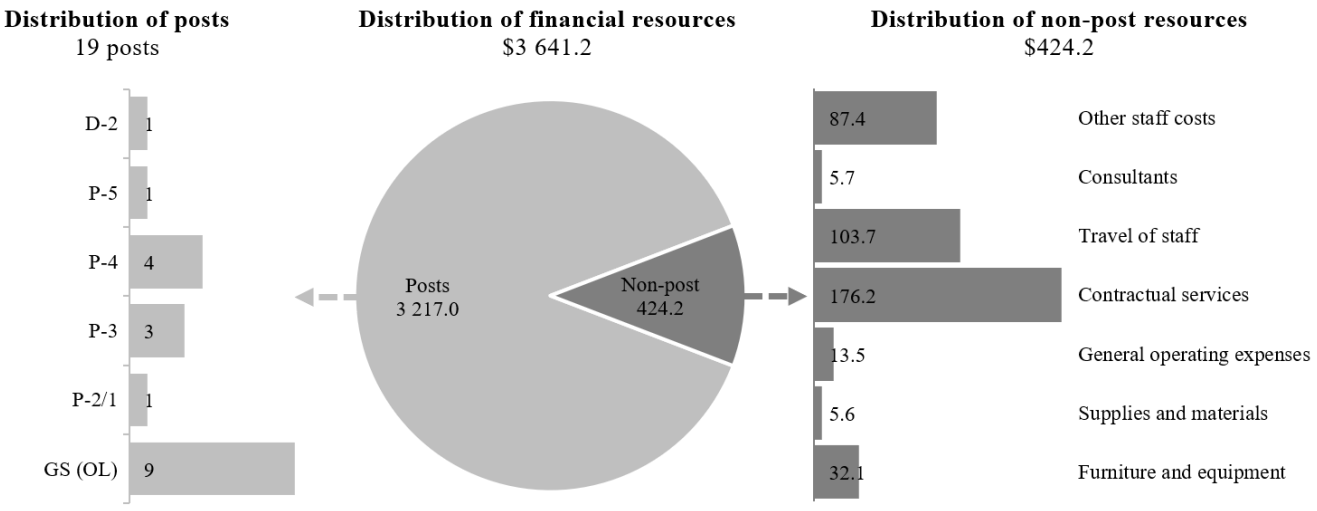
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	–	–	–
Subtotal, 2	**–**	**–**	**–**
Total (1+2)	**19**	**–**	**19**

Table 3.III.7
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 158.2	3 217.0	–	–	–	–	–	3 217.0
Non-post	241.4	423.4	–	–	0.8	0.8	0.2	424.2
Total	**3 399.6**	**3 640.4**	–	–	**0.8**	**0.8**	**0.0**	**3 641.2**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		9	–	–	–	–	–	9
Total		**19**	**–**	**–**	**–**	**–**	**–**	**19**

Figure 3.III.V
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

3.III.24 As shown in table 3.III.5 resource changes reflect an increase of $800 under contractual services due to the adjustment of standard ICT rates for non-field personnel outside of Headquarters for 2026.

Extrabudgetary resources

3.III.25 As reflected in tables 3.III.5 (2), extrabudgetary resources amount to $200,000. The resources would complement regular budget resources and would enable the Office to perform claim intake, outreach and rectification activities. Two staff members responsible for the intake of claims would provide assistance to claimants with the completion of claims forms, as well as outreach by informing potential claimants of the possibility of and requirements for filing a claim, and follow-up with existing claimants if and when additional information is required.

3.III.26 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

Other information

3.III.27 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue to create awareness among staff and encourage the reuse of office stationery, such as binders, when feasible, and the creation of a paperless office environment.

3.III.28 Information on advance booking for air travel is reflected in table 3.III.8. The Office ensures a high rate of compliance by planning air travel carefully and setting realistic schedules and timelines. In addition, the Office cooperates constructively with its service provider, the United Nations Office at Vienna, thus ensuring an efficient workflow in relation to official travel.

Table 3.III.8
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	89	90	91	100	100

IV. United Nations Office to the African Union

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

3.IV.1 The United Nations Office to the African Union was established on 1 July 2010 pursuant to General Assembly resolution 64/288. The mandate of the Office is to enhance the partnership between the United Nations and the African Union in the area of peace and security; provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters; and enhance coherence and efficiency in delivering United Nations assistance to the African Union. In its resolutions 2033 (2012), 2167 (2014), 2320 (2016), 2378 (2017) and 2457 (2019), the Security Council called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, the operationalization of the African Peace and Security Architecture and implementation of the Silencing the Guns initiative.

3.IV.2 The Office provides a mechanism for cooperation at the regional level, primarily with the African Union and subregional organizations throughout Africa. It seeks to build a common United Nations-African Union understanding of the causes and drivers of armed conflicts and potential armed conflicts, from which collaborative initiatives to prevent, manage and resolve armed conflicts can be developed.

Programme of work

Objective

3.IV.3 The objective, to which the Office contributes, is to strengthen the United Nations-African Union partnership for peace and security in Africa.

Strategy and external factors for 2026

3.IV.4 To contribute to the objective, the Office will:

(a) Support the implementation of the priorities of the African Peace and Security Architecture and the African Governance Architecture, and their operationalization, through conflict prevention, crisis/conflict management, post-conflict reconstruction and peacebuilding, a focus on strategic security issues, and coordination and partnership;

(b) Support regular, formal and informal engagements between the policy organs of the African Union, including the Peace and Security Council and the Permanent Representatives Committee, with the United Nations, including the Security Council and the Peacebuilding Commission;

(c) Engage with the African Union at senior and operational levels on political and operational priorities through the United Nations-African Union annual conference, the United Nations-African Union Joint Task Force on Peace and Security, and the annual United Nations-African Union consultative meeting on prevention and management of conflicts;

(d) Conduct good offices missions to address peace and security challenges, including with regard to dispute resolution and elections, upon request by the African Union;

(e) Maintain regular interaction between the United Nations and the African Union, regional economic communities and regional mechanisms, as well as with Member States, on thematic and country-specific situations, including in support of the African Union early warning mechanism;

(f) Build institutional capacities of the African Union Commission to prevent, manage and respond to armed conflicts and address root causes of conflict in Africa, including by strengthening the capabilities of the African Union with regard to early warning and mediation;

(g) Support African Union efforts to advance implementation of Security Council resolution 1325 (2000) on women and peace and security, including by supporting efforts in addressing conflict-related sexual violence and enhancing the participation of women in peace and security processes;

(h) Support the implementation of the African Union Continental Framework for Youth, Peace and Security, including its Ten-Year Implementation Plan for 2020–2029;

(i) Support African Union efforts in advocating for the effective operationalization of relevant accountability frameworks for parties involved in armed conflict;

(j) Collaborate with the African Union to implement Security Council resolution 2719 (2023).

3.IV.5 The above-mentioned work is expected to result in:

(a) Strengthened strategic coherence and collaboration between the African Union, the United Nations and other partners in addressing Africa's peace and security challenges, including the root causes of conflicts;

(b) Strengthened ability of the African Union, the African Union Commission, the regional economic communities and the regional mechanisms with regard to conflict prevention, management and resolution, including the capacity of the African Union to plan and manage its peace operations.

3.IV.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) There is continued political will and commitment by the United Nations and the African Union in promoting cooperation with regional and subregional organizations in peace and security;

(b) The African Union will continue to develop the human and financial capacity necessary to effectively deliver on mandates to address peace and security challenges in Africa;

(c) Extrabudgetary funding is available.

3.IV.7 With regard to cooperation with other entities at the global, regional and national levels, the Office will maintain relationships with external partners and stakeholders, taking into consideration priorities expressed in Agenda 2063: The Africa We Want and relevant policy documents, the 2030 Agenda and the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Office will further maintain regular interaction on thematic and country-specific issues and advance common United Nations and African Union positions, while enhancing coordination and synergies between key partners, such as the European Union, regional economic communities and regional mechanisms.

3.IV.8 With regard to inter-agency coordination and liaison, the Office will continue to lead or support coordination mechanisms with United Nations entities to ensure coherence in delivering assistance to the African Union. The Office will also engage with relevant opportunities and issue-based coalitions of the Regional Collaborative Platform for Africa.

3.IV.9 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. A key focus will be on strengthening cooperation with the United Nations and the African Union to institutionalize gender-sensitive policymaking and programming. The Office will continue to support the full, equal and meaningful participation of women in preventive diplomacy,

mediation, elections and early warning systems, and the deployment of women in peace support operations. This includes further mainstreaming the women and peace and security agenda in joint initiatives with the African Union Commission and subregional organizations.

3.IV.10 In line with the United Nations Disability Inclusion Strategy, the Office will provide support to the African Union, as relevant, to enhance the inclusion of persons with disabilities in peace and security initiatives.

Evaluation activities

3.IV.11 An evaluation on support to the implementation of the United Nations-African Union Partnership in Peace and Security (2020–2024), conducted by the Office and completed in 2024, has guided the proposed programme plan for 2026.

3.IV.12 In response to the results of that evaluation, the Office will enhance engagement with a wide range of partners to mobilize political, technical and voluntary financial support for the United Nations-African Union Partnership. The Office will also continue to integrate a gender perspective in the implementation of partnerships with the African Union to contribute to the women and peace and security agenda.

3.IV.13 An evaluation to be conducted by the Office on a topic to be determined is planned for 2026.

Programme performance in 2024

Advancing peace and governance in Somalia through joint United Nations-African Union support to the security transition of Somalia

3.IV.14 The United Nations and the African Union, in their joint efforts supporting the African Union Transition Mission in Somalia (ATMIS), have made strides in advancing peace and strengthening governance in Somalia. These collaborative efforts have enabled the Federal Government of Somalia to maintain stability and ensure the functioning of its institutions. The Office provided support for the planning and management of ATMIS through joint assessments and the development and review of operational documents. The Office also participated with the African Union, as well as other United Nations entities, in developing a transition plan for ATMIS to the African Union Support and Stabilization Mission in Somalia (AUSSOM) and its implementation, including the pre-deployment assessment of uniformed personnel and enabling capabilities.

3.IV.15 Progress towards the objective is presented in the performance measure below (see table 3.IV.1).

Table 3.IV.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Election security is maintained and Government elected, with post-election security maintained	Enhanced security environment enabling the elected Federal Government in Somalia to function	Downsizing of ATMIS and the corresponding progressive takeover of security responsibilities by Somali security forces in line with Security Council resolution 2628 (2022) The Security Council, by its resolution 2767 (2024) endorsed the African Union Peace and Security Council's decision to replace ATMIS with AUSSOM

Planned results for 2026

Result 1: progress towards predictable and sustainable funding for African Union peace support operations

Programme performance in 2024 and target for 2026

3.IV.16 The Office's work contributed to the endorsement by the Chairperson of the African Union Commission and the Secretary-General of the joint African Union-United Nations road map for the operationalization of resolution 2719 (2023), which met the planned target.

3.IV.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.IV.2).

Table 3.IV.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Security Council requested[a] an update on progress made so far by the United Nations and the African Union to fulfil the commitments as set out in Security Council resolutions 2320 (2016) and 2378 (2017), and recommendations on moving forward that reflect good practices and lessons learned, with a view to securing predictable, sustainable and flexible resources	Consideration by the Security Council of issues on the financing of African Union peace support operations (see S/2023/303), and adoption of Security Council resolution 2719 (2023) Development of draft joint African Union-United Nations planning guidelines Adoption by the African Union of a consensus paper on predictable, adequate and sustainable financing for African Union peace and security activities	The Chairperson of the African Union Commission and the Secretary-General endorsed the joint African Union-United Nations road map for the operationalization of resolution 2719 (2023)	Establishment of a joint United Nations-African Union operational framework for the implementation of Security Council resolution 2719 (2023)	The United Nations and the African Union implement the operational framework for the implementation of Security Council resolution 2719 (2023)

[a] S/PRST/2022/6.

Result 2: advanced youth involvement in peace and security initiatives in Africa

Programme performance in 2024 and target for 2026

3.IV.18 The Office's work contributed to the completion by the African Union of the induction and training of the second cohort of the African Youth Ambassadors for Peace, strengthening youth leadership capacity and promoting inclusive, youth-led solutions to conflict across the continent through the Youth for Peace programme, which met the planned target.

3.IV.19 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.IV.3).

Table 3.IV.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The African Union adopted the Bujumbura Declaration on youth, peace and security in Africa	The African Union supported its member States to integrate the Continental Framework for Youth, Peace and Security into national policies and processes	The African Union completed the induction and training of the second cohort of African Youth ambassadors for Peace	10 African Union member States develop national actional plans on youth, peace and security	5 additional African Union member States develop national actional plans on youth, peace and security

Result 3: enhancing joint United Nations-African Union efforts in preventing and mediating conflict, sustaining peace and addressing the root causes of conflict

Proposed programme plan for 2026

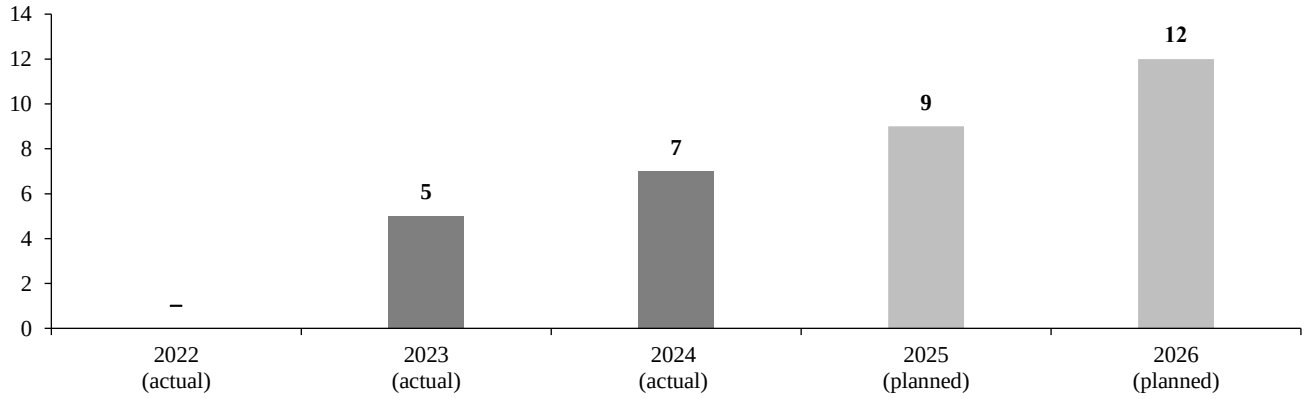
3.IV.20 The African Peace and Security Architecture remains central to fostering peace and stability across Africa. In 2024, the Office supported the Architecture, including by commencing the review of the African Standby Force, and in various thematic areas, including disarmament, demobilization and reintegration, security sector reform and addressing the impact of climate change on peace and security, through capacity-building and policy development.

Lessons learned and planned change

3.IV.21 The lesson for the Office was the need to further deepen United Nations-African Union coordination in implementation of efforts on disarmament, demobilization and reintegration activities, security sector reform and addressing the impact of climate change on peace and security. In applying the lesson, the Office will develop strategies across these thematic areas to strengthen United Nations support for African Union-led peace and security processes. The Office will implement these strategies through strengthened policy support, analysis, knowledge-sharing and capacity-building, with a view to enhancing coordination between the African Union and United Nations in these thematic areas.

3.IV.22 Expected progress towards the objective is presented in the performance measure below (see figure 3.IV.I).

Figure 3.IV.I
Performance measure: number of joint African Union–United Nations initiatives in support of security sector reform; disarmament, demobilization and reintegration; and addressing impact of climate change on peace and security



Legislative mandates

3.IV.23 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

52/220	Questions relating to the proposed programme budget for the biennium 1998–1999	65/274; 67/302	Cooperation between the United Nations and the African Union
60/268	Support account for peacekeeping operations	71/270	Review of the United Nations Office to the African Union
64/288	Financing of the United Nations Office to the African Union	79/1	The Pact for the Future

Security Council resolutions

1325 (2000)	2378 (2017)
2033 (2012)	2457 (2019)
2167 (2014)	2710 (2023)
2250 (2015)	2719 (2023)
2320 (2016)	

Deliverables

3.IV.24 Table 3.IV.4 lists all deliverables of the Office.

Table 3.IV.4
United Nations Office to the African Union: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Secretary-General to the Security Council on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**10**	**16**	**11**	**15**
2. Annual joint consultative meetings of the Security Council and the African Union Peace and Security Council	2	2	2	2
3. Annual joint consultative meetings between the United Nations Peacebuilding Commission and the African Union Peace and Security Council	–	1	–	1
4. Coordination meetings of the Security Council and the African Union Peace and Security Council	5	10	6	9
5. Meetings of the Fifth Committee	1	1	1	1
6. Meetings of the Committee for Programme and Coordination	1	1	1	1
7. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**100**	**101**	**100**	**103**
8. Training events for the African Union Mediation Support Unit on current methods and trends in mediation	10	2	10	6

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
9. Training events for the secretariat of the African Union Peace and Security Council on current issues and trends in peace and security	10	11	10	10
10. Training events for the African Union on military, police and civilian aspects of peace support operations	60	68	60	65
11. Seminars and workshops for experts and officials of African Union member States on topics related to conflict prevention, management and resolution	20	20	20	22
Technical materials (number of materials)	**8**	**20**	**13**	**17**
12. Joint United Nations-African Union technical review of and assessment reports on African Union peace support operations	1	7	6	10
13. Policies and guidance documents in support of the African-led peace support operations	5	9	5	5
14. Peace and security-related policies and guidelines in support of the implementation of the African Peace and Security Architecture and conflict prevention, management and resolution	2	4	2	2

C. Substantive deliverables

Good offices: support for the African Union in mediation and conflict prevention efforts; and one joint regional visit by the representatives of the African Union, the United Nations and regional economic communities for conflict analysis and early intervention.

Consultation, advice and advocacy: advice, in collaboration with the African Union Commission, to five regional economic communities and regional mechanisms on the development and harmonization of the African Peace and Security Architecture; advisory services and support to advance the implementation of the youth, peace and security and the women and peace and security agendas; 20 briefings to the African Union Peace and Security Council on peace and security issues; advice to the African Union and relevant stakeholders on processes to support the financing of African Union peace support operations, including the implementation of Security Council resolution 2719 (2023); advice and advocacy to the Open-ended Group of Friends of the United Nations-African Union partnership; and substantive and technical advice to the Peace Fund.

D. Communication deliverables

Outreach programmes, special events and information materials: International Women's Day, International Youth Day, Africa Day, International Day of United Nations Peacekeepers and International Day of Peace; information materials, flyers, banners and infographic documents; quarterly public newsletter of the Office; and information circular submitted every two weeks to the African Union Peace and Security Council on relevant Security Council resolutions and decisions.

Digital platforms and multimedia content: website and social media accounts; and online platform showcasing United Nations-African Union partnership activities.

B. Proposed post and non-post resource requirements for 2026

Overview

3.IV.25 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 3.IV.5 to 3.IV.7.

Table 3.IV.5
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1 267.2	1 122.7	–	–	–	–	–	1 122.7
Travel of staff	7.3	6.0	–	–	–	–	–	6.0
Contractual services	5.8	6.8	–	–	0.2	0.2	2.9	7.0
General operating expenses	6.2	60.1	–	–	–	–	–	60.1
Supplies and materials	–	4.7	–	–	–	–	–	4.7
Total	**1 286.5**	**1 200.3**	**–**	**–**	**0.2**	**0.2**	**0.0**	**1 200.5**

Table 3.IV.6
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	6	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL
Proposed for 2026	6	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL

Table 3.IV.7
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
Subtotal	**4**	**–**	**–**	**–**	**–**	**4**
General Service and related						
LL	2	–	–	–	–	2
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
Total	**6**	**–**	**–**	**–**	**–**	**6**

3.IV.26 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 3.IV.8 to 3.IV.10 and figure 3.IV.II.

3.IV.27 As shown in tables 3.IV.8 (1) and 3.IV.9 (1), the overall resources proposed for 2026 amount to $1,200,500, reflecting an increase of $200 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.IV.8
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	1 286.5	1 200.3	–	–	0.2	0.2	0.0	1 200.5
Subtotal, 1	**1 286.5**	**1 200.3**	–	–	0.2	0.2	0.0	**1 200.5**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	10 233.1	9 807.3	535.4	5.5	10 342.7
Subtotal, 2	**10 233.1**	**9 807.3**	**535.4**	**5.5**	**10 342.7**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	683.2	701.9	(701.9)	(100.0)	–
Subtotal, 3	**683.2**	**701.9**	**(701.9)**	**(100.0)**	**–**
Total (1+2+3)	**12 202.8**	**11 709.5**	**(166.3)**	**(1.4)**	**11 543.2**

Table 3.IV.9
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	6	–	–	–	–	6
Subtotal, 1	**6**	**–**	**–**	**–**	**–**	**6**

(2) *Other assessed*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	50	–	50
Subtotal, 2	**50**	**–**	**50**

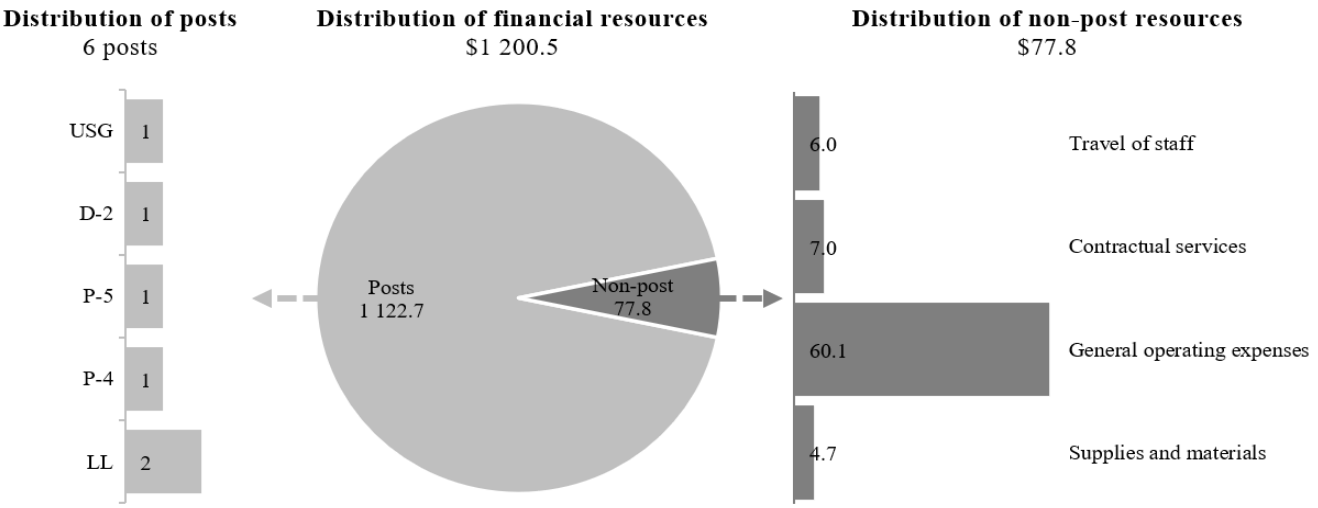
(3) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	2	(2)	–
Subtotal, 3	**2**	**(2)**	**–**
Total (1+2+3)	**58**	**(2)**	**56**

Table 3.IV.10
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 267.2	1 122.7	–	–	–	–	–	1 122.7
Non-post	18.6	77.6	–	–	0.2	0.2	0.3	77.8
Total	**1 285.8**	**1 200.3**	**–**	**–**	**0.2**	**0.2**	**0.0**	**1 200.5**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 3.IV.II
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Other changes

3.IV.28 As shown in table 3.IV.8 (1), resource changes reflect an increase of $200 under contractual services due to the adjustment of standard ICT rates for non-field personnel outside of Headquarters for 2026.

Other assessed resources

3.IV.29 As reflected in tables 3.IV.8 (2) and 3.IV.9 (2), other assessed resources amount to $10,342,700. The resources would complement regular budget resources and provide for the requirements indicated in report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/83).

Extrabudgetary resources

3.IV.30 As reflected in tables 3.IV.8 (3) and 3.IV.9 (3), no extrabudgetary resources are expected in 2026 due to the discontinuation of donor funding.

Other information

3.IV.31 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue to deploy printers with energy-efficient technological capacity and levels, thus providing a low-energy footprint; install software on printers to monitor printing levels; and use electrical vehicles for an environmentally sustainable fleet solution, in line with a new policy put in place by the Government of Ethiopia banning the use of fossil fuel vehicles in the country.

3.IV.32 Information on advance booking for air travel is reflected in table 3.IV.11. The majority of official travel by the Office is in support of joint initiatives with the African Union, the regional economic communities and other partners. Notification or approval of such travel is often not received within time frames that would comply with the United Nations stipulations on travel. The Office will continue to ensure that notification or approval of travel is received within timelines that would enable compliance with the stipulated requirements and raise awareness of this obligation among its strategic partners.

Table 3.IV.11
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	10	10	33	100	100

V. Office of Counter-Terrorism

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

3.V.1 Pursuant to General Assembly resolution 71/291, and as reaffirmed by the Assembly in its resolution 77/298, on the eighth review of the United Nations Global Counter-Terrorism Strategy, the Office of Counter-Terrorism is responsible for five main functions: providing leadership on the General Assembly counter-terrorism mandates entrusted to the Secretary-General; enhancing coordination and coherence across the United Nations system to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy; strengthening delivery of United Nations counter-terrorism capacity-building assistance to Member States; improving the visibility of, and advocacy and resource mobilization for, United Nations counter-terrorism efforts; and ensuring that due priority is given to counter-terrorism across the United Nations system and that work on preventing violent extremism as and when conducive to terrorism is firmly rooted in the Strategy.

3.V.2 United Nations Global Counter-Terrorism Strategy (General Assembly resolution 60/288) is composed of four pillars, in the form of measures to: address the conditions conducive to the spread of terrorism; prevent and combat terrorism; build States' capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in this regard; and ensure respect for human rights for all and the rule of law as the fundamental basis of the fight against terrorism. The mandate of the Office derives from the priorities established in the Strategy and subsequent review resolutions adopted by the General Assembly, including resolution 75/291, and other relevant General Assembly and Security Council resolutions, including Security Council resolution 2617 (2021).

3.V.3 The Office acts as secretariat for the United Nations Global Counter-Terrorism Coordination Compact, which promotes action-oriented collaboration within the United Nations system and serves as a platform for joint programming, coherent monitoring and evaluation, and facilitation of joint resource mobilization and outreach to donors.

Programme of work

Objective

3.V.4 The objective, to which the Office contributes, is to prevent and counter terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law.

Strategy and external factors for 2026

3.V.5 To contribute to the objective, the Office, will:

(a) Provide leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General and convene high-level international and regional conferences and outreach events for Member States, international and regional organizations, and civil society to exchange information, expertise and resources, develop partnerships and collectively address a range of counter-terrorism issues;

(b) Enhance coordination and coherence across the Compact entities to support the counter-terrorism efforts of Member States, including by strengthening the response to technical assistance needs identified by the Counter-Terrorism Committee Executive Directorate and to requests from various Member States;

(c) Provide technical and capacity-building assistance to requesting Member States, including through its presences away from Headquarters, in a focused, integrated and coordinated manner, and reinforce resource mobilization activities with donors;

(d) Conduct research, identify and disseminate new and innovative programme management methodologies, best practices and lessons learned, and embed evidence-informed delivery as a foundation for its technical assistance work;

(e) Strengthen the capacity of Member States to ensure respect for human rights and the rule of law while countering terrorism, in accordance with the fourth pillar of the United Nations Global Counter-Terrorism Strategy;

(f) Support parliamentarians and strengthen outreach to civil society organizations, including youth and women's organizations, in preventing and countering terrorism and violent extremism conducive to terrorism.

3.V.6 The above-mentioned work is expected to result in:

(a) Multilateral cooperation against terrorism, and strengthened partnerships with and among Member States, international and regional organizations, civil society, the private sector and academia for a whole-of-society approach to counter-terrorism and the prevention of violent extremism conducive to terrorism;

(b) Implementation by Member States of relevant General Assembly and Security Council resolutions related to countering terrorism and preventing violent extremism conducive to terrorism, including by building greater resilience and reinforcing responses to terrorist threats and attacks;

(c) Enriched international and multisectoral policy discourse in support of greater prioritization and coherence on counter-terrorism and the prevention of violent extremism conducive to terrorism;

(d) Integration of human rights norms and standards in relevant measures taken in the context of preventing and countering terrorism and violent extremism conducive to terrorism, in requesting Member States.

3.V.7 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States will continue to request support from the United Nations in preventing and countering terrorism and violent extremism conducive to terrorism;

(b) Extrabudgetary resources for capacity-building support for Member States will be available;

(c) Member States will grant the necessary official approvals and access to enable implementation and delivery of this support.

3.V.8 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to cooperate with the Global Counterterrorism Forum and specialized international and regional organizations, such as the African Union, the Association of Southeast Asian Nations, the Caribbean Community, the Collective Security Treaty Organization, the Anti Terrorism Centre of the Commonwealth of Independent States, the European Union, the League of Arab States, the North Atlantic Treaty Organization, the Organization of American States, the Organization for Security and Cooperation in Europe, the Organization of Islamic Cooperation and the Regional Anti-Terrorist Structure of the Shanghai Cooperation Organization. The Office will continue to implement existing and develop new partnership frameworks to support joint approaches to promote the implementation of the United Nations Global Counter-Terrorism Strategy and regional counter-terrorism strategies.

3.V.9 With regard to inter-agency coordination and liaison, the Office leads the United Nations Global Counter-Terrorism Coordination Compact, which includes 46 entities, including 42 United Nations entities and the International Criminal Police Organization, the Financial Action Task Force, the Inter-Parliamentary Union and the World Customs Organization, as member or observer entities. The Compact comprises eight thematic working groups specialized in priority areas relating to

preventing and countering terrorism and violent extremism conducive to terrorism, aligned with the four pillars of the United Nations Global Counter-Terrorism Strategy. The Office will continue to strengthen the coordination of counter-terrorism efforts through consultative inter-agency efforts with the United Nations country teams and resident coordinators, in cooperation with respective host countries, and use its coordination role to strengthen existing partnerships and initiate new ones for multi-stakeholder collaboration at the national, regional and global levels. The Office will continue to advocate an approach that prioritizes joint programming with other United Nations partners to maximize the use of resources and deliver more coherent and expert capacity-building activities.

3.V.10 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, through the implementation of its policy and action plan for gender mainstreaming. The Office will provide technical assistance in line with the women and peace and security agenda and the United Nations Global Counter-Terrorism Strategy and its reviews, and informed by gender analysis.

3.V.11 In line with the United Nations Disability Inclusion Strategy, the Office will integrate disability inclusion within its programmatic and policy functions, including modalities to reflect disability considerations in programme design and the implementation of evaluations.

Evaluation activities

3.V.12 The following evaluations conducted by the Office and completed in 2024 have guided the proposed programme plan in 2026:

(a) Three evaluations conducted on programmes related to prosecution, rehabilitation and reintegration; border security and management; and security of major sporting events and promotion of sport values to prevent violent extremism conducive to terrorism;

(b) Four evaluations conducted on projects related to the reintegration of men and women formerly associated with non-State armed groups in Somalia (jointly with the International Organization for Migration (IOM)); building the capacities of young leaders for the prevention of violent extremism conducive to terrorism in South-East Asia; the prevention of radicalization to violence in prisons (jointly with the United Nations Office on Drugs and Crime (UNODC)); and the Counter-Terrorism Early Warning Network for Central Asia.

3.V.13 In response to the results of the above evaluations, the Office will enhance its focus on incorporating robust monitoring and evaluation approaches and systems, and will further integrate considerations related to human rights, gender equality, disability inclusion and leaving no one behind in the design and delivery of its programmes and projects.

3.V.14 Final evaluations of three projects in the Africa and Central Asia regions and one global programme on parliamentary engagement in preventing and countering terrorism, to be conducted by the Office, are planned for 2026.

Programme performance in 2024

Member States strengthen coordination to enhance border security

3.V.15 In accordance with the United Nations Global Counter-Terrorism Strategy and relevant Security Council resolutions, including 2178 (2014), 2309 (2016), 2396 (2017) and 2482 (2019), the Office supports strengthened counter-terrorism efforts through enhanced cooperation and advanced border management measures. In 2023 and 2024, the Office, in coordination with IOM and UNODC, supported the establishment of the Integrated Border Stability Mechanism in Dakar. During 2024, the Mechanism conducted technical consultations in its seven focus countries – Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger and Togo – engaging national stakeholders to assess border security and governance gaps, needs and priorities. The Office also held technical trainings and workshops at the global and regional levels throughout 2024. This helped to shape the development of the Global Counterterrorism Forum training-of-trainers curriculum, set to be rolled out through regional and national trainings in

2025. The Office also co-led the production of a good practices addendum on border security and management, complemented by a practical train-the-trainer manual, with a view to equipping border officials with the knowledge and skills to operationalize these good practices globally.

3.V.16 Progress towards the objective is presented in the performance measure below (see table 3.V.1).

Table 3.V.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Member States reached a political agreement to launch an Integrated Border Stability Mechanism to enhance coordination among West African Governments, donors, regional organizations and implementing partners, for strengthened integrated border governance and security	National stakeholders in seven countries utilize the Mechanism to strengthen integrated border governance and security, and assess gaps, needs and priorities

Planned results for 2026

Result 1: enhanced coordination and coherence among United Nations Global Counter-Terrorism Coordination Compact entities, regional organizations and other partners to support the counter-terrorism efforts of Member States

Programme performance in 2024 and target for 2026

3.V.17 The Office's work contributed to strengthened engagement by civil society organizations and regional organizations in the eight United Nations Global Counter-Terrorism Coordination Compact working groups, with the participation of representatives from 23 civil society organizations and nine regional organizations in meetings of the working groups, which met the planned target.

3.V.18 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 3.V.2).

Table 3.V.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced engagement between United Nations Global Counter-Terrorism Coordination Compact entities and Member States, with information exchange between over 1,000 focal points from 45 Compact entities, 136 Member States and 13 regional organizations	Strengthened cooperation between the Global Counterterrorism Forum and the Compact, as evidenced by direct interaction between respective working groups	Strengthened engagement by civil society organizations and regional organizations in the eight United Nations Global Counter-Terrorism Coordination Compact working groups	Strengthened engagement by regional and subregional organizations on issues covered by the Compact working groups	Strengthened engagement by Member States, as well as partners in the field, on issues covered by the Compact working groups

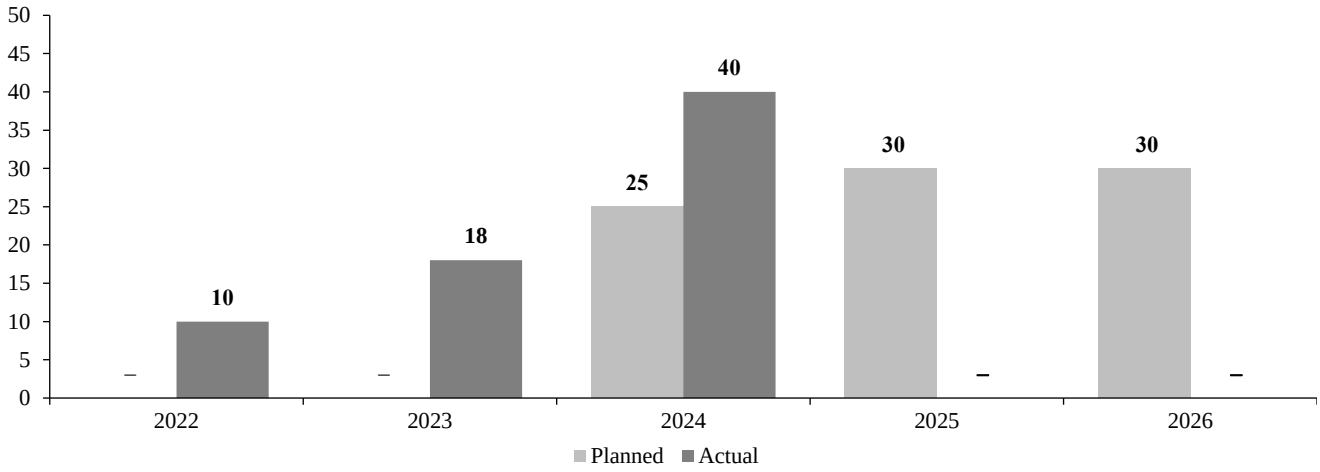
Result 2: Member States advance their efforts in countering terrorist use of weapons

Programme performance in 2024 and target for 2026

3.V.19 The Office's work contributed to 40 Member States reporting increased capacities to prevent, prepare for and respond to terrorist use of conventional and non-conventional weapons, which exceeded the planned target of 25 Member States.

3.V.20 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 3.V.I).

Figure 3.V.I
Performance measure: number of Member States reporting increased capacities to prevent, prepare for and respond to terrorist use of conventional and non-conventional weapons (annual)



Result 3: enhanced national counterterrorism capabilities through strengthened interagency coordination and intelligence analyst skills to prevent and counter terrorism

Proposed programme plan for 2026

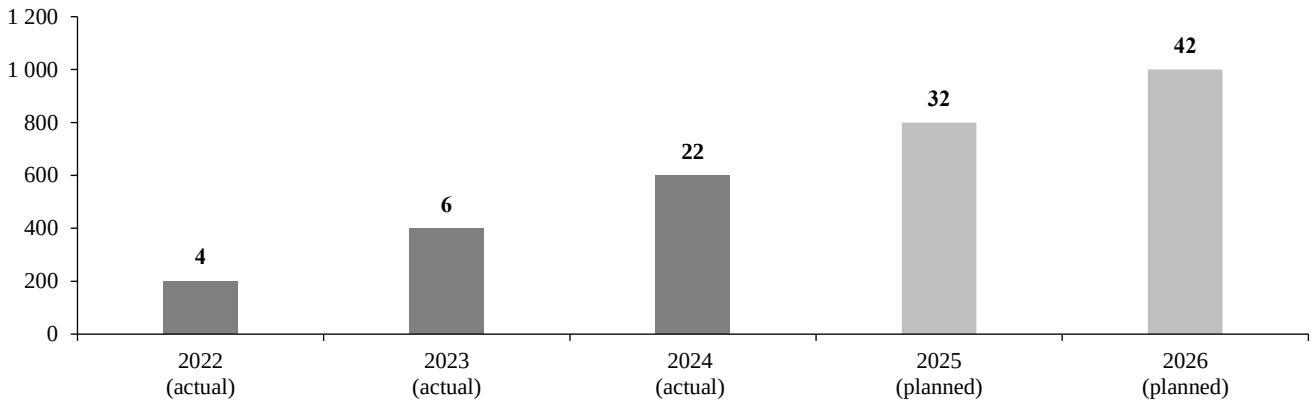
3.V.21 The Office supports counter-terrorism capabilities across Africa, strengthening national inter-agency coordination and intelligence-sharing mechanisms to address evolving security threats. In 2020, in line with relevant Security Council resolutions, including 2462 (2019) and 2482 (2019), and responding to Member States' requests, the Office launched a multi-year global programme to support intra- and inter-agency coordination mechanisms on intelligence, analysis and investigations. In 2023, the programme developed a compendium of good practices and related guidelines on establishing and operating a national inter-agency coordination mechanism, including seven study guides, and a 13-week modular training portfolio offering 12 courses to Member State analysts. Since 2020, the programme has trained over 1,400 participants from 32 African intelligence and law enforcement agencies. On the basis of post-training assessments, 100 per cent of trainees' managers indicated that their trained staff were performing better as a direct result of the programme.

Lessons learned and planned change

3.V.22 The lesson for the Office was the need to expand its reach to meet the high demand for assistance from Member States. In applying the lesson, the Office will prioritize a train-the-trainer model, equipping academy instructors with advanced skills to institutionalize analytical training within national academies. Furthermore, the Office will pursue formal accreditation to integrate its training methodologies into national law enforcement frameworks, ensuring long-term sustainability and impact. These efforts will contribute to strengthening the capacities of intelligence and law enforcement agencies, with a view to establishing national coordination mechanisms to counter terrorism.

3.V.23 Expected progress towards the objective is presented in the performance measure below (see figure 3.V.II).

Figure 3.V.II
Performance measure: number of Member States with enhanced national inter-agency coordination mechanisms in support of counter-terrorism (cumulative)



Legislative mandates

3.V.24 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Office.

General Assembly resolutions

60/288; 62/272; 64/297	United Nations Global Counter-Terrorism Strategy
66/10	United Nations Counter-Terrorism Centre
66/282; 68/276; 70/291; 72/284	The United Nations Global Counter-Terrorism Strategy Review
70/254	Secretary-General's Plan of Action to Prevent Violent Extremism
71/291	Strengthening the capability of the United Nations system to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy
72/165	International Day of Remembrance of and Tribute to the Victims of Terrorism
73/305	Enhancement of international cooperation to assist victims of terrorism
75/291	The United Nations Global Counter-Terrorism Strategy: seventh review
77/243	International Day for the Prevention of Violent Extremism as and when Conducive to Terrorism
77/298	The United Nations Global Counter-Terrorism Strategy: eighth review
79/1	The Pact for the Future
79/53	Countering the threat posed by improvised explosive devices
79/129	Measures to eliminate international terrorism

Security Council resolutions

1373 (2001)	2395 (2017)
1540 (2004)	2396 (2017)
2322 (2016)	2462 (2019)
2341 (2017)	2482 (2019)
2368 (2017)	2617 (2021)
2370 (2017)	

Deliverables

3.V.25 Table 3.V.3 lists all deliverables of the Office.

Table 3.V.3
Office of Counter-Terrorism: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**3**
Report of the Secretary-General to:				
1. The General Assembly on the implementation of the United Nations Global Counter-Terrorism Strategy by the United Nations system	–	–	–	1
2. The Security Council on the threat posed by Islamic State in Iraq and the Levant (ISIL, also known as Da'esh)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**17**	**12**	**17**	**42**
3. Meeting of the General Assembly on the review of the United Nations Global Counter-Terrorism Strategy	–	–	–	26
4. Briefings to the General Assembly on the work of the Office of Counter-Terrorism	4	–	4	4
5. Briefings to the Security Council	2	3	2	2
6. Briefings to the Security Council Committee established pursuant to resolution 1373 (2001) concerning counter-terrorism (Counter-Terrorism Committee)	4	3	4	4
7. Briefings to the Advisory Board of the United Nations Counter-Terrorism Centre	4	3	4	3
8. Meetings of the Fifth Committee	1	1	1	1
9. Meetings of the Committee for Programme and Coordination	1	1	1	1
10. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**833**	**464**	**520**	**463**
11. High-level conference on issues relating to counter-terrorism	9	18	3	18
12. Regional conferences on technical issues relating to counter-terrorism	23	20	15	20
13. Capacity-building training and workshops on technical thematic issues	801	426	502	425
Technical materials (number of materials)	**34**	**10**	**14**	**10**
14. On lessons learned, best practices and thematic topics in implementing the United Nations Global Counter-Terrorism Strategy	34	10	14	10

C. Substantive deliverables

Consultation, advice and advocacy: advocacy initiatives; consultations with an estimated 110 Member States on global, regional and national priorities and strategies; quarterly briefings to Member States; Counter-Terrorism Week.

Databases and substantive digital materials: United Nations Global Counter-Terrorism Coordination Platform, connecting focal points of 46 United Nations Global Counter-Terrorism Coordination Compact entities (United Nations and non-United Nations entities), 137 Member States and 14 regional organizations; "Connect & Learn" platform, with online training and communities of practice for approximately 4,300 members.

D. Communication deliverables

Outreach programmes, special events and information materials: three regional conferences, as well as special commemorative events including international days, launch events, side events and exhibitions; monthly newsletters on the work of the Office, bimonthly newsletters and annual newsletter and report on the United Nations Global Counter-Terrorism Coordination Compact, and other promotional materials and reports.

External and media relations: approximately 50 press releases, media interviews and other engagement with media.

Digital platforms and multimedia content: content for the Office's website and social media accounts, including approximately 80 web stories and 10 videos.

B. Proposed post and non-post resource requirements for 2026

Overview

3.V.26 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 3.V.4 to 3.V.6.

Table 3.V.4
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	9 515.4	11 337.2	–	–	–	–	–	11 337.2
Other staff costs	14.7	–	–	–	–	–	–	–
Travel of staff	234.1	501.9	–	–	–	–	–	501.9
Contractual services	131.1	53.2	–	–	0.4	0.4	0.8	53.6
General operating expenses	53.3	77.6	–	–	–	–	–	77.6
Supplies and materials	–	16.6	–	–	–	–	–	16.6
Furniture and equipment	26.9	53.9	–	–	–	–	–	53.9
Total	**9 975.5**	**12 040.4**	**–**	**–**	**0.4**	**0.4**	**0.0**	**12 040.8**

Table 3.V.5
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	60	1 USG, 2 D-2, 3 D-1, 7 P-5, 20 P-4, 12 P-3, 13 GS (OL), 2 LL
Proposed for 2026	60	1 USG, 2 D-2, 3 D-1, 7 P-5, 20 P-4, 12 P-3, 13 GS (OL), 2 LL

Table 3.V.6
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	3	–	–	–	–	3
P-5	7	–	–	–	–	7
P-4	20	–	–	–	–	20
P-3	12	–	–	–	–	12
Subtotal	**45**	**–**	**–**	**–**	**–**	**45**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related		–	–	–	–	
GS (OL)	13	–	–	–	–	13
LL	2	–	–	–	–	2
Subtotal	**15**	**–**	**–**	**–**	**–**	**15**
Total	**60**	**–**	**–**	**–**	**–**	**60**

3.V.27 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 3.V.7 to 3.V.9 and figure 3.V.III.

3.V.28 As shown in tables 3.V.7 (1) and 3.V.8 (1), the overall resources proposed for 2026 amount to $12,040,800, reflecting an increase of $400 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.V.7
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Programme of work	9 975.5	12 040.4	–	–	0.4	0.4	0.0	12 040.8
Subtotal, 1	**9 975.5**	**12 040.4**	**–**	**–**	**0.4**	**0.4**	**0.0**	**12 040.8**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
Programme of work	40 166.0	37 190.9	(2 503.3)	(6.7)	34 687.6
Subtotal, 2	**40 166.0**	**37 190.9**	**(2 503.3)**	**(6.7)**	**34 687.6**
Total (1+2)	**50 141.5**	**49 231.3**	**(2 502.9)**	**(5.1)**	**46 728.4**

Table 3.V.8
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Programme of work	60	–	–	–	–	60
Subtotal, 1	**60**	**–**	**–**	**–**	**–**	**60**

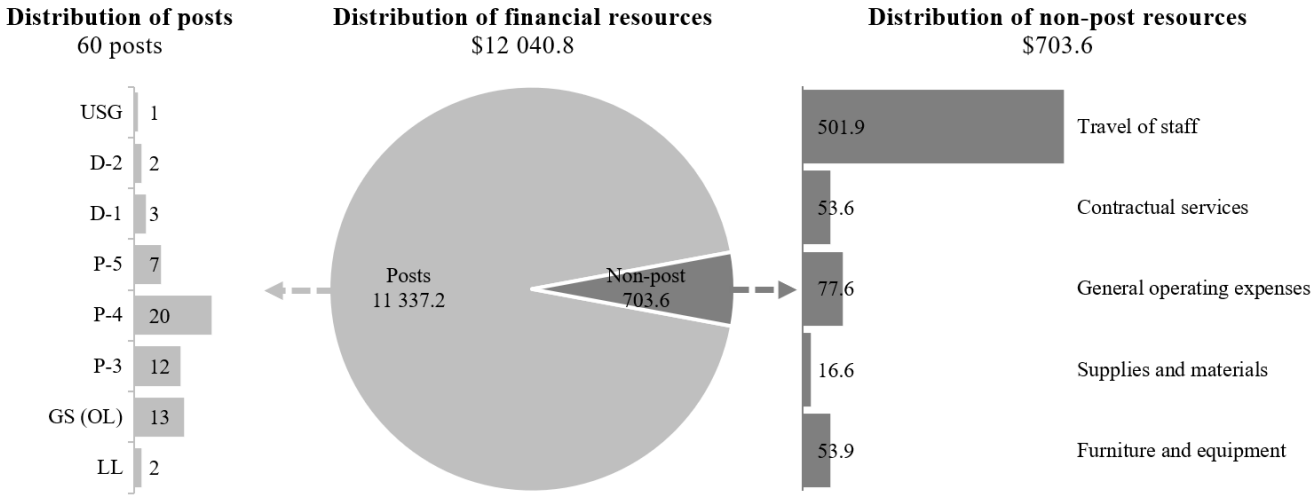
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	137	–	137
Subtotal, 2	**137**	**–**	**137**
Total (1+2)	**197**	**–**	**197**

Table 3.V.9
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	9 515.4	11 337.2	–	–	–	–	–	11 337.2
Non-post	460.1	703.2	–	–	0.4	0.4	0.0	703.6
Total	**9 975.5**	**12 040.4**	**–**	**–**	**0.4**	**0.4**	**0.0**	**12 040.8**
Post resources by category								
Professional and higher		45	–	–	–	–	–	45
General Service and related		15	–	–	–	–	–	15
Total		**60**	**–**	**–**	**–**	**–**	**–**	**60**

Figure 3.V.III
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

3.V.29 As shown in table 3.V.7, resource changes reflect an increase of $400 under contractual services due to the adjustment of standard ICT rates for non-field personnel outside of Headquarters for 2026.

Extrabudgetary resources

3.V.30 As reflected in table 3.V.7 (2), extrabudgetary resources amount to $34,687,600. The resources would complement regular budget resources and would provide for 137 posts (1 D-1, 13 P-5, 39 P-4, 40 P-3, 8 P-2/1, 6 National Professional Officer, and 30 General Service (Other level)), mainly to perform the functions of supporting Member States, strengthen field capacities and develop innovative ways to deliver capacity-building assistance to Member States. Non-post resources would be used cover operational requirements and activities in support of the Office's mandate.

3.V.31 The Office also receives in-kind voluntary contributions, including for office space, furniture and equipment, parking and operational services, with an approximate value of $520,500.

3.V.32 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

VI. Special political missions

Resource requirements: $639 831,500

3.VI.1 The proposed resource requirements for the 37 special political missions for 2026 amount to $639,831,500, which would be supplemented by extrabudgetary resources, estimated at $37,700,100. These resources would provide for the full, efficient and effective implementation of the mandates for the special political missions. Further details on the proposed resources for 2026 are contained in the relevant reports of the Secretary-General on the special political missions (A/80/6 (Sect. 3)/Add.1-6).

Annex I

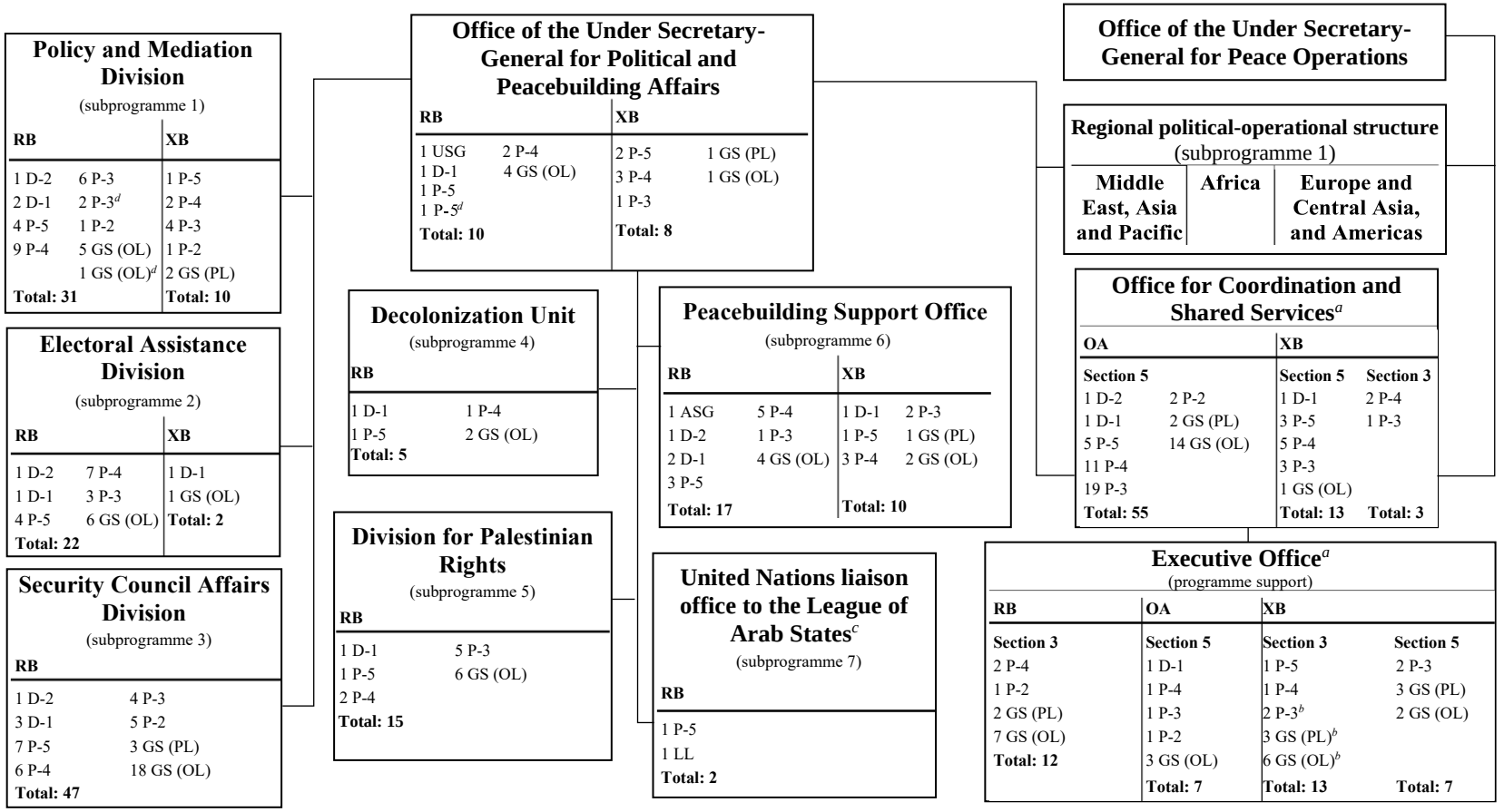
Organizational structure and post distribution for 2026

Seven charts showing the organization structure of section 3, Political affairs, are presented below. Charts A to E present the proposed structure for 2026, chart F reproduces the approved structure as contained in A/79/6 (Sect. 3) for the Office of Counter-Terrorism and chart G presents the proposed structure for 2026 for the Office.

Justification for the proposed changes

The Office of Internal Oversight Services recommended that the Office of Counter-Terrorism organigram be streamlined to provide clarity and operational efficiencies in the areas of policy, capacity-building and operations. The proposed restructuring provides this clear delineation. Furthermore, the Project Management Unit, which has been reporting to the Director of the United Nations Counter-Terrorism Centre, will now be within the former Strategic Planning and Programme Support Section, since renamed the Programme Support and Administration Section, and will focus on providing programme and project management expertise across all areas of the Office. Lastly, the pillar structure within the Office is now replaced by thematic areas, the focus of which are illustrative of the work of the Office.

A. Department of Political and Peacebuilding Affairs



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

[b] Two P-3, one General Service (Principal level) and two General Service (Other level) posts funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

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

[d] New posts requested as part of the new mandate.

B. Regional political-operational structure[a]

Office of the Assistant Secretary-General Middle East, Asia, Pacific

RB		OA
Section 3	Section 5	Section 5
1 ASG	1 GS (OL)	1 P-4
1 P-5		
1 P-3		
2 GS (OL)		
Total: 5	Total: 1	Total: 1

Middle East Division

RB		OA	XB
Section 3	Section 5	Section 5	Section 3
1 D-2	1 D-1	1 P-5	1 P-5
1 D-1		2 P-4	4 P-4
3 P-5		1 P-3	1 P-3
3 P-4		1 P-2	2 GS (OL)
1 P-4[c]		2 GS (OL)	
2 P-3			
1 P-2			
3 GS (OL)			
Total: 15	Total: 1	Total: 7	Total: 8

Asia and Pacific Division

RB		OA	XB
Section 3	Section 5	Section 5	Section 3
1 D-1	1 D-2	1 P-3	1 P-4
3 P-5			
2 P-4			
5 P-3			
2 P-2			
4 GS (OL)			
Total: 17	Total: 1	Total: 1	Total: 1

Office of the Assistant Secretary-General Africa

RB		OA	XB
Section 3	Section 5	Section 5	Section 3
1 P-4	1 ASG	1 P-5	1 D-1
2 GS (OL)	1 P-5	1 P-4	2 P-3
	1 GS (OL)	1 P-3	1 P-5
		1 GS (OL)	
Total: 3	Total: 3	Total: 4	Total: 4

Eastern Africa Division

RB		OA	XB
Section 3	Section 5	Section 5	Section 3
1 D-2	1 D-1	1 D-1	2 P-3
2 P-5	1 GS (OL)	2 P-5	
4 P-4		5 P-4	
1 P-4[c]		2 P-3	
4 P-3[b]		1 P-2	
2 P-2		3 GS (OL)	
5 GS (OL)			
1 LL[b]			
Total: 20	Total: 2	Total: 14	Total: 2

Central and Southern Africa Division

RB		OA	XB
Section 3	Section 5	Section 5	Section 3
1 D-1	1 D-2	1 D-1	1 P-5
2 P-5	1 D-1	2 P-5	
4 P-4	1 P-3	3 P-4	
2 P-3	2 GS (OL)	3 P-3	
2 P-2		1 P-2	
3 GS (OL)		3 GS (OL)	
Total: 14	Total: 5	Total: 13	Total: 1

Western Africa Division

RB		OA	XB
Section 3		Section 5	Section 3
1 D-2	3 P-3		
1 D-1	2 P-2		
2 P-5	5 GS (OL)		
2 P-4			
Total: 16			

Northern Africa Division

RB		OA	XB
Section 3	Section 5	Section 5	Section 3
2 P-3	1 D-2	1 D-1	2 P-3
2 P-2	1 P-5	1 P-3	
1 GS (OL)		2 GS (OL)	
Total: 5	Total: 2	Total: 4	Total: 2

Office of the Assistant Secretary-General Europe, Central Asia, Americas

RB	OA
Section 3	Section 5
1 ASG	1 GS (OL)
1 P-5	
1 P-3	
2 GS (OL)	
Total: 5	Total: 1

Europe and Central Asia Division

RB	OA	XB
Section 3	Section 5	Section 3
1 D-2	1 D-1	2 P-5
2 P-5	1 P-5	2 P-3
2 P-4	2 P-4	2 P-4
1 P-4[c]	1 P-2	1 GS (OL)
2 P-3	1 GS (OL)	1 NOB
1 P-2		1 NOA
3 GS (OL)		
Total: 12	Total: 6	Total: 9

Americas Division

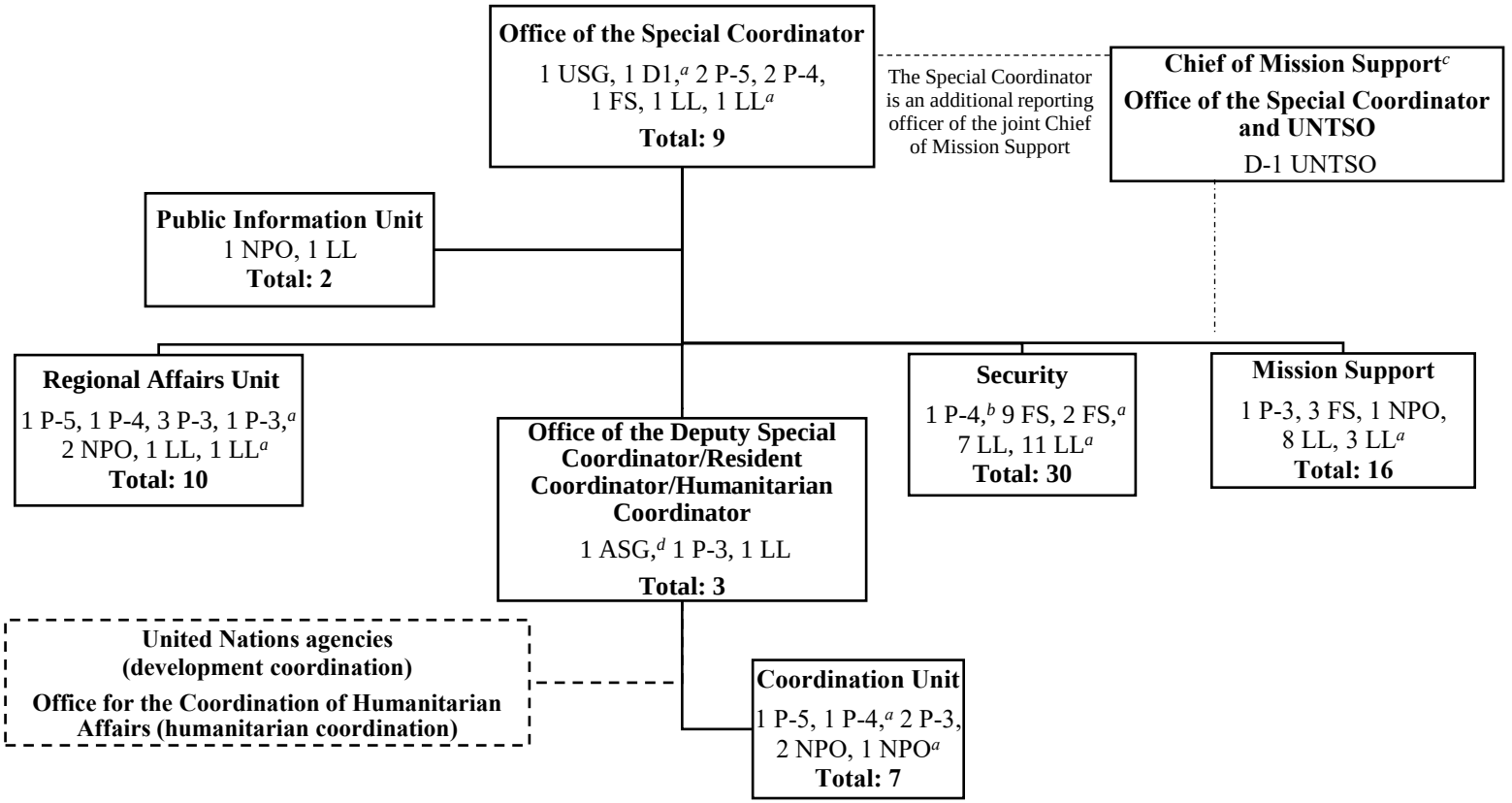
RB	OA	XB
Section 3	Section 5	Section 3
1 D-2		1 P-3
1 D-1		2 P-4
4 P-5		
3 P-4		
1 P-3		
1 P-3[c]		
2 P-2		
4 GS (OL)		
Total: 17		Total: 3

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

[b] 1 P-3 post and 1 Local level post are based in Nairobi.

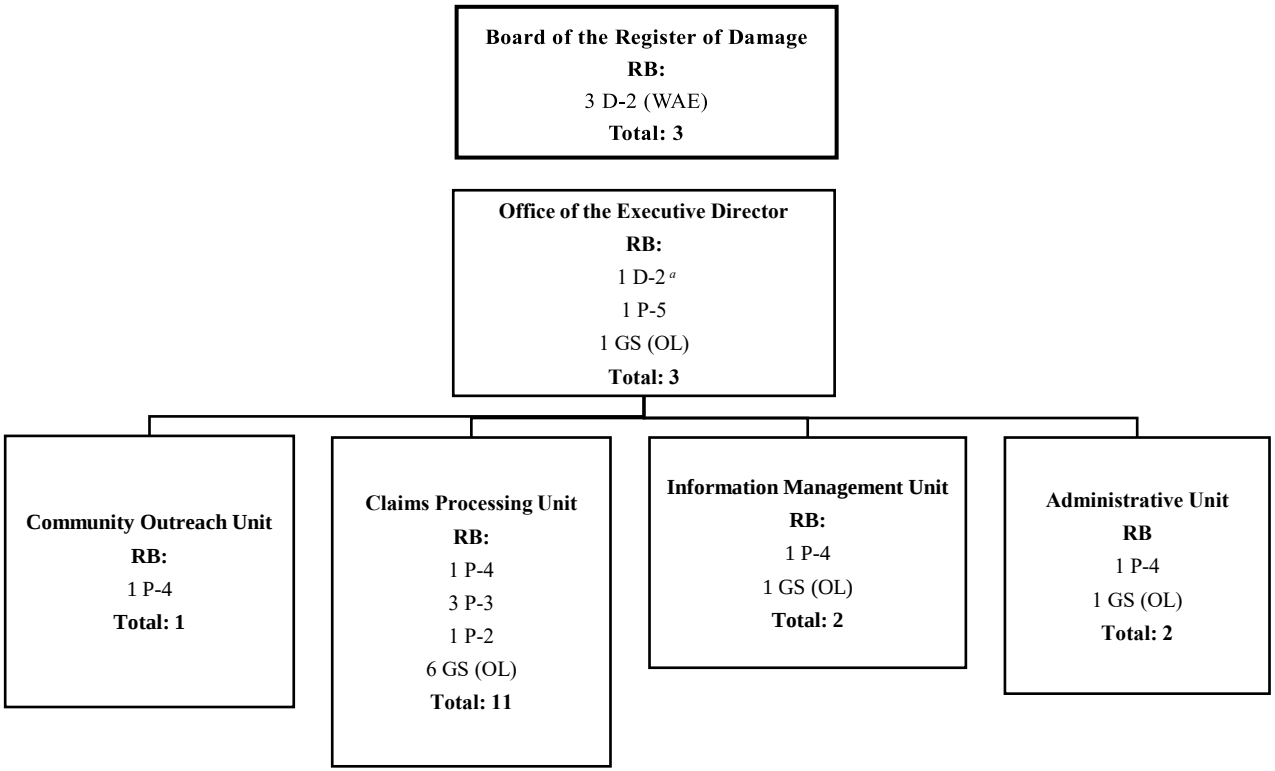
[c] New posts requested as part of the new mandate.

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



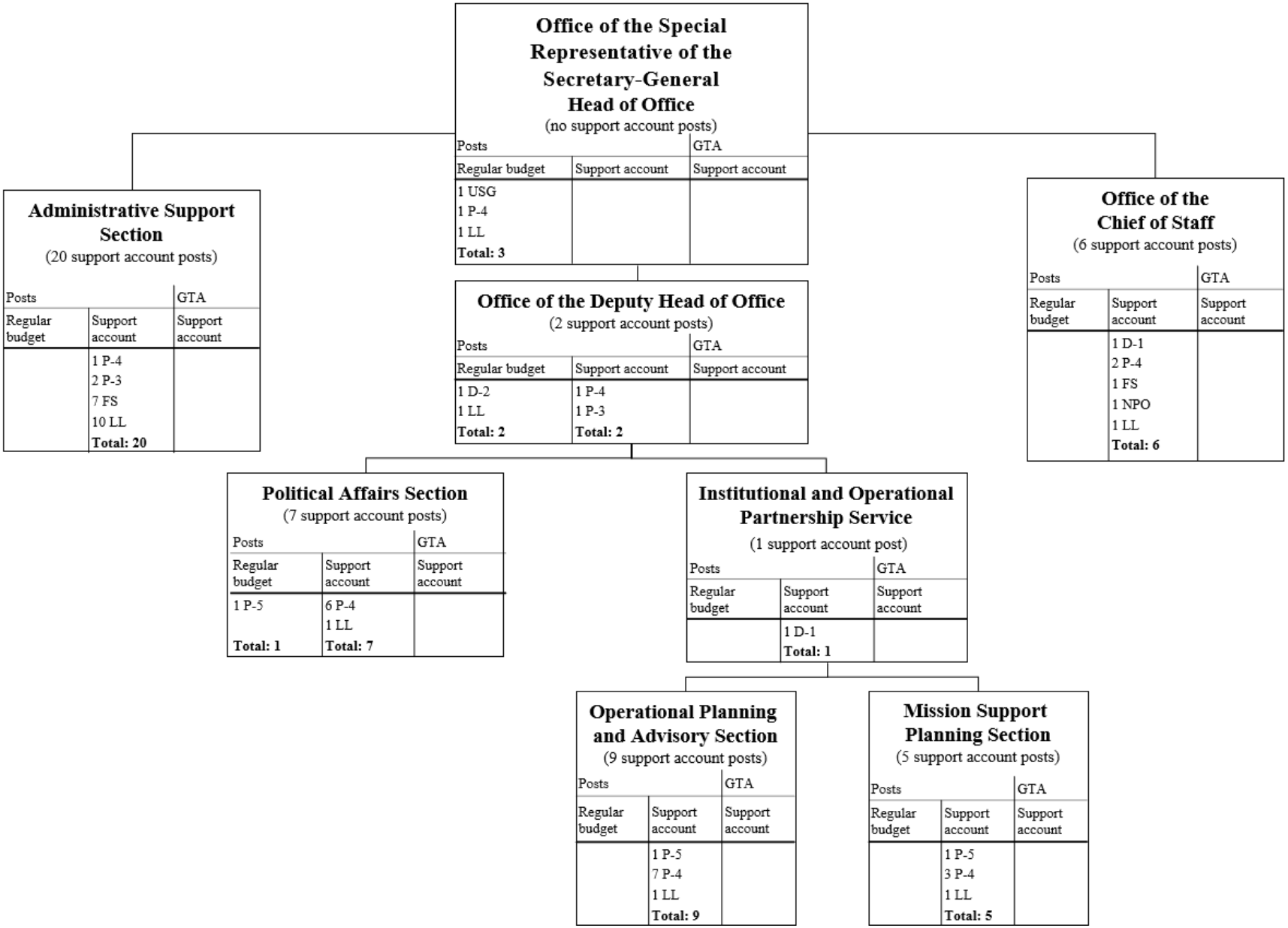
[a] Position located in Gaza.
[b] Reclassification.
[c] The joint Chief of Mission Support position is budgeted under the UNTSO structure.
[d] Post costs are shared at 50 per cent between the Office of the Special Coordinator and the Development Coordination Office.

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

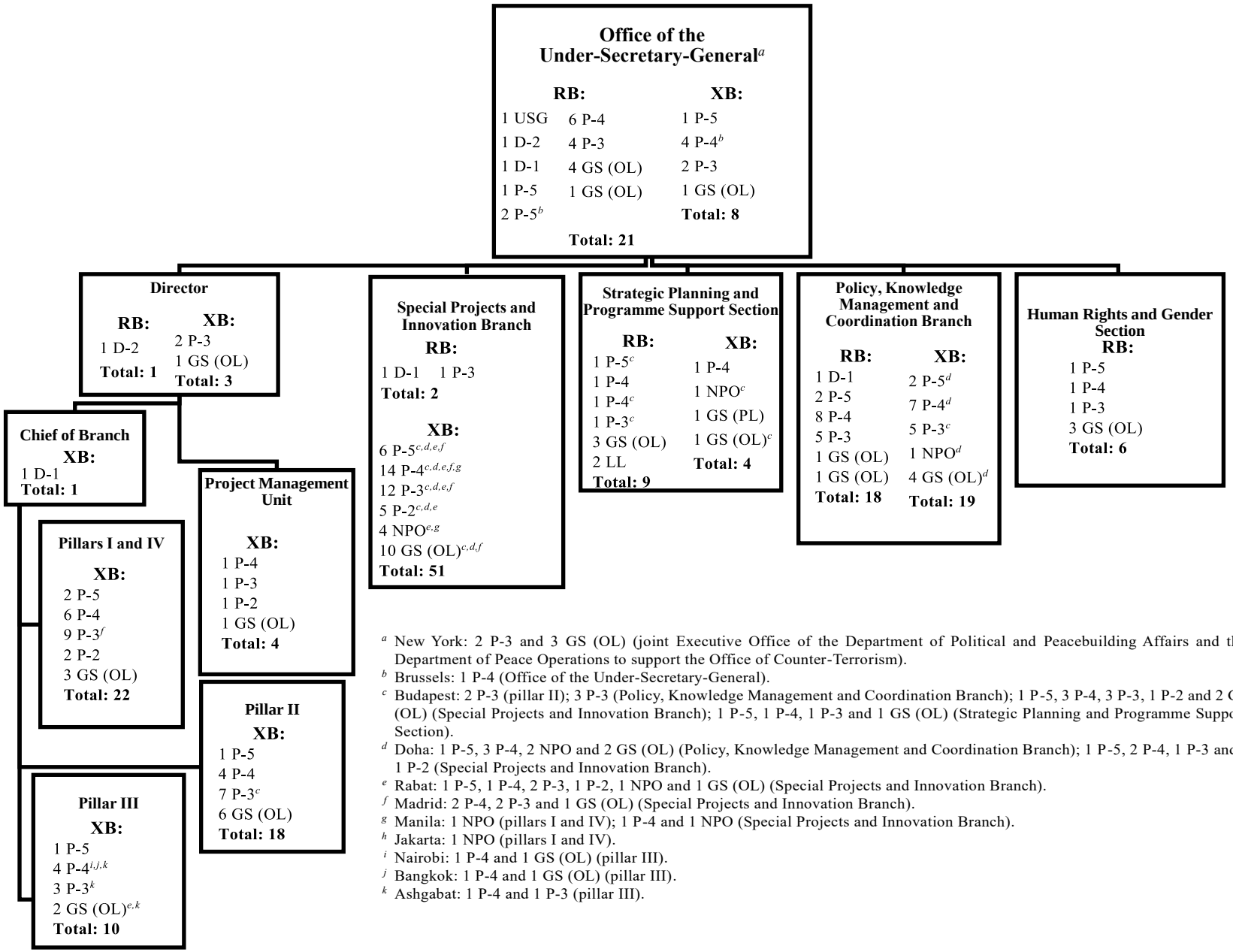


[a] The Executive Director of the Office of the Register of Damage acts as an ex officio member of the Board.

E. United Nations Office to the African Union

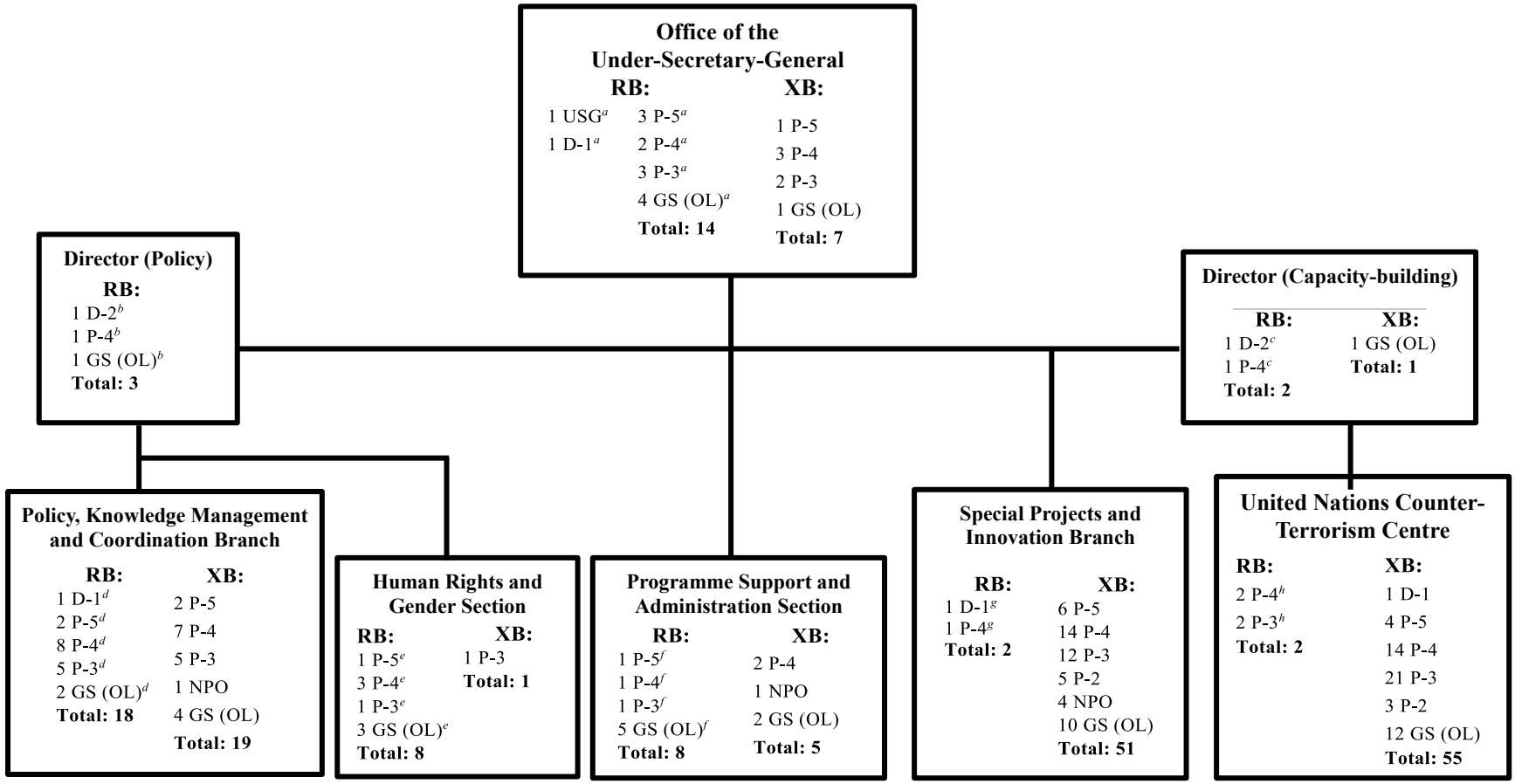


F. Office of Counter-Terrorism: approved organizational structure and post distribution for 2025



[a] New York: 2 P-3 and 3 GS (OL) (joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism).
[b] Brussels: 1 P-4 (Office of the Under-Secretary-General).
[c] Budapest: 2 P-3 (pillar II); 3 P-3 (Policy, Knowledge Management and Coordination Branch); 1 P-5, 3 P-4, 3 P-3, 1 P-2 and 2 GS (OL) (Special Projects and Innovation Branch); 1 P-5, 1 P-4, 1 P-3 and 1 GS (OL) (Strategic Planning and Programme Support Section).
[d] Doha: 1 P-5, 3 P-4, 2 NPO and 2 GS (OL) (Policy, Knowledge Management and Coordination Branch); 1 P-5, 2 P-4, 1 P-3 and 1 P-2 (Special Projects and Innovation Branch).
[e] Rabat: 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 NPO and 1 GS (OL) (Special Projects and Innovation Branch).
[f] Madrid: 2 P-4, 2 P-3 and 1 GS (OL) (Special Projects and Innovation Branch).
[g] Manila: 1 NPO (pillars I and IV); 1 P-4 and 1 NPO (Special Projects and Innovation Branch).
[h] Jakarta: 1 NPO (pillars I and IV).
[i] Nairobi: 1 P-4 and 1 GS (OL) (pillar III).
[j] Bangkok: 1 P-4 and 1 GS (OL) (pillar III).
[k] Ashgabat: 1 P-4 and 1 P-3 (pillar III).

G. Office of Counter-Terrorism: proposed organizational structure and post distribution for 2026



Abbreviations: ASG; Assistant Secretary-General; FS; Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; LL, Local level; NPO, National Professional Officer; RB, regular budget; UNTSO, United Nations Truce Supervision Organization; USG, Under-Secretary-General; WAE, when actually employed; XB, extrabudgetary.

[a] Regular budget posts located in New York.

[b] Regular budget posts of D-2, P-4 and General Service (Other level) located in New York.

[c] Regular budget posts located in New York.

[d] Regular budget posts located in New York.

[e] Regular budget posts located in New York.

[f] Regular budget posts of P-5, P-3 and 2 General Service (Other level) located in Budapest and of P-4 and three General Service (Other level) in New York.

[g] Regular budget posts of D-1 is located in New York and of P-4 in Madrid.

[h] Regular budget posts of 1 P-4 and 1 P-3 located in Ashgabat and of 1 P-3 and 1 P-4 located in Madrid.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Department of Political and Peacebuilding Affairs				
Office of the Under-Secretary-General	1	P-5	**Establishment** of Senior Political Affairs Officer (P-5)	The proposed post of Senior Political Affairs Officer (P-5) would provide expert advice to the Under-Secretary-General and other senior officials on strategic matters, including messaging related to the implementation of General Assembly resolution 79/1 on the Pact for the Future (action 16) and its implications for international peace and security. The incumbent would support the Under-Secretary-General in navigating complex political challenges and enhance the effectiveness of the Organization's messaging on critical global issues. The incumbent would act as a focal point in cross-departmental efforts related to the Pact of the Future, ensuring policy coherence across various United Nations initiatives. The incumbent would lead and coordinate the Department's communications and outreach strategy, ensuring a consistent and impactful narrative that highlights the Organization's work in early warning, conflict prevention, mediation, peacemaking, peacebuilding and preventive diplomacy. The incumbent would also provide input to the Organization's crisis communications strategies, in particular in response to emerging or escalating conflict situations, ensuring timely and coordinated responses. The incumbent would work closely with the Office of the Spokesperson of the Secretary-General to develop public statements that reflect the Organization's strategic priorities in peace and security. The Office of the Under-Secretary-General has nine regular budget posts (1 Under-Secretary-General, 1 D-1, 1 P-5, 2 P-4 and 4 General Service (Other level)). The current staff cannot undertake the aforementioned functions owing to capacity constraints and the high volume of demands placed on the existing personnel. The current P-5 post is dedicated to thematic and regional files that require sustained attention, limiting availability to take on the additional strategic, cross-cutting and public-facing responsibilities envisioned under the Pact for the Future. Given that the Department's role in supporting the Secretary-General's prevention agenda and multilateral diplomacy continues to expand, the establishment of a second P-5 post is critical to ensuring that the Office of the Under-Secretary-General can meet the growing demand for timely political advice, coordinated messaging and effective outreach. The proposed post would fill a key gap in the Department's capacity to deliver high-level strategic guidance and ensure coherence in policy messaging, in line with the vision of a reinvigorated multilateral system articulated in the Pact for the Future.
Subprogramme 1 Policy and Mediation Division	1	P-3	**Establishment** of Political Affairs Officer (P-3) in the Policy and Mediation Division	The proposed post of Political Affairs Officer (P-3) would directly support the objectives of the Pact for the Future (action 16), with a strong emphasis on advancing the Secretary-General's good offices role and advancing partnerships with regional and subregional organizations in preventive diplomacy, mediation and multilateral engagement. The incumbent would enhance preparedness and policy planning, including through stronger analysis and research, with a specific focus on new domains and issues that are increasingly central to the pacific settlement of disputes, to inform the discharge of the Secretary-General's good offices and diplomatic engagements in close coordination with regional organizations. Key responsibilities include broadening engagement

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				with regional and subregional organizations on United Nations engagements in preventive diplomacy and mediation to identify potential areas for support; liaising closely with various cross-regional groupings of Member States that are playing a more active role on issues related to diplomacy and multilateral action for peace, in order to promote an active exchange of policy perspectives; and systematically analysing and reviewing United Nations engagements in this area to capture good practices and measure impact better. The responsibilities would include developing and maintaining partnerships with regional organizations to identify areas in which common policy development is required; strengthening joint planning for specific operational engagements in preventive diplomacy; and preparing the report of the Secretary-General on cooperation with regional and subregional organizations. The policy planning functions in the Policy and Mediation Division are covered by six posts (1 P-5, 4 P-4 and 1 P-3), including two P-4 posts approved in 2025, and supported by one General Service (Other level) post. The current staffing complement dedicated to policy planning is insufficient to undertake the aforementioned functions owing to the growing scope and complexity of demands related to preventive diplomacy, the Secretary-General's good offices, and engagement with regional and subregional organizations, as called for in the Pact for the Future. Existing staff are dedicated fully to ongoing policy development and United Nations system coordination, leaving limited capacity to proactively engage with the new and emerging dimensions of multilateral preventive efforts outlined in the Pact for the Future. The proposed P-3 post would fill a critical gap by enabling more systematic outreach to regional and subregional organizations, strengthening policy coherence and enhancing the Department's ability to respond to early signs of conflict through informed, forward-looking policy planning. Without this additional capacity, the Department risks falling short of the ambitious objectives under action 16 of the Pact for the Future and may be unable to seize opportunities for more joined-up and effective preventive diplomacy with key regional actors.
Subprogramme 1 Policy and Mediation Division	1	P-3	**Establishment** of Political Affairs Officer (P-3) in the Policy and Mediation Division	The proposed post of Political Affairs Officer (P-3) would strengthen the Department's capacity for preventive diplomacy and mediation by analysing opportunities and risks associated with emerging technologies, including in the areas of information and communications and artificial intelligence. The incumbent would identify ways to leverage emerging technologies, behavioural science and strategic foresight to make good offices, preventive diplomacy and peace processes more effective and inclusive, with a focus on the inclusion of women and young people. This capacity does not exist within the Department. The incumbent would also work on applying new technologies, behavioural science and strategic foresight to enable real-time early warning systems and early action to prevent conflict escalation and sustain peace, in line with the commitments contained in the Pact for the Future (General Assembly resolution 79/1, para. 37). This role would fill a critical capacity gap and serve as a step forward in ensuring that the United Nations remains adaptable and inclusive in addressing modern conflicts. Emerging technologies, such as artificial intelligence and digital platforms, offer transformative potential for real-time analysis, early warning systems and rapid conflict de-escalation. By applying behavioural science, the incumbent would support more inclusive and effective peace processes, while strategic foresight would enable anticipatory planning to address emerging risks and

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				opportunities proactively. The policy planning functions in the Policy and Mediation Division is covered by six posts (1 P-5, 4 P-4 and 1 P-3), including two P-4 posts that were approved in 2025, and supported by one General Service (Other level) post. The current staffing complement is engaged fully in supporting core functions, leaving limited capacity to cover the impact of new and emerging technologies on international peace and security. There are no dedicated capacities within the Division to explore how technological innovation, behavioural insights and anticipatory methodologies can be used to support the Secretary-General's good offices and preventive diplomacy efforts. The post would fill a critical institutional gap by embedding future-oriented capabilities in the Department's core work, enabling it to better anticipate, understand and respond to evolving conflict drivers. The incumbent would also ensure a sustainable foundation for the Organization to remain at the forefront of innovation in peace and security, in line with the Pact for the Future's vision for a more agile, inclusive and forward-looking multilateral system. Without this dedicated capacity, the Department risks falling behind in addressing the complex and rapidly shifting dynamics of modern conflict and missing opportunities to harness innovation for peace, also in accordance with the Secretary-General's vision of a United Nations 2.0.
Subprogramme 1 Europe and Central Asia Division	1	P-4	**Establishment** of Political Affairs Officer (P-4) in the Europe and Central Asia Division (located in China)	The proposed post of Political Affairs Officer (P-4) would develop and implement activities aimed at strengthening cooperation and liaison with the secretariat of the Shanghai Cooperation Organization on matters related to preventive diplomacy and conduct research and analysis on current trends and approaches to peace and security matters in the region. The responsibilities would include coordination of United Nations efforts in enhancing the partnership with the secretariat of the Shanghai Cooperation Organization on related matters, and the incumbent would play a crucial role in maintaining regional stability and addressing differences through dialogue and diplomacy. Following on from the establishment of a P-5-level capacity dedicated to liaison with the Association of Southeast Asian Nations in 2025, the creation of the post in 2026 would enable the Department to systematically develop and operationalize engagement with the Shanghai Cooperation Organization, including through regular liaison with its secretariat, the development of joint initiatives and the identification of opportunities for strengthened multilateral preventive diplomacy in the region. The post would contribute directly to the implementation of action 16 of the Pact for the Future, by fostering stronger partnerships between the United Nations and regional and subregional organizations in support of peace and prevention efforts. The Europe and Central Asia Division has 11 posts (1 D-1, 2 P-5, 2 P-4, 2 P-3, 1 P-2 and 3 General Service (Other level)), which are fully dedicated to covering the region, limiting any capacity for a dedicated function in this area. The post would enable the Department to better understand and respond to the evolving dynamics in the wider Eurasian region and its subregions, including trends related to peace and security, connectivity and governance, and to identify potential areas for early engagement to prevent the escalation of tensions. Without this additional capacity, the Department would be constrained in its ability to advance a coherent, proactive approach to preventive diplomacy in the region and to fully leverage its cooperation with the Shanghai Cooperation Organization to support regional stability in line with the Charter of the United Nations and the goals of the Pact for the Future.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 1 Middle East Division	1	P-4	**Establishment** of Political Affairs Officer (P-4) in the Middle East Division	The proposed post of Political Affairs Officer (P-4) would develop innovative approaches and targeted initiatives that respond to the complex regional dynamics in the Middle East. The incumbent would promote greater regional cohesion in the wider regional context through comprehensive, high-quality analysis of the situation, synthetizing diverse research perspectives and preparing cross-regional analytical updates. The incumbent would contribute to shared situational analysis focused on early warning and conflict drivers and facilitate greater coherence among various United Nations operations and other presences by fostering inter-mission coordination and collaboration, also taking into account the transition in Iraq after the closure of the United Nations Assistance Mission for Iraq (UNAMI). The post is critical to enhancing the Organization's ability to address complex dynamics in the wider region, in line with the Pact for the Future's focus on regional cohesion and conflict prevention. The incumbent would provide high-quality analysis of cross-regional trends, synthesize diverse perspectives and produce actionable insights for early warning and conflict prevention. By fostering inter-mission coordination and liaising with United Nations entities, Security Council members and regional organizations, the incumbent would ensure coherence across United Nations operations and regional efforts to navigate evolving dynamics and facilitate effective transitions. The Middle East Division has 14 posts (1 D-2, 1 D-1, 3 P-5, 3 P-4, 2 P-3, 1 P-2 and 3 General Service (Other level)), including an approved P-4 post in 2025. The Division also has 1 P-4 and 2 P-3-level posts dedicated to Iraq and funded as backstopping posts under UNAMI, which will be abolished with the closure of the Mission when it liquidates in January 2026. The current staffing complement is insufficient to undertake the aforementioned functions owing to the already high volume of demands on existing staff, who are engaged fully in managing country-specific files, supporting special political missions and addressing pressing political developments across the region. The current staffing structure, especially with the abolishment of the UNAMI backstopping posts, lacks dedicated capacity to focus on cross-regional analytical work, forward-looking policy planning and inter-mission coherence, in particular in the light of complex regional transitions such as the closure of UNAMI and the need for continued political engagement on Iraq and with regard to its neighbouring region. Without this post, the Department's ability to generate timely, strategic and integrated responses to emerging dynamics in the Middle East will remain constrained, potentially affecting United Nations capacity to support durable peace and security in the region.
Subprogramme 1 Eastern Africa Division	1	P-4	**Establishment** of Political Affairs Officer (P-4) in the Eastern Africa Division	The establishment of a post of Political Affairs Officer (P-4) is essential to strengthening United Nations capacity to address the complex and evolving dynamics in Somalia and the Horn of Africa, in particular in the light of the planned closure of the United Nations Transitional Assistance Mission in Somalia in 2026. This incumbent would develop innovative approaches and targeted initiatives to enhance regional cohesion, conflict prevention and early warning mechanisms through high-quality, cross-regional analysis. By synthesizing diverse research perspectives and producing actionable insights, the incumbent would contribute to a shared situational understanding of conflict drivers, emerging risks and opportunities for preventive diplomacy. Given the interlinked security, political and humanitarian challenges in the Horn of Africa, the incumbent would play a key

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				role in fostering coherence across various United Nations operations and engagements. It would enhance inter-mission coordination, ensuring a more integrated United Nations response to ongoing and emerging crises, considering the transition in Somalia. The incumbent would maintain close liaison with United Nations entities in the region, Security Council members, Member States and regional and subregional organizations to align efforts and promote coordinated policy responses. In line with action 16 of the Pact for the Future, the post is critical to advancing the Pact's emphasis on regional cohesion and conflict prevention, equipping the United Nations with the analytical capacity and strategic engagement needed to navigate the region's evolving landscape and support smooth transition processes. The Eastern Africa Division has 19 posts (1 D-2, 2 P-5, 4 P-4, 4 P-3, 2 P-2, 5 General Service (Other level) and 1 Local level). The current staffing complement is dedicated fully to managing country-specific files, supporting special political missions and responding to immediate political developments across Eastern Africa, leaving little to no capacity for sustained cross-regional analysis or transition-focused planning.
Subprogramme 1 Americas Division	1	P-3	**Establishment** of Political Affairs Officer (P-3) in the Americas Division	The proposed post of Political Affairs Officer (P-3) is essential to strengthening United Nations capacity to address the complex and evolving dynamics in Haiti. A dedicated Political Affairs Officer is essential in ensuring sustained analytical and policy support for Haiti, given the depth and urgency of the country's interlinked crises and the political and operational challenges. Unlike other regional files that may be covered by broader portfolios, the situation in Haiti warrants dedicated attention owing to the ongoing peace process, the deteriorating security and humanitarian conditions and the increasing level of multilateral engagement, including from regional organizations such as the Caribbean Community (CARICOM) and the Organization of American States (OAS). The incumbent would have primary responsibility for engaging with CARICOM and the OAS and develop innovative approaches and targeted initiatives to enhance the monitoring and analysis of political developments in Haiti, including analysis of the ongoing peace process. By synthesizing diverse perspectives from across the region and producing actionable insights, the incumbent would contribute to a shared situational understanding of conflict drivers, emerging risks and opportunities for preventive diplomacy, including in concert with the regional and subregional actors. Given the interlinked security, political and humanitarian challenges, the incumbent would play a key role in fostering coherence across various United Nations operations and engagements to ensure support for mediation and peace processes. The incumbent would directly support the implementation of action 16 of the Pact for the Future by strengthening the Organization's capacity for preventive diplomacy, supporting political processes and fostering coherence and alignment with regional actors. The Americas Division has 16 staff (1 D-2, 1 D-1, 4 P-5, 3 P-4, 1 P-3, 2 P-2 and 4 General Service (Other level)).The current staff is engaged fully in managing the existing political portfolios in the Americas, including support for special political missions and country-specific engagements across the region. The current staffing level does not provide sufficient capacity to focus on the complex and rapidly evolving situation in Haiti and on the engagement of regional and subregional organizations such as CARICOM and OAS. The creation of a dedicated post would help to ensure that the United Nations can provide timely, informed and coordinated

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				support to efforts aimed at advancing dialogue, stability and inclusive peace in Haiti, one of the most pressing political and security challenges in the Americas today.
Subprogramme 1 Policy and Mediation Division	1	GS (OL)	**Establishment** of Programme Management Assistant (GS (OL)) in the Policy and Mediation Division	The Programme Management Assistant post (General Service (Other level)) would provide programmatic support to the above-listed new capacities in the discharge of the work in support of the policy planning functions to help to strengthen policy engagement on preventive diplomacy and good offices, pursuant to General Assembly resolution 79/1 on the Pact for the Future. The policy planning functions in the Policy and Mediation Division, which comprises six posts, is supported by one General Service (Other level) staff. The current staffing cannot undertake the aforementioned functions owing to the already significant workload required to support core responsibilities in mediation support, knowledge management, policy development and strategic engagement. The current General Service (Other level) post provides administrative and coordination support to multiple teams. The post is essential in enabling the effective functioning of the various teams. The incumbent would provide vital logistical, administrative and operational support to ensure the smooth implementation of activities, the timely delivery of outputs and efficient coordination across policy planning initiatives, including assisting in the preparation of substantive materials, organizing internal consultations and workshops, coordinating travel and mission arrangements, maintaining databases, and supporting budget and procurement processes.
Office of the United Nations Special Coordinator for the Middle East Peace Process				
Office of the United Nations Special Coordinator for the Middle East Peace Process	1	P-4	**Reclassification** of Security Coordination Officer (P-3) to Chief Security Officer (P-4)	The proposed upward reclassification reflects the need to strengthen workforce planning and management in the Security Section, given the significant increase in operational demands, derived by the escalating security crisis in the West Bank, the unprecedented scale of the hostilities in Gaza and a dynamic, unstable security environment across the region. The Section comprises 30 security personnel, including the proposed post for reclassification, based in Jerusalem, Ramallah and Gaza. This includes 12 international staff at the Field Service level and 18 local level staff. Given the Section's size and the challenging, high-risk operational environment, and with the endorsement of the Department of Safety and Security, the urgent need to reclassify the Security Coordination Officer (P-3) – who is already serving as the acting Chief Security Officer – to the P-4 level is recognized. Reclassifying the post to P-4 is essential to provide the leadership, strategic foresight and accountability required to manage security operations across the three duty stations. The Chief Security Officer (P-4) would bring the professional expertise necessary to lead security risk management in accordance with United Nations security management system standards, make rapid decisions under pressure, and analyse and interpret security data to support mission-critical decisions. The reclassification would also enhance inter-agency coordination, support the effective deployment of field teams in complex operational contexts and provide direct strategic guidance to the head of mission and senior leadership. The significantly increased level of responsibilities and accountability associated with the post, which is responsible for the safety and security of Office staff and assets across the three duty stations of Gaza, Ramallah and Jerusalem, requires a person at a more senior level with the commensurate experience to address the adverse security environment and challenges.

Annex III

Projects proposed for funding from the Peacebuilding fund

Proposed projects, objectives and budget

Central African Republic – $5,000,000

2026 resources will be allocated as follow-on funding to programmes initiated in 2025 and additionally for the project(s) listed below.

A. Enhancing border security and strengthening local capacities for conflict prevention and management in the Moyenne-Sido border area

Objective: The Moyenne-Sido border area, historically affected by insecurity, trafficking and farmer-herder tensions, now presents an opportunity for stabilization following the reopening of the border with Chad. This project is intended to enhance border governance through improved coordination among security actors, strengthened institutional capacities and meaningful community engagement. It will also promote peaceful coexistence, combat illicit trafficking and support State-led mechanisms to manage transhumance-related and broader security challenges.

Time frame: 2026–2028 (30 months)

B. The Peacebuilding Fund-African Development Bank joint initiative on agricultural transformation and support for durable solutions for returnees, displaced persons and host communities, including young people, in Mambéré-Kadéi and Nana-Mambéré Prefectures

Objective: This project is intended to support peace and stability in the Nana-Mambéré and Mambéré-Kadéï regions by addressing the root causes of conflict linked to displacement, land pressures and agricultural vulnerability. It complements an African Development Bank-led agricultural development initiative by integrating a peacebuilding approach focused on durable solutions for returnees, displaced persons and host communities, especially women and young people. Through community dialogue, conflict prevention and improved access to land, housing and livelihoods, the project is intended to create a stable and inclusive environment for sustainable reintegration and recovery.

Time frame: 2026–2028 (30 months)

Democratic Republic of the Congo – $5,000,000

A. Supporting local governance of natural resources

Objective: The project is intended to strengthen regulatory and traceability mechanisms for natural resources, ensuring that local communities, in particular Indigenous Peoples, benefit from the economic and social outcomes of mining activities. The intervention will build on local infrastructure, including peace-related structures, and will integrate a protection component.

Time frame: 2026–2028 (30 months)

B. Strengthening provincial capacities to curb illicit financial flows and promote peace

Objective: This initiative is intended to establish regulatory mechanisms to combat illicit financial flows and strengthen accountability within territorial and provincial administrations, with the ultimate goal of reducing the proliferation of armed conflict. It will focus on enhancing the technical and operational capacities of both government institutions and non-governmental actors. The initiative is also intended to promote inclusive, innovative, accountable and effective governance of natural resources, while ensuring the protection of local populations and biodiversity.

Time frame: 2026–2028 (30 months)

Guatemala – $7,500,000

A. Strengthening the meaningful participation of young people in peacebuilding and development at the national and local levels

Objective: Building on earlier Peacebuilding Fund-supported activities, the project will advance youth empowerment involving leadership, networking and civil and political participation, including through support for the development and implementation of a national action plan on young people, peace and security. The initiative will focus on increasing safe civic spaces, the exercise of human rights and formal representation in decision-making at the community and municipal levels.

Time frame: 2026–2027 (24 months)

B. Promotion and defence of the rights of women and girls to a life free from violence

Objective: The intention is to strengthen the development and implementation of pillar 3 of the 1325 national action plan on women and peace and security with respect to the prevention, attention, investigation and sanction of violence against women and girls, including sexual violence. This initiative will build on the current Peacebuilding Fund-supported initiative in support of the plan, which focusses on women's participation in local, municipal and departmental development councils and dialogue mechanisms for conflict prevention and resolution, and will be in line with the global Spotlight Initiative on ending violence against women and girls.

Time frame: 2026–2027 (24 months)

C. Prevention of electoral violence and conflict

Objective: The project is intended to institutionalize inclusive multi-actor conflict prevention and mitigation mechanisms at the national, departmental and municipal levels before, during and after the national elections cycle in 2026 and 2027; and ensuring a focus of advocacy and information activities on women, young people and human rights and including strategies to promote the transparency of and trust in the electoral process and address misinformation, disinformation and hate speech.

Time frame: 2026–2027 (24 months)

Haiti – $5,000,000

2026 resources will be allocated as follow-on funding to programmes initiated in 2025 and additionally for the project(s) listed below.

A. Turning the tide: outreach, protection and reintegration for at-risk young people and survivors of violence in Haiti

Objective: The intention is to prevent the recruitment and re-recruitment of children and adolescents by criminal gangs and self-protection brigades and to support the sustainable reintegration and recovery of both young people and women and girl survivors of sexual violence. This will be achieved through a holistic, community-anchored model that fosters trust, restores dignity and reinforces positive engagement between citizens and institutions, while demonstrating the possibility of scaling up such activities in alignment with Haiti's evolving stabilization and peacebuilding context.

Time frame: 2026–2027 (24 months)

Mali – $5,000,000

A. Youth talk: Strengthening the role of young people in peacebuilding and community resilience in southern Mali

Objective: The project is intended to harness the potential of young people for conflict management and sustainable socioeconomic development in the regions of Sikasso, Kayes, Koulikoro and Bamako, promoting their engagement in community mechanisms and their contribution to community resilience to violence.

Time frame: 2026–2028 (36 months)

B. Rural youth self-employment opportunities driving peace and social cohesion in the Niger river interior delta of Mali

Objective: The intention is to promote sustainable self-employment and rural entrepreneurship for young people and to enhance their role in local conflict resolution mechanisms, thus reducing the vulnerability of young people to violence in central Mali.

Time frame: 2026–2028 (36 months)

Papua New Guinea – $7,500,000

A. Catalysing government leadership in conflict prevention: advancing the national prevention strategy to achieve lasting peace and durable solutions in Papua New Guinea in partnership with the World Bank and civil society

Objective: The project is intended to catalyse the implementation of Papua New Guinea's recently endorsed national prevention strategy by strengthening national and subnational capacities to address the root causes of conflict and violence. Building on previous peacebuilding gains and working towards durable solutions, the project will be intended to support national and provincial governments in the roll-out of prioritized initiatives and promote inclusive, locally led solutions that reduce vulnerabilities and foster subnational social cohesion, with a focus on the protection and empowerment of women, young people and children.

Time frame: 2026–2028 (30 months)

B. The way ahead: securing a peaceful and sustainable future for the people of Bougainville following outcomes of the 2025 independent moderator process

Objective: Following final proposals by the independent moderator and 2025 elections, the project is intended to: (a) support Bougainvilleans in engaging in informed, inclusive and peaceful community deliberations, including conflict hotspots and outlier groups, and, subsequently, in enhanced dialogue with the Government; (b) assist in informed and productive intergovernmental negotiations on proposals for the future political status of Bougainville; and (c) implement conflict-sensitive development interventions, ensuring equitable peace dividends for a sustainable future for Bougainville.

Time frame: 2026–2028 (30 months)

Somalia – $10,000,000

Objective: In order to foster sustained peacebuilding with a diverse range of groups and perspectives, the initiative is intended to build on previous State-building and reconciliation efforts, with a renewed focus on building consensus around State-building priorities. It promotes inclusive governance, institutional accountability and citizen participation. By providing a pathway towards enhanced consensus, this initiative is also intended to act as a catalyst towards progress on achieving the goals of the inclusive politics window of the Somalia Joint Fund.

Time frame: 2026–2028 (30 months)

B. Establishment and operationalization of the national human rights institute in Somalia

Objective: As the United Nations Transitional Assistance Mission in Somalia (UNTMIS) makes a transition into the United Nations country team, a functional national human rights institute will step in to bridge the gap in human rights monitoring, promote access to justice and strengthen institutional credibility, contributing to Somalia's long-term stability. The initiative aligns with Federal Government of Somalia's request for a continued United Nations human rights presence in the country, which would support and mentor the institute. This initiative also aligns with Peacebuilding Fund's focus on transition contexts, ensuring that human rights remain central in Somalia's governance framework beyond 2025.

Time frame: 2026–2028 (30 months)

Proposed projects, objectives and budget

C. Transferring and embedding analytical tools in national institutions

Objective: With the departure of UNTMIS, Somalia faces a significant gap in advisory and analytical capacity, in particular in the areas of peacebuilding, political engagement and security analysis. This initiative is intended to address this challenge by enhancing the analytical capacities of national institutions. It will support government counterparts in designing, implementing and adjusting evidence-based policies and programmes aligned with national peacebuilding priorities. The initiative will build on and institutionalize analytical tools developed under UNTMIS, including the security and conflict analysis framework and the Fragility Index and Maturity Model, with a view to fully transferring knowledge and tools to national partners. Where feasible, technical experts will work side by side with government institutions, with a gradual transition into national structures as capacity and fiscal space allow.

Time frame: 2026–2028 (30 months)

South Sudan – $5,000,000

2026 resources will be allocated as follow-on funding to programmes initiated in 2025, and additionally for the project(s) listed below.

A. Pathways to peace: fostering national reconciliation in South Sudan

Objective: In response to the political context, the project is intended to promote national reconciliation by addressing deep-seated grievances and ethnocentric politics to facilitate a conducive environment for political transition, durable solutions and sustained peace. It will facilitate bottom-up, people-to-people peacebuilding to address the structural causes of conflict rooted in social, economic and regional marginalization and exclusion. The project is intended to transform relationships and foster national accountability.

Time frame: 2026–2027 (24 months)

Annex IV

Overview of financial and post resources, by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
	2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources												
Department of Political and Peacebuilding Affairs	108 109.0	109 320.5	1 211.5	–	–	–	34 536.9	33 888.6	(648.3)	142 645.9	143 209.1	563.2
Office of the United Nations Special Coordinator for the Middle East Peace Process	11 339.7	12 037.1	697.4	–	–	–	–	–	–	11 339.7	12 037.1	697.4
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	3 640.4	3 641.2	0.8	–	–	–	200.0	200.0	–	3 840.4	3 841.2	0.8
United Nations Office to the African Union	1 200.3	1 200.5	0.2	9 807.3	10 342.7	535.4	701.9	–	(701.9)	11 709.5	11 543.2	(166.3)
Office of Counter-Terrorism	12 040.4	12 040.8	0.4	–	–	–	37 190.9	34 687.6	(2 503.3)	49 231.3	46 728.4	(2 502.9)
Special political missions	693 041.2	639 831.5	(53 209.7)	–	–	–	50 655.2	37 700.1	(12 955.1)	743 696.4	677 531.6	(66 164.8)
Total	**829 371.0**	**778 071.6**	**(51 299.4)**	**9 807.3**	**10 342.7**	**535.4**	**123 284.9**	**106 476.3**	**(16 808.6)**	**962 463.2**	**894 890.6**	**(67 572.6)**
Post resources												
Department of Political and Peacebuilding Affairs	283	291	8	–	–	–	76	76	–	359	367	8
Office of the United Nations Special Coordinator for the Middle East Peace Process	78	78	–	–	–	–	–	–	–	78	78	–
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	19	19	–	–	–	–	–	–	–	19	19	–
United Nations Office to the African Union	6	6	–	50	50	–	2	–	(2)	58	56	(2)
Office of Counter-Terrorism	60	60	–	–	–	–	137	137	–	197	197	–
Special political missions	3 742	3 142	(600)	–	–	–	47	34	(13)	3 789	3 176	(613)
Total	**4 188**	**3 596**	**(592)**	**50**	**50**	**–**	**262**	**247**	**(15)**	**4 500**	**3 893**	**(607)**

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Special political missions

Estimates in respect of special political missions

Summary

The present report is the first addendum to the report of the Secretary-General on the proposed programme budget for 2026 under section 3, Political affairs, and contains information on the overall resource requirements of 37 special political missions authorized by the General Assembly and/or the Security Council. Detailed information in respect of each special political mission is contained in five addenda to section 3, Political affairs (A/80/6 (Sect. 3)/Add.2, A/80/6 (Sect. 3)/Add.3, A/80/6 (Sect. 3)/Add.4, A/80/6 (Sect. 3)/Add.5 and A/80/6 (Sect. 3)/Add.6).

The overall proposed resource requirements of special political missions amount to $639,831,500 (net of staff assessment). The requirements include $2,332,000 to provide for the share of special political missions for the financing of the budget of the Regional Service Centre in Entebbe, Uganda, for the period from 1 July 2025 to 30 June 2026.

* A/80/50.

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I. Introduction

1. The present report contains the overall proposed resource requirements for 37 special political missions for 2026, in connection with the actions taken or expected to be taken by the General Assembly and/or the Security Council on the basis of requests from Member States and/or recommendations of the Secretary-General.

2. Pursuant to General Assembly resolution 77/267 and established practice, the budget requirements of special political missions are presented in thematic clusters, while the requirements of the United Nations Assistance Mission in Afghanistan (UNAMA) and for the liquidation of the United Nations Assistance Mission for Iraq (UNAMI) are presented individually in separate reports. In addition to the present report, further details on the resource requirements of the individual missions are presented in the following reports, each of which constitutes an addendum to section 3, Political affairs, of the proposed programme budget for 2026:

   (a) Thematic cluster I: special and personal envoys, advisers and representatives of the Secretary-General (A/80/6 (Sect. 3)/Add.2);

   (b) Thematic cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms (A/80/6 (Sect. 3)/Add.3);

   (c) Thematic cluster III: regional offices, offices in support of political processes and other missions (A/80/6 (Sect. 3)/Add.4);

   (d) UNAMA (A/80/6 (Sect. 3)/Add.5);

   (e) UNAMI (A/80/6 (Sect. 3)/Add.6).

3. Pursuant to paragraph 7 of General Assembly resolution 77/267, in which the Assembly reaffirmed the established budgetary procedures and practices, the reports on the proposed resource requirements for special political missions comprise two parts: (a) the proposed programme plan for 2026 and programme performance in 2024, submitted for consideration by the Assembly; and (b) the proposed post and non-post resource requirements, submitted through the Advisory Committee on Administrative and Budgetary Questions for consideration by the Assembly.

4. The overall proposed resource requirements of the 37 special political missions for 2026 amount to $639,831,500. These resources would be supplemented by projected extrabudgetary resources amounting to $37,700,100, comprising $13,311,400 from voluntary contributions and $24,388,700 from cost-recovery resources.

5. Any adjustments to the resource requirements emanating from additional mandates or changes in mandates will be presented to the General Assembly as additional reports of the Secretary-General on estimates resulting from such mandates or changes of mandates.

6. Given the volatility of the security and operating environments of special political missions, should any changes from such environments significantly alter the planning assumptions and costing parameters applied in the current budget, and if such changes cannot be absorbed from existing resources, the consequent changes to either resource or staffing requirements will be brought to the attention of the General Assembly, as appropriate, in accordance with established practices and procedures, and pursuant to the financial regulations and rules of the United Nations.

A. Status of the extension or renewal of mandates

7. Of the 37 special political missions for which resource requirements are requested by the Secretary-General for 2026, 15 have open-ended mandates, 9 have mandates extended into 2026 or later, 1 has a mandate ending in 2025, 1 has a mandate ending in 2026 and 11 have mandates expiring in 2025 that are expected to be renewed or extended into 2026 or later by the General Assembly or the Security Council, as detailed below:

(a) Special political missions with open-ended mandates:

(i) Office of the Special Adviser to the Secretary-General on Cyprus;

(ii) Office of the Special Adviser to the Secretary-General on the Prevention of Genocide;

(iii) Personal Envoy of the Secretary-General for Western Sahara;

(iv) Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004);

(v) United Nations Representative to the Geneva International Discussions;

(vi) Office of the Special Envoy of the Secretary-General for Syria;

(vii) Office of the Special Envoy of the Secretary-General for the Horn of Africa;

(viii) Office of the Special Envoy of the Secretary-General for the Great Lakes Region;

(ix) Office of the Special Envoy of the Secretary-General for Yemen;

(x) Office of the Personal Envoy of the Secretary-General for the Sudan;

(xi) Support to the Security Council Committee established pursuant to resolution 1718 (2006);

(xii) United Nations Regional Centre for Preventive Diplomacy for Central Asia;

(xiii) Office of the Focal Point for Delisting;

(xiv) United Nations support for the Cameroon-Nigeria Mixed Commission;

(xv) Office of the United Nations Special Coordinator for Lebanon;

(b) Special political missions with mandates renewed or extended into 2026 or later:

(i) Panel of Experts on the Sudan;

(ii) Panel of Experts on Libya;

(iii) Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities;

(iv) Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009);

(v) Panel of Experts pursuant to resolution 2713 (2023);

(vi) Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction;

(vii) United Nations Office for West Africa and the Sahel (UNOWAS);

(viii) United Nations Regional Office for Central Africa (UNOCA);

(ix) UNAMA;

(c) Special political mission with a mandate ending in 2025:

UNAMI;

(d) Special political mission with a mandate ending in 2026:

United Nations Transitional Assistance Mission in Somalia (UNTMIS);

(e) Special political missions with mandates expiring in 2025 that are expected to be renewed or extended into 2026 or later:

(i) Office of the Special Envoy of the Secretary-General on Myanmar;

(ii) Group of Experts on the Democratic Republic of the Congo;

(iii) Panel of Experts pursuant to resolution 2745 (2024);

(iv) Panel of Experts on Yemen;

(v) Panel of Experts on South Sudan;

(vi) Panel of Experts on Haiti;

(vii) Counter-Terrorism Committee Executive Directorate;

(viii) United Nations Support Mission in Libya (UNSMIL);

(ix) United Nations Verification Mission in Colombia;

(x) United Nations Mission to Support the Hudaydah Agreement (UNMHA);

(xi) United Nations Integrated Office in Haiti (BINUH).

B. Discontinuing or discontinued missions

8. The mandate of the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS) was terminated effective 3 December 2023 pursuant to Security Council resolution 2715 (2023). UNITAMS completed its drawdown and transition planning in coordination with the United Nations country team during the period from 1 January to 29 February 2024. The administrative liquidation, including the disposal of assets, was carried out from 1 March to 31 December 2024, considering the deteriorating security situation in the Sudan and the challenges posed by an active conflict.

9. The mandate of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD) expired on 17 September 2024 pursuant to Security Council resolution 2697 (2023). The administrative liquidation of UNITAD, including the disposal of assets, was carried out from 18 September to 31 December 2024.

10. The mandate of the mission for the implementation of Security Council resolution 2231 (2015) will expire on 18 October 2025. The last of the restrictive measures (nuclear-related transfers and activities (through the procurement channel)) established in annex B to resolution 2231 (2015) will expire in October 2025. The phased drawdown will be completed by 1 November 2025. No resource requirements were identified beyond 2025.

11. The mandate of UNAMI will expire on 31 December 2025 pursuant to Security Council resolution 2732 (2024). UNAMI will complete its phased drawdown and the transfer of its mandated activities in accordance with the Secretary-General's transition and liquidation plan (S/2024/966, annex) by 31 December 2025. The administrative liquidation will be completed by the end of September 2026, under the purview of the Department of Operational Support in New York.

12. For the mandate of UNTMIS, the Security Council, in its resolution 2753 (2024), expressed its intention, informed by conditions on the ground, to terminate the mandate at the end of the anticipated two-phased transition by 31 October 2026.

C. Performance information

13. In 2024, special political missions continued to play a vital role in the maintenance of international peace and security by contributing to the prevention and resolution of violent conflict and to peacebuilding in some of the world's most complex contexts. Special political missions undertake a wide spectrum of critical functions, from engaging in preventive diplomacy and supporting the implementation of peace agreements, to assisting Member States in the promotion of human rights, enhancing the meaningful participation of women, and advancing the engagement of youth and other marginalized constituencies in political and peace processes. They also play a key role in

strengthening the partnerships between the United Nations and regional and subregional organizations. Across all these areas, special political missions cooperate closely with United Nations development, human rights and humanitarian entities to implement integrated and effective responses.

14. The various special envoys and advisers appointed by the Secretary-General, presented under thematic cluster I, continued to offer good offices and to facilitate negotiations with a view to brokering peace agreements. Since December 2024, the Special Envoy of the Secretary-General for Syria has concentrated on establishing stable and inclusive transitional arrangements aimed at empowering the Syrian people to begin shaping a path towards restoring a unified Syrian Arab Republic that upholds its sovereignty, independence and territorial integrity and can garner broad international support and engagement. The Special Envoy of the Secretary-General for Yemen engaged with a range of Yemeni stakeholders, with the aim of achieving de-escalation and maintaining the prospects for an inclusive, multitrack political process to end the conflict amid a significantly escalating situation. The Office of the Special Envoy for the Great Lakes Region supported the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, including through shuttle diplomacy and by providing support to the Regional Oversight Mechanism.

15. The various sanctions monitoring teams, groups and panels, the Ombudsperson and the Focal Point presented under thematic cluster II continued to provide substantive support to the Security Council in the implementation of its respective sanctions regimes. The Panel of Experts established pursuant to Security Council resolution 1874 (2009) ended its work on 30 April 2024, but the Security Council Committee established pursuant to resolution 1718 (2006) continued to oversee the implementation of the sanctions regime concerning the Democratic People's Republic of Korea. By resolution 2769 (2025), the mandate of the Panel of Experts on Libya was renewed until 15 May 2026. In its resolution 2733 (2024), the Council requested the Secretary-General to report on the implementation of the arms embargo on the high seas off the coast of Libya within 6 months and 11 months of the adoption of the resolution. The Secretary-General submitted his first report on 26 November 2024 (S/2024/858) and the second on 25 April 2025 (S/2025/257). By its resolution 2745 (2024), the Council changed the name of the Panel of Experts on the Central African Republic to the Panel of Experts pursuant to resolution 2745 (2024) and decided to lift the arms embargo on the Government of Central African Republic and to continue to apply the arms embargo to armed groups and associated individuals operating in the Central African Republic. In its resolution 2744 (2024), the Council replaced the delisting procedure set out in resolution 1730 (2006) and requested the Secretary-General, in consultation with the Informal Working Group of the Security Council on General Issues of Sanctions, to appoint the Focal Point within three months of the adoption of the resolution, to implement all of the mandates of the original Focal Point established pursuant to resolution 1730 (2006). The Council also expanded the mandate of the original Focal Point to deal with cases of false or mistaken identity or confusion with individuals included on Committee sanctions lists. Included under thematic cluster III, the United Nations Verification Mission in Colombia continued to support the parties that signed the Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace to implement that agreement. The Mission accompanied the Government in the formulation of the rapid response plan adopted in October 2024 to accelerate the implementation of the Final Agreement, which includes the establishment of pacts between national and local authorities to accelerate the implementation of the development programmes with a territorial focus and to enhance their transformative potential in conflict-affected regions, as well as actions related to the comprehensive rural reform and security guarantees, among other things. The Mission continued to support the transitional justice system to put innovative measures in place to attain peace, reconciliation and the truth and to protect the lives of former combatants and communities.

16. In Libya, UNSMIL continued efforts to reach an agreement on a constitutional framework that is in accordance with international standards. UNSMIL addressed electoral and governance challenges by facilitating the resolution of the Central Bank of Libya leadership crisis, restoring stability and public confidence and launching a United Nations-facilitated and Libyan-owned multitrack political process. The Mission also continued its engagement with key military and security actors across Libya through a series of dialogues with the 5+5 Joint Military Commission. UNSMIL supported

security sector reform and the ceasefire agreement, including facilitating a code of conduct session to enhance accountability and professionalism in the armed forces. The Mission provided technical assistance to the Presidential Council to finalize a draft law on national reconciliation that would form the basis of a comprehensive and victim-centred transitional justice process.

17. In West Africa and the Sahel, UNOWAS led or supported several initiatives to prevent conflict, defuse election- and transition-related tensions, sustain peace and consolidate peacebuilding efforts. It also used its good offices in support of the conduct of peaceful and inclusive elections in Ghana, Mauritania and Senegal. The Office worked closely with regional and subregional organizations to strengthen peace and security in the region and to safeguard regional integration. Through the signing of memorandums of understanding with the Economic Community of West African States and the Mano River Union, the Office solidified its existing partnerships and supported the evaluation of the Yaoundé Architecture for maritime safety and security in the Gulf of Guinea. In addition, the Office fostered cooperation between coastal States and Sahelian countries, enhancing collaborative efforts to counter the southward spread of terrorism and violent extremism conducive to terrorism.

18. In Haiti, BINUH continued to encourage Haitian political, civil society and economic actors to unite to address the country's political and security crises, and engaged with key stakeholders, underscoring the importance of holding an inclusive and participative constitutional reform process as a critical step to holding general elections. BINUH continued to mentor and advise senior national police commanders on effectively addressing criminal networks and gangs, especially on anti-gang operations and intelligence-gathering. The Office supported the Haitian National Police in developing a road map for the elaboration of a multi-year strategic development plan aimed at strengthening institutional and operational capacities, promoting the rule of law and enhancing security.

19. In Afghanistan, UNAMA continued to maintain regular engagement with the de facto authorities, other national stakeholders and the international community on human rights, rule of law, governance and inclusion issues. Given ongoing restrictions on women's and girls' enjoyment of their rights and amid shrinking civic space, UNAMA continued advocacy with the de facto authorities to reverse their restrictions on women, civil society and media, as well as to engage other national and subnational stakeholders. The Mission supported the second and third United Nations-convened meetings of Special Envoys for Afghanistan in Doha in February and in June–July 2024, with the de facto authorities participating in the latter meeting, and Afghan civil society representatives in dedicated sessions at both meetings. UNAMA subsequently supported the establishment of working groups on the private sector and counter-narcotics as part of confidence-building measures.

D. Operational environment and key policy issues related to special political missions

1. Women and peace and security

20. In line with the commitment of the Secretary-General to advocate for a minimum of one-third participation for women in mediation and peace processes, special political missions continued to advance the full, equal and meaningful participation of women in peace and political processes and support gender-responsive conflict prevention, peacemaking and peacebuilding efforts. Gender advisers and gender focal points working in special political missions provided critical advice and support to the special representatives and special envoys of the Secretary-General in ensuring that a gender perspective that addresses multidimensional risks is incorporated into the political work of the United Nations.

21. On 24 October 2024, the Secretary-General launched "Common Pledge for Women's Full, Equal and Meaningful Participation in Peace Processes" to galvanize mediation actors in overcoming barriers to women's participation in mediation and peace processes. As of March 2025, the Common Pledge has been adopted by 30 Member States, regional and subregional organizations and mediation

actors, which have committed to joining the United Nations in taking concrete steps on women's full, equal and meaningful participation in all peace processes of which they are a part. Special political missions continued efforts to identify opportunities to push forward women's participation in mediation and peace processes. In January 2025, the Office of the Personal Envoy of the Secretary-General for the Sudan conducted a virtual consultation meeting that brought together Sudanese civilians, including women's groups and youth organizations. These consultations were aimed at gathering insights, concerns and recommendations from Sudanese citizens regarding the ongoing crisis, specifically focusing on the protection of civilians, humanitarian aid and the cessation of hostilities. By fostering dialogue among diverse stakeholders, the initiative contributed to shaping a more inclusive peace process led by the Personal Envoy that genuinely reflects the needs and aspirations of women and affected communities in the Sudan.

22. In Gabon, ahead of the constitutional referendum in November 2024, UNOCA supported a project on women's political participation. The project resulted in a road map calling for revisions of Gabonese association laws, the institutionalization of parity over existing quota laws and the inclusion of vulnerable groups in all public policies. In September 2024, the Office of the Special Envoy of the Secretary-General on Myanmar, together with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), supported a mission of 12 Myanmar women representatives to United Nations Headquarters during the high-level general debate of the General Assembly. The visit enabled them to share their priorities and concerns and their advocacy with United Nations bodies and the international community. As a result of the support, the women leaders, who represented various ethnic groups in Myanmar, were able to agree on common advocacy messages.

23. In Yemen, UNMHA leveraged quick-impact projects to enhance its engagement with the parties to the Agreement on the City of Hudaydah and the Ports of Hudaydah, Salif, and Ra's Isa and focused, among other things, on thematic areas relating to women and income generation. The projects provide an invaluable tool to strengthen local participation in the implementation of the Hudaydah Agreement, inclusivity and women's empowerment.

2. Youth and peace and security

24. On the tenth anniversary of the adoption of Security Council resolution 2250 (2015), the meaningful participation of young people in peace and security initiatives remains challenging despite progress in the institutionalization of the youth and peace and security agenda. In April and May 2024, the Council held two meetings on the maintenance of international peace and security with a focus on the role of young people. Council members reiterated that violence and conflict continued to disproportionately affect young people, and they highlighted that young people remained agents of positive change and stressed that their needs, aspirations and voices must be included in decision-making.

25. Special political missions continued to support the meaningful participation of young people in political and peace processes and to strengthen their engagement with young women and men to harness their potential as agents of peaceful change. In Colombia, the Verification Mission provided training on gender-responsive conflict resolution to young people and security forces, promoting youth-inclusive territorial development. Similarly, UNSMIL organized the Ra'idat programme, which provided training in communication, leadership and teamwork to 30 young women to facilitate their participation in political initiatives. In addition, the Mission launched its new youth strategy, YouEngage, and held 22 workshops with 587 young people (295 female and 292 male) from across the country.

26. Special political missions are increasingly supporting youth engagement in environmental peacebuilding initiatives. In Cyprus, the Office of the Special Adviser to the Secretary-General convened working groups on environmental peacebuilding and on business, innovation and entrepreneurship. In addition, the Office supported the 2024 Local Conference of Youth in Nicosia in August 2024 to prepare youth contributions to the twenty-ninth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. In Iraq, UNAMI fostered

collaboration between young people and the Government through consultations, resulting in policy papers addressing climate change as well as key social and political issues affecting young people.

3. Safety and security

27. Most special political missions continue to operate in complex, highly volatile and unpredictable security environments. These missions carry out their mandates while managing risks linked to high-intensity military conflicts with significant activity, terrorism, insurgencies and social unrest, among other things. Even in countries where the overall security situation appears stable, specific areas where special political missions operate or deploy may still pose serious safety and security threats.

28. Mission personnel are at considerable risk of becoming collateral targets, while assets and premises remain vulnerable to security threats. For instance, personnel of UNMHA and the Office of the Special Envoy of the Secretary-General for Yemen are present in areas with high kinetic military activity, whereas BINUH operates in an extremely volatile environment marked by rampant armed gang violence, which often overwhelms local security forces. The missions currently in a transition process, UNAMI and UNTMIS, need to carefully consider the safety and security of their personnel and operations throughout these processes.

29. The factors listed above directly test the ability of special political missions to remain operational and fulfil their mandates. To function effectively in such highly insecure environments, special political missions have adopted robust security measures, refined through ongoing risk management processes. Continuous risk assessment, along with proactive mitigation measures, is essential, including through deploying United Nations-armed civilian security personnel, guard units contributed by Member States and, where necessary, engaging armed private security companies as well as a continuous assessment of the footprint.

30. While host Governments bear primary responsibility for the security of mission personnel, some lack the capacity to provide adequate protection. To address this, the Department of Political and Peacebuilding Affairs and the missions' leadership work closely with the Department of Safety and Security and other entities to refine risk management strategies, ensuring minimal disruption to mandate implementation, including for expert panels supporting Security Council committees during their field visits.

4. Electoral assistance

31. During the reporting period, special political missions continued to provide electoral assistance to Member States, where mandated or requested to do so. In her capacity as the focal point mandated by the General Assembly for electoral assistance matters, the Under-Secretary-General for Political and Peacebuilding Affairs receives requests for electoral assistance aimed at supporting and strengthening the existing capacities of national electoral institutions. United Nations technical assistance and capacity-building activities were provided in an integrated manner and, in many cases, alongside preventive diplomacy and other conflict prevention activities, to foster consensus in establishing electoral legal frameworks, focusing on inclusion and non-discrimination, and encouraging broad participation. Special political missions that have electoral mandates continued to ensure that all electoral assistance policies, projects and activities take into consideration the key guiding principles of respect for sovereignty, national ownership and sustainability and promote the political participation of women, young people, persons with disabilities and other marginalized groups.

32. In Somalia, UNTMIS provided technical advice on the electoral legal framework, including the National Independent Electoral and Boundaries Commission Bill, the National Electoral Bill and the Political Associations and Parties Bill, to the Ministry of the Interior, Federal Affairs and Reconciliation and the Federal Parliament in preparation for the 2026 federal parliamentary elections and the 2025 local district and federal member State presidential and parliamentary elections. The Mission conducted a series of training sessions in the federal member States on temporary special measures and electoral systems for civil society organization leaders. UNTMIS started to provide

technical assistance to the newly established National Independent Electoral and Boundaries Commission.

33. In Libya, UNSMIL provided technical advice and assistance to the High National Elections Commission in preparing for national and local elections. This support, provided in close collaboration with the United Nations Development Programme, included support in the areas of institutional capacity-building, legal advice on the electoral framework, the development of national voter registers, public outreach, electoral operations (including electoral procurement and logistics), the participation of women, young people and persons with disabilities, civic and voter education, and the coordination of international electoral assistance.

34. In Iraq, the Independent High Electoral Commission, with the support of UNAMI, prepared for and organized the sixth Kurdistan Region parliamentary election, held on 20 October 2024. The vote, originally due in 2022, had been postponed several times due to political disagreements over the electoral system. UNAMI provided high-level policy advice and technical assistance to the Commission in developing the operational, logistics and security plan, finalizing the electoral regulations and procedures, recruiting and training staff and enhancing systems for the voter registry and election results management. UNAMI also supported the Commission in launching an outreach campaign, using both traditional and social media channels, to educate and motivate voters to exercise their right to vote. Following the elections, UNAMI worked with the Commission to review the processes and harness lessons and recommendations for future elections. UNAMI continued to provide support to the Commission in preparing for the federal legislative elections, including in the areas of overall election management, planning, operations and logistics, information technology, training and procedures, legal frameworks, election security, the political participation of women, public outreach and communications. In line with Security Council resolution 2732 (2024), an electoral needs assessment mission was deployed to Baghdad and Erbil in September 2024. The assessment focused on the electoral environment and the capacity and needs of the various election stakeholders, with a view to informing the UNAMI transition plan and recommending the parameters and modalities of the provision of United Nations electoral assistance for the Council of Representatives election, expected in November 2025.

E. Evaluation activities

35. The Department of Political and Peacebuilding Affairs continued to support evaluations and audits by oversight entities such as the Office of Internal Oversight Services (OIOS), while also conducting its own evaluations. When relevant, the key findings and lessons learned from these evaluations are communicated to special political missions to inform their mandate implementation.

36. The Department is also supporting the biennial assessment by OIOS, initiated in 2024 and expected to be completed in mid-2025, on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. In 2024, the Department supported the evaluation by OIOS of cluster I country-specific special political missions (special and personal envoys, advisers and representatives of the Secretary-General), which is currently being finalized. Mission-specific evaluation activities are described, as applicable, under the specific missions in the relevant reports.

F. Lessons learned from the closure of missions and transition planning

37. In 2024, lessons learned from closed operations were integrated into the closure and transition planning processes of special political missions in Iraq (UNAMI and UNITAD), Somalia (UNSOM/UNTMIS) and the Sudan (UNITAMS).

38. By its resolution 2732 (2024), the Security Council decided to extend the mandate of UNAMI for a final 19-month period until 31 December 2025 and requested the Secretary-General to prepare, in consultation with the Government of Iraq, a transition and liquidation plan to be completed by

31 December 2024, for UNAMI to start the transfer of its tasks, as well as the orderly and safe drawdown and withdrawal of its personnel and assets, including identification of an end date for liquidation activities in Iraq.

39. In line with resolution 2732 (2024), the Department of Political and Peacebuilding Affairs led an integrated working group to provide coherent and strategic direction and coordinate with UNAMI on the transition planning process. In parallel, the Mission established an integrated task force enabling the United Nations country team and the Mission to work closely on transition planning. UNAMI undertook a mapping exercise of its activities to plan for their gradual transfer, where applicable, to other United Nations entities and partners, and supported three integrated assessments on key transition issues. In the context of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) served as the Head of Entity from 1 January to 19 August 2024, as a key liaison officer with the Transition Government of Mali, the United Nations country team and regional organizations. Learning from the importance of supporting effective transitions from the closing mission to the resident coordinator, the Resident Coordinator/Humanitarian Coordinator (Assistant Secretary-General) will become the highest-ranking United Nations representative in Iraq and will assume the functions of the Head of Entity. As Head of the Entity for the period 1 January to 31 May 2026 the Resident Coordinator/Humanitarian Coordinator will lead the overall governance, coordination and maintenance of communication with the relevant authorities. Concurrently, the country team has taken steps to enable the integration of relevant mandated UNAMI tasks into the forthcoming United Nations Sustainable Development Cooperation Framework for Iraq for 2025–2029, a key step of continued support for sustaining peace priorities.

40. These efforts informed the United Nations consultations with the Government of Iraq, including meetings between UNAMI and the Government's committee on transition issues, throughout the development of the transition and liquidation plan. In a letter to the Security Council dated 24 December 2024 (S/2024/966), the Secretary-General presented the transition and liquidation plan for UNAMI, which was prepared in consultation with the Government of Iraq.

41. The plan detailed three strategic priorities to guide efforts by the United Nations in 2025 as it phases out UNAMI by 31 December 2025 and reconfigures the United Nations presence after the departure of the Mission. The first focused on the implementation of the Mission's streamlined substantive mandate, concurrently with the transition and drawdown, in the areas of electoral assistance, including support for the participation of women, facilitation of progress on outstanding issues between Iraq and Kuwait, facilitation of development and humanitarian tasks and the promotion of accountability and protection of human rights. Second, the plan described efforts to preserve gains and sustain continued United Nations support for the Government of Iraq. Finally, it mapped out key considerations to ensure the safe and gradual drawdown of UNAMI by 31 December 2025. These individual elements are based on best practices from past transitions to make continued progress during the Mission's final year and ensure that the United Nations country team is best positioned to continue to support the Government and people of Iraq in building a peaceful, democratic and prosperous State.

42. The Department of Operational Support commenced its engagement for the closure of UNAMI, and experts from the Department visited UNAMI to review initial planning and provide a briefing on support for mission closures. This was followed by a visit from a team from the United Nations Logistics Base at Brindisi, Italy (UNLB), to review property management issues and to conclude a service level agreement governing UNLB support for UNAMI. The regular engagement aimed at ensuring support is maintained throughout the process. This practice enables the Department to both provide advice and support to the closing mission and ensure familiarity with the issues and plans for liquidation prior to the Department's assumption of oversight of the liquidation entity with effect from 1 January 2026. The engagement with UNAMI will continue throughout the drawdown process and intensify once the Mission approaches the end of its mandate and enters the liquidation period. Based on lessons learned from previous closures, the Department will need to provide temporary surge capacity to support the closure process and make preparations for the transfer of residual

liquidation issues not completed by 30 September 2026 to Headquarters, UNLB and the Regional Service Centre in Entebbe, Uganda (RSCE). The Department of Management Strategy, Policy and Compliance will coordinate the preparation and finalization of financial and budget performance reporting.

43. Following the adoption of resolution 2753 (2024), the United Nations and the Federal Government of Somalia discussed the UNSOM/UNTMIS transition in a Joint Technical Committee comprising the Federal Government and United Nations representatives at the senior level – a best practice from past transitions. The Joint Technical Committee met on several occasions to advance the transition planning process and oversee the development of a transition road map. In January 2025, the Committee organized a workshop in Mogadishu, bringing together stakeholders representing the Federal Government of Somalia, UNTMIS and the United Nations country team to discuss modalities for implementing the first phase of the transition process. Based on the Committee's discussions and the contributions made through the workshop, the United Nations and the Federal Government of Somalia jointly developed a transition road map (see S/2025/194, annex). The United Nations also conducted a country team capacity mapping exercise and an operational dependencies analysis to inform planning for the post-UNTMIS configuration of the United Nations presence in Somalia, ensuring alignment with the country's national transformation plan.

44. The road map details specific actions and the desired end-state for the first phase of the transition, from November 2024 to October 2025, focusing on supporting Somali national priorities. It sets out key principles to be followed based on lessons from past transitions, as indicated in resolution 2594 (2021). Implementation of the UNSOM/UNTMIS transition will be based on a One United Nations approach, emphasizing partnerships, capacity-building and complementarity, supporting progress towards the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. Joint programming has also been instrumental in bringing various United Nations actors and resourcing together behind Somali national priorities and will continue to be utilized to foster focus and collaboration in United Nations support to Somalia. Furthermore, joint resource mobilization opportunities for the United Nations and the Federal Government of Somalia will be explored to engage donors and partners.

45. According to the road map, the transition will also be implemented in a human-rights, gender-inclusive and gender-responsive manner, ensuring that human rights are promoted and protected through the transition of UNTMIS tasks and that the role of women in Somali peace, security, socioeconomic and development discussions is mainstreamed into transition planning. The transition will also be informed by a risk analysis of its impact and consequences.

46. Given the unique circumstances surrounding the closure of UNITAMS, which included the rapidly deteriorating security situation in the Sudan and the challenges posed by an active conflict, the process of property disposal within UNITAMS had to be adapted to address the region's complex operational realities. The Mission collaborated extensively with Headquarters to ensure consistency and alignment with United Nations policies and practices on the disposal of assets, including in addressing the remote handover of leased properties, and disposal methods for looted and inaccessible property. The Mission also engaged with the Government of the Sudan on key issues such as adherence to the status-of-mission agreement, security concerns across various locations in the Sudan and the inability to guarantee environmental clean-up in some operational areas due to the ongoing instability. These challenges significantly influenced the approach adopted for the disposal of property.

47. The disposal of United Nations-owned equipment in the Sudan was particularly affected by the region's distinct operational constraints. Shipping the equipment to UNLB or other missions was hindered by difficulties in obtaining export clearances, the prohibitive costs associated with shipment for certain items and the lengthy export procedure, which was not commensurate with the Mission's drawdown timeline. In areas where physical access for verification was blocked due to conflict or where property had been looted, items were written off as losses due to hostile action.

48. In the case of UNITAD, asset disposal was facilitated by UNAMI, which played a crucial role in facilitating a smooth drawdown and closure process, including facilities management, logistics and property disposal. UNAMI support to close UNITAD was critical given that the Government of Iraq had requested that the UNITAD headquarters in Baghdad be vacated within two weeks of the end of its mandate. Much of the Investigative Team's property was transferred and absorbed into the UNAMI operational pool due to the Team's close operational relationship with UNAMI throughout its mandate. This collaboration supported the transfer of property, records and evidence, while maintaining accountability, preserving institutional memory and minimizing waste.

G. Reporting requirements related to special political missions emanating from the General Assembly and from the recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

1. Contribution of extrabudgetary resources to mandate implementation in special political missions

49. Extrabudgetary resources, in particular voluntary contributions, continue to be used for bolstering backstopping, surge requirements for good offices, crisis situations and other activities related to the mandates of special political missions. Such resources have also been critical for support for inter-mission activities and for visits by desk officers and senior officials to missions.

50. Voluntary contributions have been important in enabling special political missions to implement targeted projects in pursuit of the implementation of their mandates. In the Great Lakes region, the Office of the Special Envoy of the Secretary-General utilizes extrabudgetary resources to support the implementation of the Peace, Security and Cooperation Framework through various projects under different thematic areas, including the reduction of small arms circulation in the region. The Office of the Special Envoy of the Secretary-General for Yemen utilizes extrabudgetary resources to support the Special Envoy's efforts to reach sustainable and inclusive agreements to end the conflict in the country. UNOWAS utilizes extrabudgetary resources to support activities to promote peace and stability in West Africa, including to build synergies around climate security and exploit opportunities for dialogue. The United Nations Regional Centre for Preventive Diplomacy in Central Asia utilizes extrabudgetary resources to support the Central Asian Women Leaders' Caucus in providing influential leadership on women's engagement in the countries of the region, as well as activities under the Preventive Diplomacy Academy project, and the Centre's strategy in support of water, energy and environmental and climate cooperation in the region for the period 2026–2030. United Nations support for the Cameroon-Nigeria Mixed Commission continues to utilize extrabudgetary resources to support land boundary demarcation and to implement socioeconomic projects for the benefit of populations in the vicinity of the demarcation exercise.

51. In addition, voluntary contributions fund specific mission initiatives. The Office of the Special Envoy of the Secretary-General for Syria utilized extrabudgetary resources in its role of facilitating the Constitutional Committee through the provision of substantive, logistical, security and support arrangements, including liaison with interlocutors of the Government of the Syrian Arab Republic and the opposition and with civil society, including women's groups and regional and international stakeholders. The mission in support of the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction has used funds to facilitate the participation of Member States in events relating to the resolution and country-specific activities. Furthermore, the Counter-Terrorism Committee Executive Directorate uses funds to organize meetings in accordance with the programme of work approved by the Committee and support international cooperation in counter-terrorism, particularly a project on forensics and biometrics in Africa.

52. Voluntary contributions also bolster backstopping capacity at Headquarters, including by funding regular visits to the field, thereby enabling the development of closer collaboration with missions.

Such visits have facilitated a better understanding and analysis of the context in which missions are operating and how they can be better supported to implement their mandates.

53. In addition, cost-recovery revenue in some missions, such as UNAMA, enabled them to provide shared common services to other agencies, funds and programmes in the same location, to benefit from economies of scale. This is in line with the direction to consolidate support services at the country level and the requirement for integrated support across the United Nations system for the 2030 Agenda. Cost recovery is governed by rule 105.11 of the Financial Regulations and Rules of the United Nations, in addition to policy guidance issued by the Controller.

54. Extrabudgetary resources (including both voluntary contributions and cost-recovery revenue) are estimated at $37.7 million for 2026, compared with an estimated $50.7 million in 2025. The projected decrease of $13.0 million is attributable to the phased drawdown and liquidation of UNAMI, the anticipated conclusion or non-extension of some projects or activities in other missions and lower contributions for 2026 based on current projections. Extrabudgetary resources have been important in enabling special political missions to implement targeted projects in pursuit of their mandates. However, while missions continue to engage actively in fundraising activities, it remains a challenge to secure funding or pledges for 2026 sufficiently in advance to enable projections to be made with greater certainty.

2. Regional Service Centre in Entebbe, Uganda

55. Established in July 2010, RSCE currently supports five peacekeeping missions[1] and the United Nations Support Office in Somalia (UNSOS), nine special political missions and the United Nations Office to the African Union, as well as itself. The nine Africa-based special political missions that will receive support from RSCE in 2026 are: the Office of the Special Envoy of the Secretary-General for the Horn of Africa, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Panel of Experts pursuant to resolution 2713 (2023), UNOWAS, UNTMIS, United Nations support for the Cameroon-Nigeria Mixed Commission, UNOCA, UNSMIL and the Office of the Personal Envoy of the Secretary-General for the Sudan.

56. The 16 clients of the Centre receive the full range of non-location-dependent services, such as invoice processing, financial services for year-end closing, payroll processing, education grant processing, human resources transactional services and travel management and processing, as well as functions such as the primary regional solution for supply chain management and information and communications technology (ICT) services. These 16 clients manage annual budgets amounting to a total of approximately $4.5 billion, making the services of the Centre an essential part of their support operations. RSCE will also carry out residual liquidation functions, such as those for UNITAMS, the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), the Office of the Special Envoy of the Secretary-General for Burundi and MINUSMA, the mandates of which expired in prior periods, with some administrative support requirements remaining.

57. The proposed budget for RSCE for the 2025/26 period (see A/79/751) is currently under consideration by the General Assembly at the second part of its resumed seventy-ninth session. In that budget, resources in the amount of $46,333,500 are proposed by the Secretary-General for the maintenance of the Centre for the period from 1 July 2025 to 30 June 2026, to be apportioned on a pro rata basis among the budgets of the Centre's active client peacekeeping operations, as well as special political missions financed under section 3, Political affairs, of the regular budget. Towards this end, an amount of $2,332,000 has been included in the proposed programme budget for 2026, representing the share of special political missions. This provision will be subject to a final adjustment to be made in accordance with the decision to be taken by the Assembly in the context of the budget of RSCE for the 2025/26 period, which is expected by the end of June 2025.

[1] United Nations Mission for the Referendum in Western Sahara, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, United Nations Interim Security Force for Abyei and United Nations Mission in South Sudan.

58. In view of the evolving landscape of peacekeeping operations, the Advisory Committee on Administrative and Budgetary Questions emphasized the need to review the role of RSCE within the comprehensive context of the global support architecture, with a view to potentially providing additional services to other entities, as well as developing broader cooperation with regional organizations, such as the African Union (see A/78/744/Add.6, para. 12). The recommendation was endorsed by the General Assembly in its resolution 78/294.

59. To this end, to fully utilize, as needed or upon request, all RSCE capabilities to provide more efficient and effective services, as further detailed in paragraph 68 below, it is the intention of the Secretariat to propose the transfer of the current client missions of the Kuwait Joint Support Office to the Centre. This transition will be completed by the end of the UNAMI liquidation process at the end of September 2026. The transfer of functions to RSCE will align with the mandate of the Department of Operational Support in line with General Assembly resolution 72/266 B and provide the ability to provide the full suite of transactional services to peace operations on a global basis.

60. Resources deemed necessary to accommodate the expanded client base of RSCE will be presented to the General Assembly in the context of the proposed budget for 2026/27 for consideration and approval by Member States. In line with current budgetary practice, financing will continue to be provided through proportional cost-sharing among the missions served.

3. Kuwait Joint Support Office

61. In its resolution 65/259, the General Assembly noted the intention of the Secretary-General to establish a support office in Kuwait for UNAMA and requested him to explore possibilities for cost-sharing between UNAMA and UNAMI. Following a period of assessment, in October 2012 the Secretary-General informed the Assembly that the Kuwait Office would include a Kuwait Joint Support Office, which would integrate UNAMA and UNAMI functions in the areas of finance and human resources (see A/67/346/Add.4). The Kuwait Joint Support Office was launched in December 2012 as the back office to provide mission support services on a shared basis to UNAMA and UNAMI.

62. The client base of the Kuwait Joint Support Office has gradually increased over time. It currently supports 7 field missions[2] with transactional services related to finance and human resources, while 10 other field missions[3] receive more limited dedicated support only for education grant and payroll processing requirements.

63. The Kuwait Joint Support Office functions without an independent staffing structure or annual budget. Currently, funding for its staffing costs comes from 7 of its 17 client missions, comprising peacekeeping and special political missions, with UNAMA and UNAMI providing 87 per cent of the Office's staffing resources. These posts remain on the staffing table of the respective client missions, while operationally they are deployed to the Office and work under the supervision of the chief of the Office.

64. Since its establishment as an inter-mission cooperation arrangement, the Kuwait Joint Support Office has evolved to become a service provider to peace operations, ensuring cost efficiency, effectiveness in service provision as well as operational continuity in support of peace operations. The Office generates significant cost avoidance, estimated at $4.2 million annually, and approximately $40.7 million since its establishment in 2012.

[2] UNAMA, UNAMI, BINUH, Office of the Special Envoy of the Secretary-General for Syria, Office of the Special Envoy of the Secretary-General for Yemen, United Nations Regional Centre for Preventive Diplomacy for Central Asia and UNMHA.

[3] United Nations Interim Force in Lebanon, United Nations Disengagement Observer Force, UNLB, United Nations Interim Administration Mission in Kosovo, United Nations Peacekeeping Force in Cyprus, United Nations Truce Supervision Organization, United Nations Military Observer Group in India and Pakistan, Office of the United Nations Special Coordinator for the Middle East Peace Process, Office of the United Nations Special Coordinator for Lebanon and United Nations Verification Mission in Colombia.

65. As a back office for the various clients, due to economies of scale, the Kuwait Joint Support Office supported mandated peace operations outside Africa, thereby filling a critical operational gap in the service provision architecture. In this context, the Office currently supports 17 missions outside Africa. It offers a service model tailored to the needs of its client missions and enjoys high client satisfaction rates for its services.

66. Over its lifetime, the Kuwait Joint Support Office has successfully demonstrated the efficiency, effectiveness, emergency response capacities and operational resilience of a shared services model. It has generated a critical knowledge base and talent pool that will be valuable as the Secretariat continues to refine its global operational support architecture.

67. In view of the drawdown and liquidation of UNAMI, the Department of Operational Support conducted a review of the Kuwait Joint Support Office that focused on ensuring that the 16 peace operations (excluding UNAMI) that are currently supported by the Office could continue to receive shared services with efficiency, interoperability, responsiveness and operational continuity with the termination of the mandate of UNAMI at the end of 2025.

68. In line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions, endorsed by the General Assembly in its resolution 78/294, to review the role of RSCE within the comprehensive context of the global support architecture, the Secretariat intends to transfer the 16 client missions currently supported by the Kuwait Joint Support Office to RSCE.

69. Upon review by the Advisory Committee and approval by Member States, the transfer would establish a more integrated support model, consolidating the provision of transactional services for peacekeeping and special political missions within a single service provider, in line with the global mandate of the Department of Operational Support and RSCE. If approved, the formal transition would become effective from 1 July 2026, with a transition period up to 30 September 2026.

70. The transition of the Kuwait Joint Support Office's 16 client missions to a new service provider is a complex, multifaceted process requiring extensive planning, coordination and execution involving several stakeholders. To enable a seamless and fully supported transition, it is essential to maintain the full scope of the Office's operations to ensure sufficient capacity to prepare for and implement the transition, aligned with the projected timeline for the complete liquidation of UNAMI.

71. Accordingly, it is proposed that funding for the 64 posts currently contributed by UNAMI, UNAMA and BINUH, along with operational costs jointly contributed by 10 special political missions,[4] will be maintained until 30 September 2026 in the proposed budget for 2026. The proposed budgets for these three entities for 2026 reflect the proposed abolishment of the 64 posts as from 1 October 2026.

72. As mentioned in paragraph 60 above, the related resources for RSCE will be included in the proposed budget for the Centre for 2026/27. Adjustments will also be proposed for the five peacekeeping entities[5] that currently provide staff resources to the Kuwait Joint Support Office, to reflect the discontinuation of such resources in the proposed budgets for the respective entities for 2026/27.

4. Promoting national capacities

73. Encouraging the use of national capacities has been a core area of focus in human resources management in special political missions. In line with the request of the General Assembly in its resolutions 61/276 and 66/264 for greater utilization of national staff, and through the guidance

[4] UNAMI, UNAMA, BINUH, United Nations Regional Centre for Preventive Diplomacy for Central Asia, UNMHA, Office of the Special Envoy of the Secretary-General for Syria, Office of the Special Envoy of the Secretary-General for Yemen, Office of the United Nations Special Coordinator for the Middle East Peace Process, Office of the United Nations Special Coordinator for Lebanon and United Nations Verification Mission in Colombia.

[5] United Nations Interim Force in Lebanon, United Nations Disengagement Observer Force, UNLB, United Nations Interim Administration Mission in Kosovo and United Nations Peacekeeping Force in Cyprus.

provided in the workforce planning nationalization guide[6] issued in December 2021, special political missions reviewed their staffing requirements prior to the submission of the budget to determine the feasibility of nationalization, commensurate with the requirements of the missions and their respective mandates.

74. According to the workforce planning nationalization guide, when identifying opportunities for nationalization, special political missions use the following criteria: (a) identification of vacant international posts and positions, including United Nations Volunteer positions, which could be considered for conversion to national posts or positions; (b) in the case of any changes in mandate, determination of whether the function remains necessary to meet the objectives of the mission and maintain the international character of the operation; (c) assessment of whether there might be a perception of conflict of interest for the function; (d) determination of whether the function requires regular movement across international borders or lines of conflict; (e) determination of whether the function has security-related requirements that prohibit specific categories of staff; and (f) determination of the availability of talent in the local labour market, including the required knowledge and skills. The rate of nationalization is therefore dynamic and can be affected if there is a lack of qualifications in the local labour market, which tends to occur in conflict-affected areas where the local education system and pool of qualified candidates may have been disrupted.

75. The conditions and criteria for nationalization outlined above are further assessed against each mission's operational context. Missions were encouraged to ensure that national staff are empowered and skilled to carry out the implementation of the mandate while ensuring that the international character of the mission is maintained.

76. In recent years, special political missions have made steady progress in the nationalization of posts.[7] For 2026, it is proposed that one post be nationalized in the Office of the Special Envoy of the Secretary-General for Yemen, two additional national posts be established in the Office of the United Nations Special Coordinator for Lebanon and nine national United Nations Volunteers be converted from extrabudgetary resources in UNAMA, as indicated in table 1.

Table 1
Proposed nationalization of functions and additional national posts for 2026

Mission	*Number*	*Original functional title of post*	*Proposed functional title of post*
Office of the Special Envoy of the Secretary-General for Yemen	1	Procurement Assistant (Field Service)	Procurement Assistant (Local level)
Office of the United Nations Special Coordinator for Lebanon	1	–	Field Language Assistant (Local level) (new)
Office of the United Nations Special Coordinator for Lebanon	1	–	Public Information Assistant (Local level) (new)
UNAMA	9	National United Nations Volunteer positions (from extrabudgetary resources)	National United Nations Volunteer positions (conversion to regular budget funding)

5. Gender parity and geographical representation

77. The Organization remains committed to achieving gender parity, guided by the principles of merit and fairness in all selection processes. Efforts are ongoing to advance gender parity, with a renewed focus on strengthening recruitment, particularly through a proactive outreach, among other efforts.

[6] In December 2021, the Department of Operational Support issued a guide on planning for the nationalization of the workforce. The guide provides practical information for conducting nationalization in the context of operational workforce planning at the entity level and is aimed at setting consistent standards and approaches on nationalization across entities.

[7] A total of 12 posts were nationalized in 2016, 1 in 2017, 2 in 2018, 5 in 2019, 7 in 2020, 4 in 2021, 19 in 2022, 9 in 2023, 5 in 2024 and 7 in 2025.

While financial constraints have led to temporary freezes on recruitment, the Organization remains committed to continuing existing efforts and expanding targeted engagement, especially for field-based roles in special political missions. Outreach strategies are being refined to maintain momentum and ensure a steady pipeline of diverse talent.

78. Improving living and working conditions in field duty stations continues to be a critical priority for the recruitment and retention of women. The Organization remains committed to applying the six thematic areas of the Field-specific Enabling Environment Guidelines for the United Nations System to further strengthen recruitment and retention in these settings. Addressing the organizational culture is crucial to achieving lasting progress. The results of the 2024 staff engagement survey present an opportunity to deliberately identify and address persistent gaps. These insights will guide continued efforts to build respectful and supportive workplaces across all duty stations. Also critical are ongoing efforts to address the mental health and well-being of all staff, with particular attention to those serving in hardship duty stations, who often face heightened stressors and unique challenges.

79. Missions also seek to integrate a gender perspective into their operational activities, deliverables and results. To diversify the geographical and gender composition of sanctions monitoring teams, groups and panels, the Department of Political and Peacebuilding Affairs participated, in October 2024, alongside other Secretariat entities, in the Impactpool virtual career fair for women in senior roles, hosted by a career web platform specializing in humanitarian and international jobs. A total of 2,343 women registered for the career fair, of whom 459 (from countries across all regional groups) visited the Secretariat's virtual booth containing presentations, fact sheets, videos and information on job openings for sanctions experts. In addition, in May and June 2024, the Department gave briefings to representatives of the Group of African States, the Group of Arab States, the Group of Eastern European States and the Group of Latin American and the Caribbean States on the recruitment process for members of sanctions monitoring teams, groups and panels.

80. In its engagement with the de facto authorities and political stakeholders in Afghanistan, UNAMA promotes gender mainstreaming into programmes and structures to strengthen the representation of women. The Mission supports the implementation of Security Council resolutions 1325 (2000) and 2493 (2019), in particular with regard to gender equality, the empowerment of women and girls and their human rights. In view of the low percentage of female national staff within the Mission, UNAMA is continuously making efforts to address challenges that prevent the attainment of gender parity through capacity-building for women. National United Nations Volunteers play a critical role in the Mission's activities in both substantive and mission-support sections and are essential for achieving and maintaining the UNAMA mandate, including by integrating Afghan women's perspectives into all areas of work and enhancing the Mission's capacity to reach local communities and the most vulnerable groups. In line with efforts to continue to improve the gender balance in the Mission's staffing, and taking into account the prospects of shrinking extrabudgetary resources, it is proposed that the existing nine female national United Nations Volunteer positions currently funded from extrabudgetary resources be converted to regular budget funding in 2026, to continue to support programmes of work of components across the Mission. The conversion provides some element of assured continuity in this flagship initiative, which supports the advancement of women's involvement in society as well as UNAMA gender parity efforts to employ and empower young professional Afghan women who would otherwise be struggling to find a professional purpose in their lives after graduation.

81. The Secretariat remains committed to accelerating progress towards equitable geographical distribution in posts subject to geographical distribution and to promoting as wide a geographical basis as possible in the recruitment of staff for non-geographical posts, including those in special political missions and peacekeeping operations. Achieving equitable geographical distribution and greater geographical representation requires sustained and deliberate action, particularly in light of systemic challenges and legacy recruitment patterns. As highlighted in the report of the Secretary-General on ways forward in the implementation of human resources management reforms for the period 2023–2026 (A/77/590), financial constraints and structural issues in the staff selection system continue to hinder faster progress towards the equitable geographical distribution goal.

82. In response, the Secretariat is reforming its staff selection framework. The implementation of the staff selection 2.0 initiative is well under way, aimed at fostering a fair, efficient, effective and agile recruitment system. The initiative is expected to significantly enhance the Secretariat's ability to attract and select staff from a wide geographical base. Concurrently, the Secretariat has recalibrated its talent attraction approaches, including through the development of purposeful partnerships with Member States. These efforts are aimed at positioning the United Nations as an employer of choice and at cultivating diverse talent pipelines to meet both current and future workforce needs. This forward-looking approach is designed to ensure a continuous flow of qualified candidates and to strengthen workforce readiness. While substantive change will require time, incremental progress is anticipated in the short to medium term. The Secretariat underscores the importance of adequate resources to sustain and scale talent outreach initiatives. Additional investments would enhance the Secretariat's capacity to engage meaningfully with Member States and to implement outreach activities in support of equitable geographical distribution.

83. To deliver the mandates of special political missions in changing operational environments, including by leveraging data, technology and innovation, a set of workforce capabilities will be reinforced over the coming years. For example, building data expertise, innovation capacity, digital dexterity and strategic foresight and leveraging behavioural science are priorities, along with strengthening capabilities in strategic communications. New generic job profiles covering these capabilities have been developed or are under development. Proposals for reclassification and reassignment of existing functions in missions using these new profiles, especially when leveraging opportunities from upcoming retirements to create more junior-level posts to rejuvenate the workforce, are vital elements in advancing a workforce transformation.

84. Efforts continue to ensure that human resources policies are responsive to the needs of entities with a field presence. Specifically, the Office of Human Resources develops and revises administrative issuances, streamlined policies and procedures to respond to the needs of field entities and provides authoritative policy interpretation and advice on all human resources policies applicable to field entities, including in emergency and crisis situations, as well as during downsizing and reduction-of-staff exercises. The Office remains actively engaged in the work of the Human Resources Network Standing Committee on Field Duty Stations and the tripartite Working Group for the Review of Conditions of Life and Work in Field Duty Stations of the International Civil Service Commission (ICSC), which monitor matters related to the conditions of service of staff in the field, including rest and recuperation, danger pay, hardship classification and non-family designation of duty stations. As part of the Office's participation in ICSC discussions, ongoing reviews are carried out for key field entitlements, including hardship allowance, non-family service allowance, mobility incentive, relocation package, danger pay and security evacuation allowance, as well as the methodology for setting post adjustment in field duty stations. The Office is actively engaged in the comprehensive review of the United Nations common system compensation package being conducted by ICSC pursuant to General Assembly resolution 77/256 B, which includes a full review of the compensation package for staff in field locations. The Office also conducts periodic salary surveys to establish and update salary scales for staff in locally recruited categories in field duty stations.

6. Strengthening coherence and collaboration between pillars in special political missions

85. Depending on the context of the country and mission, the Deputy Special Representatives of the Secretary-General may have triple functions to perform, also serving as resident coordinators and humanitarian coordinators. The staffing complements of six special political missions, namely UNTMIS, the Office of the United Nations Special Coordinator for Lebanon, UNSMIL, BINUH, UNAMA and UNAMI, include Deputy Special Representatives of the Secretary-General, or Deputy Special Coordinators, who have the triple functions and serve also as resident coordinators and humanitarian coordinators in complex, multidimensional contexts. These deputies constitute the link between the political work of the special political mission and the United Nations entities implementing development and humanitarian activities in coordination with the mission. As Resident Coordinator, the incumbent is responsible for coordinating operations and activities

relating to the United Nations country team and United Nations development activities, for ensuring that the activities of the United Nations country team are aligned with national priorities, as captured in United Nations cooperation frameworks, for providing oversight and transparency on joint activities of the United Nations country team and for mobilizing partnerships and financing in support of country efforts towards the achievement of the Sustainable Development Goals. The office of the resident coordinator supports those functions. As Humanitarian Coordinator, the incumbent is responsible for coordinating humanitarian plans and operations and for maintaining links with Governments and other parties, donors and the broader humanitarian community. The salaries and common staff costs related to the posts of Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator are budgeted at 50 per cent of the total cost in the 2026 budgets of the respective special political missions, pursuant to General Assembly resolutions 59/296 and 72/279, with the other 50 per cent funded through the Development Coordination Office. In line with Security Council resolution 2594 (2021), the Secretariat continues to strengthen coherence and collaboration between the respective pillars in mission settings.

86. Appropriately sized and dedicated capacity in the mission structure is required to support the Deputy Special Representatives, Resident Coordinators and Humanitarian Coordinators in carrying out their cross-pillar function within the respective mission and to provide sufficient support for their role in coordinating the work of the various units reporting to them. Where needed, the Secretariat will apply the two criteria of its policy in ascertaining the level of support capacity for the Deputy Special Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators: (a) the number of units reporting to them; and (b) the number of substantive mandate points assigned to the office (see A/79/6 (Sect. 3)/Add.1, para. 79).

7. Mine action activities

87. Pursuant to recommendations of the Board of Auditors (see A/75/5 (Vol. II) and A/76/5 (Vol. II)), the Secretariat initiated the phased review and redesign of its mine action programmes in peacekeeping missions and special political missions to improve effectiveness, governance, transparency and cost efficiency by reviewing and redesigning the delivery of mine action mandates in UNAMA and UNSMIL. The redesign shifted delivery from implementation in partnership with the United Nations Office for Project Services (UNOPS) to direct delivery by the Secretariat. This shift improves governance by providing a direct reporting line from the mine action personnel to the Chief of the Mine Action Programme and empowering the Secretariat to fulfil its responsibilities to undertake programme design, operational planning, implementation, reporting and representation.

88. The first phase of the review concluded with the transition of the mine action programmes from delivery in partnership with UNOPS to direct delivery by the Secretariat in the United Nations Interim Force in Lebanon and the United Nations Interim Security Force for Abyei as from 1 July 2024, and in UNAMA and UNSMIL from 1 January 2025. Given that this process has been completed for special political missions, no more proposals are made in the proposed budget for 2026. While UNOPS will no longer be involved in the delivery of mine action programmes in special political missions, the Secretariat will continue to perform the core functions of programme design, operational planning, contract requisitioning, implementation, oversight, reporting and representation for mine action programmes.

8. Backstopping support at Headquarters

89. Special political missions rely on Headquarters for backstopping support for a wide range of functions. The Department of Political and Peacebuilding Affairs is leading and providing substantive backstopping to 34 of the 37 continuing special political missions by ensuring regular and effective communication between the missions and United Nations entities in New York and regular liaison with Member States through their permanent missions to the United Nations and preparing a wide range of substantive material, including briefing material for the Security Council and regular reports of the Secretary-General, among other functions. Administrative support is being

provided by the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to 15 of those missions.

90. Special political missions also benefit from operational support and advisory services in the areas of human resources and supply chain management provided by the Department of Operational Support; budgetary and financial services, asset and property management policy support and assistance with accountability systems provided by the Department of Management Strategy, Policy and Compliance; and information technology support delivered by the Office of Information and Communications Technology. Special political missions also rely on support from Headquarters in thematic and operational areas such as constitution-making, electoral assistance, mediation, best practices, military and police planning/force generation, rule of law and security institutions.

91. As outlined in detail in the report of the Secretary-General on the review of arrangements for funding and backstopping special political missions (A/66/340), which remained pending before the General Assembly, there is no dedicated mechanism to ensure relevant capacities for backstopping special political missions at Headquarters, in contrast to peacekeeping operations, which can draw on the support account for peacekeeping operations.

92. In 2025, a total of 45 posts (1 D-1, 8 P-5, 19 P-4, 7 P-3, 1 P-2 and 9 General Service (Other level)) are being funded from special political missions. In 2026, a total of 40 such posts (1 D-1, 8 P-5, 17 P-4, 5 P-3 and 9 General Service (Other level)) are proposed, reflecting the abolishment of 4 posts as from 1 January 2026 due to the end of the UNAMI mandate and the proposed abolishment of 1 post for UNMHA. In addition, due to the expected end of the UNTMIS mandate, it is proposed that three posts be abolished as from 31 October 2026.

93. While the resources included in the budgets of special political missions for backstopping support are fundamental for the Secretariat to provide support to special political missions, the regular budget and extrabudgetary resources of the Department of Political and Peacebuilding Affairs are often also required to ensure adequate support. Similarly, the regular budget and extrabudgetary resources of the Office for Disarmament Affairs are used to provide administrative support to the mission in support of the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction.

9. Ratios for vehicles and information technology equipment

94. In its resolution 79/258 A, the General Assembly requested the Secretary-General to update the vehicle holding ratio and related guidance, as well as the computing device allocation ratio, to enable the missions to improve the transparency and accuracy of the relevant budgets. The standard ratio for light passenger vehicles is promulgated to provide guidance in the determination of the ceiling holdings for operational purposes to support missions in ensuring effective and efficient fleet management considering the relevance to operations in any given Secretariat entity. As ratios are not mandatory, the actual holdings are determined by missions based on local conditions and their unique operational requirements, which for vehicles should be prioritized on the basis of supporting mileage, frequency of use and usage patterns. The missions continue to monitor excess holdings of vehicles and expect to dispose of vehicles when they meet the criteria in terms of life expectancy or write-off or to recommend inter-mission transfers where feasible and cost-efficient.

95. Within the context of vehicle fleet transformation into the more cost-efficient and environmentally friendly UN Fleet, the Secretariat remains responsible for establishing sourcing solutions for cost-efficient vehicles available under Headquarters global systems contracts established through competitive bidding exercises.

96. In the above context, the holdings of vehicles and information technology equipment are proposed on the basis of the anticipated personnel incumbency levels planned for 2026, as opposed to the full authorized level of personnel. Table 2 provides the ratios for vehicles for all special political missions that have vehicle holdings, while table 3 provides the ratios for information technology equipment for all special political missions.

Table 2
Proposed allocation of light vehicles for 2026

	2026 proposed personnel[a]	*Personnel adjusted for vacancy rate*[a]	*Standard allocation*[b,c]	*2026 proposed holdings (budget)*[b,c]	*Variance (percentage)*
Cluster I					
Office of the Special Adviser to the Secretary-General on Cyprus	15	13	5	5	–
United Nations Representative to the Geneva International Discussions	6	5	3	4	33.3
Office of the Special Envoy of the Secretary-General for Syria	42	31	11	7	(36.4)
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	22	20	7	6	(14.3)
Office of the Special Envoy of the Secretary-General for Yemen	72	56	14	8	(42.9)
Subtotal	**157**	**125**	**40**	**30**	**(25.0)**
Cluster II					
Panel of Experts pursuant to resolution 2713 (2023)	8	8	3	3	–
Subtotal	**8**	**8**	**3**	**3**	**–**
Cluster III					
UNOWAS	70	62	15	16	(6.7)
UNTMIS	286	229	55	22	(60.0)
United Nations Regional Centre for Preventive Diplomacy for Central Asia	12	12	4	4	–
United Nations support for the Cameroon-Nigeria Mixed Commission	20	19	5	8	60.0
Office of the United Nations Special Coordinator for Lebanon	27	25	9	11	22.2
UNOCA	37	32	10	11	10.0
UNSMIL	308	240	65	71	9.2
United Nations Verification Mission in Colombia	666	577	139	136	(2.2)
UNMHA	167	73	22	49	122.7
BINUH	194	135	50	57	14.0
Subtotal	**1 787**	**1 403**	**374**	**385**	**2.9**
UNAMA					
UNAMA	456	413	112	147	31.3
Total	**2 408**	**1 944**	**509**	**565**	**11.0**

[a] Includes United Nations international staff, National Professional Officers, international United Nations Volunteers, military and police personnel (military observers, military police and civilian police officers), government-provided personnel and contractors.
[b] Includes armoured vehicles except those earmarked or required for the exclusive use of close protection and certain security tasks. Excludes guard-forces-carrying and utility vehicles, buses and electric carts.
[c] Based on standard equipment as outlined in the Standard Cost and Ratio Manual issued by the Department of Operational Support.

97. The total proposed vehicle holdings for special political missions are 11.0 per cent above the standard allocation based on the Standard Cost and Ratio Manual. Provisions of new or replacement vehicles to missions take into consideration the operational circumstances, including the terrain and infrastructure in the area of operations, security considerations and the supply and availability of spare parts. Explanations for vehicle holdings that are higher than the standard allocation in specific missions are as follows:

(a) The vehicle holdings for the United Nations Representative to the Geneva International Discussions are 33.3 per cent, or one vehicle, higher than the standard allocation, and reflect the operational needs in both Tbilisi and Zugdidi, Georgia;

(b) The vehicle holdings for UNOWAS are 6.7 per cent, or one vehicle, higher than the standard allocation and reflect the operational needs for a vehicle in Abuja to support visits by the Special Representative of the Secretary-General for West Africa and the Sahel;

(c) The vehicle holdings for United Nations support for the Cameroon-Nigeria Mixed Commission are higher than the standard allocation by 60.0 per cent, which reflects the need for dedicated transportation to support the movement of the joint technical teams and their security personnel along with all their logistics equipment while in the field. The presence of these vehicles allows for flexibility and the ability to move freely within the areas of operations, many of which are isolated and hard to reach and have limited infrastructure and unsafe conditions;

(d) The vehicle holdings for the Office of the United Nations Special Coordinator for Lebanon are higher than the standard allocation by 22.2 per cent, or two vehicles, and reflect the operational need to support official meetings and engagement across Lebanon;

(e) The vehicle holdings for UNOCA are higher than the standard allocation by 10.0 per cent, or one vehicle, and reflect operational needs;

(f) The vehicle holdings for UNSMIL are 10.9 per cent higher than the standard allocation, which is attributable to: (i) an operational requirement for a pool of vehicles to support the United Nations Guard Unit; and (ii) reserves to support movements in Tunis and Benghazi. UNSMIL operates in two countries (Libya and Tunisia) and in five official locations (Tripoli, Benghazi, Sabha, Sirte and Tunis). The security risk assessment for each location governs the vehicles' usage at each location;

(g) The vehicle holdings for UNMHA are higher than the standard allocation by 122.7 per cent, which reflects the operational requirement for a pool of vehicles to support convoy movements between Hudaydah and Sana'a and between Aden and southern districts;

(h) The vehicle holdings for BINUH are 14.0 per cent higher than the standard allocation, which is attributable to: (i) the operational requirement to have a pool of duty vehicles for medical, security, information technology and engineering personnel to enable them to quickly respond to emergencies; (ii) the need for frequent maintenance and repair caused by poor road conditions and the extensive time needed for repairs at outsourced workshops; and (iii) the need for vehicles to conduct driver testing;

(i) The vehicle holdings for UNAMA are 59.8 per cent higher than the standard allocation, which is attributable to: (i) the operational requirement for a pool of vehicles for Kabul to provide dispatch transportation for all staff in the Mission; (ii) provision of airport shuttle services; and (iii) vehicles to conduct driver testing.

Table 3
Proposed allocation of computing devices for 2026

			Computing devices[a]			
	2026 proposed personnel[b]	*Personnel adjusted for vacancy rate*[b]	*Standard allocation*[c]	*Standard allocation and spares*	*2026 proposed holdings (budget)*	*Variance (percentage)*
Cluster I						
Office of the Special Adviser to the Secretary-General on Cyprus	21	18	18	26	26	–
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	21	19	19	19	18	(5.3)
Personal Envoy of the Secretary-General for Western Sahara	2	2	2	2	2	–

	2026 proposed personnel[b]	Personnel adjusted for vacancy rate[b]	Computing devices[a]			
			Standard allocation[c]	Standard allocation and spares	2026 proposed holdings (budget)	Variance (percentage)
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	3	2	2	2	2	–
United Nations Representative to the Geneva International Discussions	7	6	6	7	7	–
Office of the Special Envoy of the Secretary-General for Syria	84	67	67	86	86	–
Office of the Special Envoy of the Secretary-General for the Horn of Africa	9	9	9	10	10	–
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	30	26	26	26	26	–
Office of the Special Envoy of the Secretary-General for Yemen	103	78	78	97	103	6.2
Office of the Special Envoy of the Secretary-General on Myanmar	5	4	4	5	5	–
Office of the Personal Envoy of the Secretary-General for the Sudan	10	10	10	10	10	–
Subtotal	**295**	**241**	**241**	**290**	**295**	**1.7**
Cluster II						
Group of Experts on the Democratic Republic of the Congo	2	2	2	2	2	–
Panel of Experts on the Sudan	1	1	1	1	1	–
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	3	3	3	3	3	–
Panel of Experts on Libya	2	2	2	2	2	–
Panel of Experts pursuant to resolution 2745 (2024)	2	2	2	2	2	–
Panel of Experts on Yemen	8	8	8	8	8	–
Panel of Experts on South Sudan	3	3	3	3	3	–
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	27	27	27	27	27	–
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	3	3	3	3	3	–
Panel of Experts pursuant to resolution 2713 (2023)	12	12	12	11	11	–
Panel of Experts on Haiti	3	3	3	3	3	–
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	15	15	15	16	16	–
Counter-Terrorism Committee Executive Directorate	54	50	50	54	54	–
Office of the Focal Point for Delisting	4	4	4	4	4	–
Subtotal	**139**	**135**	**135**	**139**	**139**	**–**
Cluster III						
UNOWAS	93	85	85	98	107	9.2
UNTMIS	404	356	356	356	356	–
United Nations Regional Centre for Preventive Diplomacy for Central Asia	33	33	33	44	44	–
United Nations support for the Cameroon-Nigeria Mixed Commission	20	16	16	20	24	20.0
Office of the United Nations Special Coordinator for Lebanon	88	83	83	85	78	(8.2)

			Computing devices[a]			
	2026 proposed personnel[b]	*Personnel adjusted for vacancy rate*[b]	*Standard allocation*[c]	*Standard allocation and spares*	*2026 proposed holdings (budget)*	*Variance (percentage)*
UNOCA	51	42	42	45	45	–
UNSMIL	480	377	377	394	446	13.2
United Nations Verification Mission in Colombia	816	696	696	781	849	8.7
UNMHA	248	137	137	169	198	17.2
BINUH	243	178	178	239	247	3.3
Subtotal	**2 473**	**1 990**	**1 985**	**2 231**	**2 394**	**7.3**
UNAMA						
UNAMA	1 049	940	940	1 000	1 115	11.5
Total	**3 956**	**3 306**	**3 301**	**3 656**	**3 943**	**7.9**

[a] Includes desktop computers, laptops and netbook computers.
[b] Includes international and national staff, United Nations Volunteers, United Nations police, United Nations military observers, government-provided personnel, military staff officers, international contractors and duty station-based experts.
[c] Based on standard requirements as outlined in the Standard Cost and Ratio Manual.

98. Similarly, the guidelines issued by the Office of Information and Communications Technology reinforced the "one computing device per user" policy as a best-practice reference to improve budget discipline, cost-effectiveness and alignment with Secretariat-wide ICT governance. Individual missions may deviate from the guidelines on the basis of operational requirements. The total proposed computing device holdings for special political missions are 7.9 per cent higher than the standard allocation. Explanations for computing device holdings that are higher than the standard allocation in specific missions are as follows:

(a) The computing device holdings at the Office of the Special Envoy of the Secretary-General for Yemen are 6.3 per cent higher than the standard allocation, which is attributable to requirements for conference and meeting rooms, security monitoring systems and servers;

(b) The computing device holdings at UNOWAS are 9.2 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for training purposes, conference and meeting rooms and the CarLog system;

(c) The computing device holdings for United Nations support for the Cameroon-Nigeria Mixed Commission are 20.0 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for training and meeting rooms;

(d) The computing device holdings for UNSMIL are 13.2 per cent higher than the standard allocation, which is attributable to requirements for the CarLog system, data transmission and connectivity and servers;

(e) The computing device holdings at the United Nations Verification Mission in Colombia are 8.7 per cent higher than the standard allocation, which is attributable to requirements for training purposes, Internet booths and servers;

(f) The computing device holdings at UNMHA are 8.7 per cent higher than the standard allocation, which is attributable to requirements for training purposes, the CarLog system and servers;

(g) The computing device holdings at BINUH are 3.3 per cent higher than the standard allocation, which is attributable to requirements for training purposes and servers;

(h) The computing device holdings at UNAMA are 11.5 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for training purposes, the CarLog system and servers, as well as provision for other personnel, including contractors.

99. The holdings are influenced by factors such as the need to provide for consultants and individual contractors, training facilities, Internet booths, information technology maintenance services, CarLog systems, programming of radios and fieldwork. Furthermore, based on the lessons learned during the coronavirus disease (COVID-19) pandemic, which saw a substantial increase in the use of virtual communications and remote working, it is critical to ensure the reliability of information technology equipment and infrastructure and their accessibility to all personnel, both staff and non-staff, to enable business continuity, mandate delivery and the safety and security of staff members, especially in the harsh environments where many special political missions operate.

10. Air operations

100. The Secretariat has taken measures to seek efficiencies, as detailed further in paragraph 120 below, and enhance the utilization of air fleets, with guidance provided to guide staff in field missions with the requisite technical and operational oversight. The portfolio of standby air solutions, which include standby charter agreements, standby air ambulance services, standby aircraft services under letters of assist and other short-term agreements, is aimed at increasing the Secretariat's agility and responsiveness by addressing, among other things, urgent requests for ad hoc requirements, and at providing improved, efficient and timely support. In addition, arrangements for the inter-mission sharing of aircraft provide a sustainable and cost-effective way of doing business, based on a "pay for utilization" modality, when feasible, and exclude fixed costs that are otherwise payable under the dedicated aircraft service agreement.

101. In 2025, the total resources approved for air operations for the continuing missions amount to $35.7 million, with planned utilization of approximately 5,759 flight hours (4,174 for fixed-wing aircraft and 1,585 for rotary-wing aircraft). In 2026, an amount of $33.4 million is proposed for a total of 4,485 flight hours (3,154 for fixed-wing aircraft and 1,331 for rotary-wing aircraft). Resource requirements for air operations in seven missions (UNOWAS, UNTMIS, UNSMIL, the United Nations Verification Mission in Colombia, UNMHA and UNAMA) represent 97.3 per cent of the overall air operation resource requirements for 2026.

102. In 2026, the proposed resources for air operations represent a decrease of $2.4 million, or 6.6 per cent, compared with 2025, while the flight hours proposed for 2025 represent a reduction of 1,274 hours, or 22.1 per cent, compared with 2025. The decrease reflects an estimated efficiency of $0.7 million based on the new budgetary policy in line with historical flight hour utilization rates mostly for UNOWAS, UNOCA, UNMHA and UNSMIL. In addition, the decrease is the result of: (a) the non-provision of resources for air operations in the liquidation of UNAMI as the current aircraft contract will be discontinued in 2025; and (b) reduced requirements in UNAMA due to a lower fuel consumption rate, reflecting a lower estimated volume of 411,500 litres of fuel for the replacement aircraft at an average price of $1.318 per litre, compared with 904,000 litres at an average price of $1.291 per litre in the approved budget for 2025, offset by higher rental and operational costs, in connection with the proposed replacement of the B-1900D fixed-wing aircraft with a SAAB-340B aircraft at a higher contractual price. The decrease is offset in part by increased requirements for the United Nations Verification Mission in Colombia based on the latest contractual prices for helicopters with increased guaranteed fleet costs, and to additional flight hours for fixed-wing and rotary-wing aircraft and related aviation fuel necessary to support broader mandate implementation in locations outside Bogotá and ensure connectivity between locations.

11. Travel

103. The total resources proposed for official travel amount to $11.4 million, reflecting a decrease of $1.0 million, or 7.7 per cent, compared with the approved budget of $12.4 million for 2025.

104. For 2026, the travel plans are based on the principle that official travel will be undertaken only where it cannot be substituted by other means of communication, including videoconferencing. For the sanctions monitoring teams, groups and panels, the proposed budget for official travel of staff for 2026 takes into account the frequency of travel by the Chairs of relevant sanctions committees to countries and regions relevant to their respective sanctions regime, which requires support from Secretariat staff. The proposed budget for all sanctions expert groups or panels not based in New York provides for one trip by one Secretariat staff member to the relevant region to assist the Chair and/or the group or panel, as well as two trips by one staff member to assist the group or panel during the drafting of interim or midterm and final reports. In addition, the proposed budget for three of the groups or panels that are not based in New York includes one more trip by two Secretariat staff to a country relevant to the sanctions regime to conduct Security Council-mandated sanctions assessment missions.

105. The programme plans of the special political missions, as presented in the proposed programme budget under the thematic clusters, provide further information on how special political missions have incorporated good practices and increased the use of technology in their work, while also reflecting upon the challenges experienced where technology meets its limits and in-person travel is needed to meet demand and fill coverage gaps. Travel to provide good offices and mediation, conduct fact-finding and monitoring activities, verify compliance and conduct outreach, as well as provide training or capacity-building to national and local partners, remains an indispensable tool in carrying out the work of the special political missions in 2026.

106. With respect to the performance of special political missions against the 16-day advance purchase policy, the missions are fully aware of the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions with respect to the need to put measures in place to enhance performance. The overall performance of all special political missions improved from 28 per cent in 2023 to 39 per cent in 2024. This improvement reflected efforts across the Secretariat, including regular reminders to missions of their responsibility to monitor real-time performance against the advance purchase policy using corporate dashboards and to investigate performance drivers and solutions. As noted in the most recent report of the Secretary-General on standards of accommodation for air travel (A/79/628), key performance drivers across the Secretariat are: late submission of travel requests; travel requests that were not “right the first time” and require rework, adding to the processing time; travel by “external” travellers such as meeting participants and external experts over whom the Secretariat has less administrative control; and circumstances outside the entities’ control such as travel document delays or operational issues, including emergencies or exigencies of service.

107. Full compliance with the policy also depends on external factors specific to special political missions. Such factors encompass: frequent shifts in mission security and political environments; the necessity to respond to sudden or escalating crises; interruptions arising from distinct logistical arrangements for travel that require special flights or escorts, leading to last-minute bookings for commercial travel; last-minute requests for revisions to meeting schedules and participant lists with multiple stakeholders, such as regional governments, intergovernmental partners and civil society organizations, outside the control of missions and often at short notice; and late notifications from the organizers of training and learning activities.

108. While further efforts are still needed, there was a continued improvement in 2024. The overall performance for all special political missions increased from 18 per cent in 2019, 22 per cent in 2020, 21 per cent in 2021, 27 per cent in 2022 and 28 per cent in 2023 to 39 per cent in 2024. For the 37 continuing special political missions, 22 (59 per cent) have shown improved performance rates in 2024 compared with 2023.

12. Expert panels for recruitment for generic job openings

109. Recruitment from rosters enables timely recruitment while giving due consideration to organizational imperatives on gender parity and geographical diversity in the interest of having qualified and diverse candidates available to deploy quickly to achieve field mission mandates. Expert panels established pursuant to the administrative instruction on the staff assessment system (ST/AI/2010/3/Rev.3) are an integral part of the roster-based recruitment system. The expert panels assess and recommend candidates

who have applied for generic job openings for posts in field missions in order to reduce the administrative burden on individual hiring managers and enhance the quality, consistency and integrity of the recruitment process by centralizing the assessment. They also assist the Human Resources Services Division in the Department of Operational Support in undertaking the assessment of applicants for generic job openings. Expert panels are similar in constitution to an assessment panel and will continue to convene in 2026 to assess and recommend candidates who have applied for generic job openings for positions in the field. As outlined in the administrative instruction on the staff selection system, the expert panels are normally comprised of at least three members, two being subject matter experts at the same or higher level of the job opening, and at least one being a woman and one being from outside the work unit where the job opening is located, who will undertake the assessment of applicants for a job opening. Roster selections are a proven tool to reduce recruitment timelines and frontload a fair assessment process. In 2024, 76 per cent of selections for international positions (Field Service level 4 to D-1) in field missions (special political missions and peacekeeping operations) were from rosters, compared with 50 per cent in the global Secretariat for roster selections.

110. In 2026, the Department of Operational Support will continue to enable roster-based recruitment and manage generic job openings with a view to establishing new rosters that reflect gender balance, geographical diversity and multilingualism. With the upcoming amendment to the staff selection policy, the Department will support the transition to a new global rostering approach and will work with the various departments in the global Secretariat and their experts to replenish rosters according to workforce planning requirements, with a view to supporting the development of rosters that will enable entities to meet their human resources strategic imperatives.

II. Analysis of resource requirements for special political missions

A. Budget formulation: efforts, methodology and presentation

1. Building and strengthening a culture of efficiency

111. Special political missions constitute a major part of the programme budget and expenditure, previously accounting for approximately 20 to 22 per cent of the entire regular budget since 2010. With the termination of the mandates of UNITAMS and UNITAD and the upcoming drawdown of UNAMI and UNTMIS, the proposed budget for special political missions for 2026 accounts for approximately 17 per cent of the regular budget.

112. The Secretariat continues its efforts to deepen its commitment to cost-efficiency and cost-effectiveness in the request for and utilization of budgetary resources. In January 2025, the Secretariat officially launched its strategic approach to building and strengthening its culture of efficiency in the management of support entities and mission resources, with the aim of transforming the current system of discrete efficiency initiatives into a global, coherent, systematic and consistent approach. This initiative was inaugurated at a Secretary-General's seminar with all the Special Representatives of the Secretary-General for peacekeeping and special political missions, as well as the Personal and Special Envoys of the Secretary-General, with the Under-Secretaries-General for Operational Support, Management Strategy, Policy and Compliance, Peace Operations and Political and Peacebuilding Affairs also in attendance.

113. This strategic approach is intended to ensure that: (a) efficiency considerations (and quantitative benchmarks) are included in relevant mission and Headquarters strategies, policies, assessments, budgets and plans; (b) every staff member in every mission is imbued with a deep commitment to being an effective mandate implementer and custodian of the resources provided by Member States; (c) nurturing such sensitivity in people and programmes is reinforced by those in leadership positions, supported by well-developed systems and processes in place to promote adherence to a culture of efficiency; and (d) cost-efficiencies are realized for Member States on a yearly basis in all budget proposals.

114. To this end, in formulating the 2026 budget, the Field Operations Finance Division of the Department of Management Strategy, Policy and Compliance enhanced its policy guidance to assist missions in identifying opportunities for efficiency in operations and resource optimization. A list of good

practices and potential areas that could generate further efficiency was shared with missions to encourage them to review and broaden the scope of efficiency measures to the various groups of expenditure. This includes considering repurposing vacant or long vacant posts with the same mandate delivery or output. Missions were also requested to identify cost avoidance and cost reductions, which will involve taking proactive action to avoid future expenses, such as the inter-mission transfer of assets.

115. The quantifiable savings and costs avoided amount to approximately $9.3 million in 2025, representing 1.3 per cent of the 2024 appropriation. At the time of formulating the budget, as missions gained experience in strengthening the culture of efficiency, the collective ambition for 2026 was to improve on this performance and aim for 2 per cent in efficiency savings against 2025 appropriations for the continuing missions, excluding UNAMI, representing $11.9 million.

116. The quantifiable savings and costs avoided amount to approximately $12.7 million in 2026, representing 2.1 per cent of the 2025 appropriation for the continuing missions (additional information is provided in table 4). The major management improvements and efficiency measures applied and efforts to achieve sustained cost reductions and cost avoidance are reflected in the following areas: (a) the proposed closure of two field offices, the centralization of the country security radio room and the downward reclassification of some posts in UNAMA; (b) cost avoidance related to the non-acquisition of vehicles or equipment owing to the transfer of assets from closing missions in BINUH, the Office of the United Nations Special Coordinator for Lebanon and UNOWAS; (c) the repurposing of long vacant posts in various missions; (d) the use of safe, efficient and sustainable fleet services through the UN Fleet lease contract for the soft-skin fleet for the United Nations Verification Mission in Colombia; (e) the renegotiation of various contracts at a lower cost in UNMHA; and (f) optimization of the utilization of aircraft, resulting in a reduction in flight hours without affecting the implementation of the mandate.

117. Most missions are also reducing the proposed resources for official travel and are instead encouraging the use of virtual meetings where feasible, optimizing travel schedules, coordinating with partners to maximize impact while minimizing costs and prioritizing the use of online training options. The number of external consultants has also been reduced to promote the use of in-house capacity to perform core activities. The budgets also reflect economies of scale vis-à-vis the provision of materials and services and substantive support as part of mandated activities in the context of various cost-sharing arrangements.

Table 4
Savings achieved and costs avoided in the proposed budget for 2026
(Thousands of United States dollars)

Mission	*Category*	*Initiative*	*Amount*
Cross-cutting	Air operations	New policy based on flight hour utilization patterns	644.2
Office of the Special Envoy of the Secretary-General for Yemen	Facilities and Infrastructure	Renegotiated reduced contractual terms for rental of premises, security services and fuel reserves of generators	138.0
Office of the Special Envoy of the Secretary-General for Yemen	Ground transportation	More efficient management of repair and maintenance of the Office's fleet and fuel	129.7
Cluster II	Experts	Streamlining of expert work while improving output, resulting in more efficient working time	226.9
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	National General Service staff	Leveraging of digital tools and redistribution of functions to avoid duplication, enabling the abolishment of 2 posts	203.3
CNMC	Transfer of assets from UNLB	Cost avoidance by requesting a vehicle from UNLB for field operations during visit to remote locations	27.0

Mission	*Category*	*Initiative*	*Amount*
Office of the United Nations Special Coordinator for Lebanon	MINUSMA assets transfer	Cost avoidance related to the non-acquisition of 1 armoured vehicle owing to the transfer of items from MINUSMA	310.0
UNSMIL	Civilian personnel	Application of 100 per cent vacancy rate to 19 additional long-vacant ceasefire monitoring component-related posts and 3 posts vacant for 3 years and more for which no post action was recommended by the staffing review	818.9
United Nations Verification Mission in Colombia	Ground transportation	Full move to UN Fleet lease contract for soft-skin fleet, in collaboration with the Office of the United Nations High Commissioner for Refugees and the World Food Programme (this initiative commenced in 2025 with projected savings of $1,406,500)	2 937.6
UNMHA	National Professional Officer	Abolishment of 2 posts (1 with coordination and liaison functions to be provided by the Resident Coordinator's office in Saudi Arabia; and 1 vacant post with functions to be carried out at the Local level)	197.2
UNMHA	International staff	Abolishment of 1 vacant backstopping post	129.7
UNMHA	Facilities and infrastructure	Reduction in fuel reserves of generators and rental of premises with move from the Mukha' camp to a new camp in Khawkhah.	449.1
BINUH	International staff	Abolishment of 1 vacant P-4 post, with functions to be replaced by locally recruited engineers by the United Nations Development Programme for basket fund's construction initiatives	192.3
BINUH	UNAMI assets transfer	Cost avoidance related to the non-acquisition of armoured and light passenger vehicles owing to the transfer of items from UNAMI	1 450.0
UNAMA	Civilian personnel	Abolishment of 19 posts resulting from the streamlining of the Field Office configuration in the northern region	785.4
UNAMA	Civilian personnel	Abolishment of 21 posts owing to the restructuring of field security operations centres	710.6
UNAMA	Civilian personnel	Abolishment of 10 National Professional Officer posts whose functions can be carried out at the Local level	542.0
UNAMA	Civilian personnel	Abolishment of 27 posts whose functions can be absorbed by remaining capacities	2 107.3
UNAMA	Communications and information technology	Cost avoidance on software and user-based fees owing to the net reduction of 87 posts (abolishment of 117 posts offset by establishment of 30 positions)	80.0
UNAMA	Facilities and infrastructure	Cost avoidance owing to the closure of the Maymana and Pul-e Khumri provincial offices	562.6
UNAMA	Facilities and infrastructure	Reduction of fuel consumption by generators resulting from project upgrades	78.6
Total			**12 720.4**
Approved budget for 2025, excluding UNAMI and discontinuing missions			**597 286.7**
Efficiencies as a percentage of the approved budget for 2025			**2.1**

118. To achieve cost-efficiency and accommodate reduced editorial, translation and text-processing time, as well to enhance readability, the Field Operations Finance Division continued its effort to streamline all budget reports for 2026, achieving a reduction of 14 per cent in the overall document length of the six addendums for special political missions, including reducing the length of the present report by 30 per cent (while additional tables and annexes are included in the supplementary information packages for legislative bodies).

2. Improved budgeting methodologies

119. The formulation stage of budget proposals provides an important opportunity to focus attention on issues of cost-efficiency and resource requirements for effective mandate delivery. With the Controller's budget instructions, the Field Operations Finance Division of the Department of Management Strategy, Policy and Compliance is enhancing its policy guidance to assist missions in appropriately budgeting for their requirements. Where necessary, further assistance was provided to missions in fine-tuning their proposals.

120. In 2025, a new comprehensive aviation budgeting policy was developed, as was done for the peacekeeping missions, which includes a data-driven approach for budgeting flight hours. Missions were requested to carefully review the requirements for their air assets and to maximize opportunities for the sharing of air assets across missions, with the support of the Department of Operational Support. In terms of flight hours, missions that utilized 90 per cent or more of the number of flight hours approved for the most recent performance period (2024) can propose maintaining the same number of flight hours approved for that performance period in the relevant categories (rotary-wing or fixed-wing). For missions that utilized less than 90 per cent of the approved flight hours, the proposed flight hours are based on the higher of the average utilization percentage of the three most recent performance periods (2022, 2023 and 2024) and the utilization percentage of the most recent performance period (2024). The higher of those two percentages is then applied to the number of flight hours approved for the most recent performance period (2024) to obtain the proposed flight hours. Limited exceptions to this guidance may be considered on a case-by-case basis, should compelling justifications be provided. To provide missions with flexibility for their operating environment, total flight hours according to the policy may be distributed between the categories as required by the mission. A delayed deployment of 50 per cent is applied for new aircraft, with exceptions considered for the significant reconfiguration of an aviation fleet.

121. To strengthen oversight of ICT projects and activities and related resource requirements, the budget proposals from the special political missions underwent review and technical clearance by the Office of Information and Communications Technology. The process is aimed at ensuring strategic planning, aligning the demand plan with budget proposals and implementation, avoiding duplication of efforts and maximizing efficiencies.

122. To engender more realistic budget proposals, a review was also undertaken to reflect relevant historical consumption and utilization patterns based on a data-driven approach in the context of the current financial situation. Missions are requested not only to consider their stock levels and pattern of expenditures but also to carefully analyse cancellations of prior-year obligations, which provide another useful indicator of a mission's implementation capacity.

123. To strengthen coherence, the proposed post actions adhere consistently to definitions pertaining to changes in staffing, and the proposals are fully justified in terms of changes in mandates or operational circumstances and workload.

124. In addition, the Secretariat has ensured that all general temporary assistance positions are fully justified under each mission, providing the reasons for the proposed retention in 2026. In addition, no proposals have been made to convert these positions to regular posts. Should future assessment lead to a determination that such capacities should be regularized, proper proposals will be made in future budgets.

125. The practice of presenting New York-based and Geneva-based General Service staff as "international staff", which differentiated between staff in the General Service categories primarily based at Headquarters in New York and Geneva and those recruited locally in field missions, has been discontinued. To ensure consistency in reporting for peace operations, the presentation of New York-based and Geneva-based General Service staff has been realigned, to be reflected under national staff. The application of this standardized categorization would allow all General Service staff resources to be captured under the same budget class, rather than being split across international and national staff, which has required a manual process in the past.

3. Consistent application of the latest standard rates

126. With regard to international staff costs in field locations, the budgetary rates for net salary and staff assessment for 2026 were determined for each grade level and for each special political mission according to the following methodology:

(a) With regard to international staff, the most recent salary scale, effective 1 January 2025, as approved by the General Assembly in its resolution 79/252, was used for net salary and staff assessment for each level in the Professional and higher categories. Similarly, the net base salary scale for staff in the Field Service category is adjusted, effective 1 January 2025 (in accordance with standing practice in line with the ICSC decision contained in A/45/30, para. 270 (e));

(b) The step levels selected for each grade are based on the actual average step levels for each mission as at 31 December 2024, using actual incumbency data for international staff;

(c) The post adjustment multiplier for each duty station as of April 2025 was applied to the net base salary rates.

127. With regard to national staff, the most recent salary scales as of April 2025 were used for net salary and staff assessment, with common staff costs as a percentage of net salaries, based on actual expenditure for the period from 1 January to 31 December 2024, applied to the average grade and step of national staff.

128. With regard to common staff costs, the actual expenditure from 1 January to 31 December 2024 was used to calculate common staff costs as a percentage of net salaries (inclusive of post adjustment but net of staff assessment) to determine the percentage of common staff costs for 2026.

129. For United Nations Headquarters, offices away from Headquarters and the regional commission duty stations (New York, Geneva, Nairobi, Addis Ababa, Bangkok and Beirut), the standard costs for salaries and common staff costs for the programme budget were used, which were adjusted to reflect the post adjustment multiplier as of April 2025 for those locations.

130. With regard to military contingents (United Nations Guard Units), the latest single rate of reimbursement to countries contributing contingent personnel to United Nations field operations in the amount of $1,448 per person per month effective 1 July 2022, and the recreation leave allowance of $11.50 per day for up to 15 days of leave taken during each six-month period, as approved by the General Assembly in its resolutions 76/274 and 76/276, were applied. Reimbursement related to contingent-owned equipment is based on the rates adopted by the Assembly in its resolution 77/303.

131. With regard to military advisers, observers, United Nations police and government-provided personnel, the latest applicable mission subsistence allowance rates for each country and mission area effective from 1 January 2025 were applied, as per the rates promulgated by the Office of Human Resources in December 2024.

132. With regard to experts, the estimates considered the latest fee ranges issued by the Office of Human Resources. The cost-of-living allowance for non-home-based experts in the Security Council sanctions committee panels and other support mechanisms, the latest monthly rates of $6,600 (New York) and $4,800 (Nairobi) as approved by the Office of Human Resources, which took effect from 1 March 2023, have been applied to the four missions[8] that have such requirements.

133. With regard to rental of premises in New York, the latest unit rate of $15,000 per person per year, effective 1 January 2025, has been applied to those missions accommodated on the Headquarters premises in New York.

[8] Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities; Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009); Panel of Experts pursuant to resolution 2713 (2023); and support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction.

134. With respect to fuel costs, the average price per litre for the different types of fuel in the six-month period from October 2024 to March 2025 have been used as the basis for calculating the provisions for fuel costs under the respective budget classes for 2026.

135. For ICT, the budget proposals also reflect the latest standard rates and service charges issued by the Office of Information and Communications Technology.

4. Standardized methodology of budgeted vacancy rates

136. The Field Operations Finance Division provided guidance to all special political missions to improve the accuracy and consistency of the vacancy rate factors applied in the proposed budgets for 2026, to ensure that the proposed vacancy rates are based, as much as possible, on actual rates.

137. The proposed vacancy rates applied in the budget for 2026, for all types of personnel, have taken into account the experience to date. The assumptions considered for the proposed vacancy rates include the 12-month average vacancy rate in 2024 and the actual vacancy rate as at 31 March 2025. The lower of the two was used as the budgeted vacancy rate.

138. For proposed establishment of new posts or positions, or posts or positions proposed for reassignment, a vacancy rate of 50 per cent has been applied in the calculation of costs of such posts. In addition, a vacancy rate of 50 per cent has been used for posts proposed for conversion.

139. In addition, all special political missions were requested to take into full consideration the recommendations of the Advisory Committee on Administrative and Budgetary Questions and requests from the General Assembly that vacant posts and positions should be filled expeditiously. While efforts continue to fill vacant posts as expeditiously as possible, the current liquidity situation also requires careful planning of recruitment and onboarding to minimize the financial impacts.

140. The Field Operations Finance Division provided guidance to all special political missions to take the opportunity offered during the preparation of the 2026 budget to critically review long-vacant posts with a view to abolishing vacant posts that can be covered by existing capacities, or to propose reassignment or abolishment with the aim of facilitating the establishment of another function to address a more critical need, or to propose conversion to a national post.

141. Information on all posts vacant for more than two years and posts encumbered through special post allowances for more than one year is included in the supplementary information under each thematic cluster, which details the vacancy or special post allowance start dates, level and functional title of the posts, organizational unit and current status of recruitment, and provides justification for the retention of long-vacant posts.

5. Improved presentation of financial performance

142. In response to the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see A/79/7/Add.1, para. 10) and the request of the General Assembly in it resolution 79/258 A, the Secretariat is continuing its efforts to enhance the financial performance reporting of the special political missions in the context of the present report, the financial performance report of the programme budget and the supplementary information provided for the special political missions. To this end, more comprehensive and detailed information on the financial performance is being provided, by mission and by budget class, including information on unliquidated obligations and the cancellation of prior-period obligations, as provided in table 6 below. In addition, for air operations, mine actions and construction projects for field-based special political missions under thematic cluster III, UNAMA and UNAMI information has been included in the supplementary information for those missions, as is done for peacekeeping operations, in response to the recommendations of the Advisory Committee (see A/78/7/Add.1, para. 56).

143. Additional information on the evolution of financial resources by mission over the most recent five years is provided in table 11 of the present report. Additional information on the evolution of financial resources for each mission, broken down by budget class, over that period, including both appropriation and expenditure, is provided in the supplementary information for each thematic cluster (including

UNAMA and UNAMI), similar to the rest of the regular budget, in response to the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see A/78/7, para. 7).

144. In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions (see A/79/7/Add.1, para. 13), endorsed by the General Assembly in its resolution 79/258 A, additional information on the liquidation activities for UNITAD and UNITAMS has been included in the reports of the Secretary-General for the missions grouped under cluster II and cluster III, with more detailed information included in the supplementary information packages.

B. Financial resources

Analysis of financial performance of special political missions

145. The General Assembly approved an overall appropriation of $742.0 million for the special political missions (resolutions 78/254 A–C and 78/274). The expenditure for 2024 amounted to $682.5 million, resulting in an overall unencumbered balance of $59.5 million, or 8.0 per cent. The overall implementation rate in 2024 was lower than in previous years owing to the spending restrictions imposed due to the liquidity constraints and the efforts to curtail expenditures across special political missions, with underexpenditure representing 8.0 per cent of the appropriation, compared with 2.3 per cent in 2023. An analysis of the main factors affecting budget performance is provided in table 5. Performance reporting has been enhanced through the inclusion of information for field-based missions in the financial performance report for 2024 (A/80/89), in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (see A/79/7/Add.1, para. 10). Further details are also included in the supplementary information under each thematic cluster.

Table 5
Main factors affecting budget performance in 2024

Group of expenditure	*Main factors for variance*
Military and police personnel (underexpenditure of $1.4 million)	The variance was attributable primarily to: (a) lower-than-planned deployment of United Nations police officers in BINUH; (b) lower costs for rations due to the use of existing stock reserve and lower-than-estimated costs for the rotation of the United Nations Guard Unit in UNSOM/UNTMIS; (c) lower-than-estimated costs for the rotation of military contingent personnel and lower requirements for rations in UNAMI; and (d) lower-than-estimated requirements for claims for death and disability compensation. The underexpenditure was offset in part by additional expenditure for military observers in the United Nations Verification Mission in Colombia attributable to the higher-than-planned deployment of observers and an increase in mission subsistence allowance rates.
Civilian personnel (overexpenditure of $11.5 million)	The variance was attributable primarily to higher-than-budgeted common staff costs and higher-than-budgeted salaries due to higher-than-estimated post adjustment multipliers for international staff, updated salary scales for national staff and updated living allowances for United Nations Volunteers, which was offset in part by the higher-than-budgeted average vacancy rates as a result of hiring restrictions.
Operational costs (underexpenditure of $69.7 million)	The variance reflects the austerity measures implemented to contain expenditures as well as lower-than-budgeted consumption in certain areas, attributable primarily to: (a) lower requirements for facilities and infrastructure in UNSOM/UNTMIS, UNAMA, UNAMI, the United Nations Verification Mission in Colombia and BINUH; (b) reduced requirements for air operations in UNMHA, UNSMIL, UNAMI, UNAMA and UNOWAS; (c) reduced requirements for communications and information technology owing to curtailed maintenance and support services, and the suspension of public information and publication services for planned outreach events: (d) postponed acquisition of equipment, supplies and spare parts with the related reduction in freight costs; (e) cancellation of

Group of expenditure	*Main factors for variance*
	planned official travel; (f) suspension of planned workshops and retreats; and (g) reduced requirements for experts due to vacancies in some panels of experts and mechanisms supporting sanctions and the expiration of the mandate of the Panel of Experts in support of the Security Council Committee established pursuant to resolution 1718 (2006).

146. Table 6 provides an analysis of the overall financial performance for special political missions for the period from 2022 to 2024.

Table 6
Synopsis of financial performance for special political missions, 2022–2024
(Thousands of United States dollars)

Category	*2022*	*2023*	*2024*
Appropriation	736 542.6	768 335.0	742 016.9
Expenditure	728 097.8	750 575.9	682 454.9
Unencumbered balance	8 444.8	17 759.1	59 562.0
Unencumbered balance as a percentage of appropriation	1.1	2.3	8.01
Unliquidated obligations	56 641.0	45 438.2	23 422.5
Unliquidated obligations as a percentage of appropriation	7.7	5.9	3.2
Cancelled prior-period obligations	14 672.9	10 292.3	11 224.1

147. Cancelled prior-period commitments in 2024 amounting to $11.2 million in special political missions were due primarily to: (a) the cancellation of the renovation project of the office building in Kuwait under UNAMI given the significant delays and uncertainty of obtaining the necessary approval; (b) lower-than-estimated actual costs for claims to compensate staff members for loss of their personal effects and for the rental of premises due to the conflict in the Sudan in UNITAMS; (c) lower-than-estimated costs for maintenance due to the exchange rate and the non-delivery of safety equipment in UNAMA; (d) the cancellation of commitments for rental of additional lease space and related cleaning services costs due to the inability of the vendor to deliver in UNSMIL; and (e) reduced commitments for air operations owing to the non-availability of dedicated air assets during six months in UNOWAS.

Proposed resources for 2026

148. The total proposed resource requirements for 2026 relating to the 37 special political missions covered in the present report amount to $639.8 million net of staff assessment and are inclusive of the provision for the share of special political missions in the budget of RSCE. Overall, the resource level for 2026 reflects a decrease of $53.2 million, including the impact of closing missions (with a decrease of 495 posts and positions) compared with the appropriation for 2025. Details of the financial resource requirements by cluster, by mission and by category of expenditure are presented in tables 7 to 9, while the evolution of resources over the most recent five years is provided in table 11.

Table 7
Overview of financial resources by cluster
(Thousands of United States dollars)

	2025 appropriation[a]	*2026 requirements*	*Variance*	
			Amount	*Percentage*
	(1)	*(2)*	*(3)=(2)-(1)*	*(4)=(3)/(1)*
Cluster I	47 037.2	52 138.8	5 101.6	10.8
Cluster II	37 232.6	37 950.6	718.0	1.9
Cluster III	386 023.1	384 906.0	(1 117.1)	(0.3)
UNAMA	124 695.0	124 463.1	(231.9)	(0.2)
UNAMI	95 399.1	38 041.0	(57 358.1)	(60.1)
Subtotal (net of staff assessment)	**690 387.0**	**637 499.5**	**(52 887.5)**	**(7.7)**
Discontinuing and discontinued missions[b]	355.4	–	(355.4)	(100.0)
Provision for the share of special political missions for the Regional Service Centre	2 298.8	2 332.0	33.2	1.4
Total (net of staff assessment)	**693 041.2**	**639 831.5**	**(53 209.7)**	**(7.7)**

[a] The 2025 appropriation of $693,041,200 includes an amount of $595,211,500 for the 37 continuing special political missions and an amount of $2,128,800 for the share of special political missions in the budget of RSCE, approved by the General Assembly in resolution 79/258 A, as well as an amount of $95,399,100 approved by the Assembly for UNAMI in resolution 79/258 B.
[b] The 2025 appropriation for these missions relates to the implementation of Security Council resolution 2231 (2015), the mandate of which is set to expire in October 2025.

Table 8
Summary of resource changes between 2025 and 2026, by major factor
(Thousands of United States dollars)

	Amount	*Comments*
Appropriation for 2025	**693 041.2**	
Technical adjustments[a]	2 548.0	Provisions at continuing rates for posts and general temporary assistance positions established in 2025, with a 50 per cent vacancy rate.
New and expanded mandates	(60 274.4)	UNAMI, pursuant to Security Council resolution 2732 (2024); UNTMIS, pursuant to Council resolution 2753 (2024); and the mission to support the implementation of Security Council resolution 2231 (2015).
Other changes	4 516.7	Includes recosting adjustments to reflect the latest salary rates ($4.8 million), updated mission subsistence allowance rates ($2.3 million), the latest contractual rates and the latest standard rates, as well as a provision for termination costs ($1.6 million) for UNAMA and BINUH, offset by the net impact of the application of the latest vacancy rates (reduction of $1.9 million) and the abolishment of posts mostly in UNAMA (reduction of $4.6 million).
Total changes	(53 209.7)	
Proposed programme budget for 2026	**639 831.5**	

[a] As defined in the foreword and introduction to the report (A/80/6 (Introduction)).

Table 9
Overview of financial resources by mission
(Thousands of United States dollars)

Mission	2024 Appropriation (1)	2024 Expenditure (2)	2025 Appropriation (3)	2026 Requirements (4)	Variance Amount (5)=(4)-(3)	Variance Percentage (6)=(5)/(3)
Cluster I						
1. Office of the Special Adviser to the Secretary-General on Cyprus	3 056.5	2 901.0	2 979.4	3 198.9	219.5	7.4
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 815.7	2 896.9	3 386.7	3 857.5	470.8	13.9
3. Personal Envoy of the Secretary-General for Western Sahara	561.8	302.4	502.7	560.0	57.3	11.4
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	414.2	172.1	359.6	430.9	71.3	19.8
5. United Nations Representative to the Geneva International Discussions	2 032.1	1 719.7	1 930.5	1 803.5	(127.0)	(6.6)
6. Office of the Special Envoy of the Secretary-General for Syria	13 660.7	12 188.7	12 551.7	15 027.7	2 476.0	19.7
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 638.1	1 863.2	2 056.1	1 918.4	(137.7)	(6.7)
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	4 977.8	5 246.0	4 941.7	5 623.8	682.1	13.8
9. Office of the Special Envoy of the Secretary-General for Yemen	16 570.8	14 928.7	16 096.5	16 657.8	561.3	3.5
10. Office of the Special Envoy of the Secretary-General on Myanmar	1 365.3	805.1	949.9	995.6	45.7	4.8
11. Office of the Personal Envoy of the Secretary-General for the Sudan	–	–	1 282.4	2 064.7	782.3	61.0
Subtotal, cluster I	**47 093.0**	**43 023.8**	**47 037.2**	**52 138.8**	**5 101.6**	**10.8**
Cluster II						
12. Group of Experts on the Democratic Republic of the Congo	1 556.7	1 112.8	1 549.7	1 471.5	(78.2)	(5.0)
13. Panel of Experts on the Sudan	1 151.5	894.3	1 132.6	1 170.3	37.7	3.3
14. Support to the Security Council Committee established pursuant to resolution 1718 (2006)[a]	3 407.9	1 454.1	591.3	675.9	84.6	14.3
15. Panel of Experts on Libya	1 456.2	1 072.9	1 376.4	1 549.7	173.3	12.6
16. Panel of Experts pursuant to resolution 2745 (2024)	1 281.6	893.7	1 300.7	1 356.7	56.0	4.3
17. Panel of Experts on Yemen	2 307.7	1 985.3	2 389.0	2 660.7	271.7	11.4
18. Panel of Experts on South Sudan	1 246.0	897.5	1 435.4	1 524.1	88.7	6.2
19. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	6 516.9	5 729.2	6 158.1	6 003.3	(154.8)	(2.5)
20. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	711.1	718.5	729.8	770.3	40.5	5.5

Mission	2024 Appropriation (1)	2024 Expenditure (2)	2025 Appropriation (3)	2026 Requirements (4)	Variance Amount (5)=(4)-(3)	Variance Percentage (6)=(5)/(3)
21. Panel of Experts pursuant to resolution 2713 (2023)	1 963.2	1 611.3	1 960.2	2 101.0	140.8	7.2
22. Panel of Experts on Haiti	1 548.5	1 291.1	1 553.0	1 794.3	241.3	15.5
23. Office of the Focal Point for Delisting	–	–	774.8	680.7	(94.1)	(12.1)
24. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	3 415.1	2 442.1	3 465.9	3 532.0	66.1	1.9
25. Counter-Terrorism Committee Executive Directorate	11 669.1	11 173.3	12 815.7	12 660.1	(155.6)	(1.2)
Subtotal, cluster II	**38 231.5**	**31 276.0**	**37 232.6**	**37 950.6**	**718.0**	**1.9**
Cluster III						
26. UNOWAS	15 900.1	14 699.8	15 702.1	15 960.2	258.1	1.6
27. UNTMIS	101 136.8	92 411.2	100 177.3	97 616.4	(2 560.9)	(2.6)
28. United Nations Regional Centre for Preventive Diplomacy for Central Asia	3 233.2	3 222.3	3 555.7	3 458.8	(96.9)	(2.7)
29. United Nations support for the Cameroon-Nigeria Mixed Commission	3 821.7	3 022.7	3 719.4	3 706.4	(13.0)	(0.3)
30. Office of the United Nations Special Coordinator for Lebanon	11 303.4	10 716.0	11 122.4	11 604.3	481.9	4.3
31. UNOCA	8 410.5	7 695.3	7 868.1	8 329.2	461.1	5.9
32. UNSMIL	87 763.6	85 563.5	90 588.7	90 432.2	(156.5)	(0.2)
33. United Nations Verification Mission in Colombia	78 336.7	80 104.5	86 582.3	86 953.1	370.8	0.4
34. UNMHA	33 640.2	28 873.4	31 002.1	30 040.5	(961.6)	(3.1)
35. BINUH	36 540.1	33 718.2	35 705.0	36 804.9	1 099.9	3.1
Subtotal, cluster III	**380 086.3**	**360 027.0**	**386 023.1**	**384 906.0**	**(1 117.1)**	**(0.3)**
UNAMA and UNAMI						
36. UNAMA	127 324.7	116 932.9	124 695.0	124 463.1	(231.9)	(0.2)
37. UNAMI	98 126.5	90 095.8	95 399.1	38 041.0	(57 358.1)	(60.1)
Subtotal, UNAMA and UNAMI	**225 451.2**	**207 028.6**	**220 094.1**	**162 504.1**	**(57 590.0)**	**(26.2)**
Subtotal, continuing missions	**690 862.0**	**641 355.5**	**690 387.0**	**637 499.5**	**(52 887.5)**	**(7.7)**
Discontinuing and discontinued missions[b]						
Mission for the implementation of Security Council resolution 2231 (2015)	1 190.4	959.6	355.4	–	(355.4)	(100.0)
UNITAD	25 673.1	19 996.1	–	–	–	–
UNITAMS	22 162.6	17 834.7	–	–	–	–

Mission	2024 Appropriation (1)	2024 Expenditure (2)	2025 Appropriation (3)	2026 Requirements (4)	Variance Amount (5)=(4)-(3)	Variance Percentage (6)=(5)/(3)
Panel of Experts on Mali	–	0.3	–	–	–	–
Office of the Special Envoy of the Secretary-General for Burundi	–	84.5	–	–	–	–
UNIOGBIS	–	68.6	–	–	–	–
Organisation for the Prohibition of Chemical Weapons (OPCW)-United Nations joint mission in the Syrian Arab Republic	–	1.7	–	–	–	–
United Nations Mission in Colombia	–	23.7	–	–	–	–
United Nations Electoral Observer Mission in Burundi	–	1.4	–	–	–	–
Provision for the share of special political missions for RSCE	2 128.8	2 128.8	2 298.8	2 332.0	33.2	1.4
Total	**742 016.9**	**682 454.9**	**693 041.2**	**639 831.5**	**(53 209.7)**	**(7.7)**

[a] The mission providing support to the Security Council Committee established pursuant to resolution 1718 (2006) was called the Panel of Experts for the Democratic People's Republic of Korea until April 2024. The data shown in tables throughout the present report reflect the data for the Panel of Experts up to the end of its mandate on 30 April 2024, and the data thereafter relate to the remaining component providing support to the Security Council Committee.

[b] The Office of the Special Envoy of the Secretary-General for Burundi and UNIOGBIS closed in 2021, the United Nations Mission in Colombia closed in 2017, the United Nations Electoral Observation Mission in Burundi closed in 2015 and the OPCW-United Nations joint mission in the Syrian Arab Republic closed in 2014. Some payroll adjustments for separated staff were posted in 2024.

Table 10

Overview of financial resources by category of expenditure

(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*	
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*Amount*	*Percentage*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*	*(6)=(5)/(3)*
I. Military and police personnel						
1. Military observers	4 739.0	5 387.9	4 940.2	7 318.7	2 378.5	48.1
2. Military contingents	27 789.2	26 549.9	26 928.7	22 209.1	(4 719.6)	(17.5)
3. United Nations police	2 308.2	1 454.3	2 350.3	1 367.2	(983.1)	(41.8)
Subtotal, military and police personnel	**34 836.4**	**33 392.2**	**34 219.2**	**30 895.0**	**(3 324.2)**	**(9.7)**
II. Civilian personnel						
1. International staff	301 847.7	314 165.5	317 739.8	298 874.4	(18 865.4)	(5.9)
2. National Professional Officers	38 921.9	41 728.7	40 664.9	32 466.1	(8 198.8)	(20.2)
3. National General Service staff	62 609.5	63 016.8	64 477.7	48 834.4	(15 643.3)	(24.3)
4. United Nations Volunteers	11 932.5	13 911.7	12 353.5	13 341.3	987.8	8.0
5. General temporary assistance	2 782.2	3 642.0	3 426.6	4 419.5	992.9	29.0
6. Government-provided personnel	1 074.1	762.6	858.9	511.6	(347.3)	(40.4)
Subtotal, civilian personnel	**419 167.9**	**437 227.3**	**439 521.4**	**398 447.3**	**(41 074.1)**	**(9.3)**
III. Operational costs						
1. Experts	14 124.6	9 609.7	12 375.5	12 935.3	559.8	4.5
2. Consultants and consulting services	2 609.9	923.0	2 512.6	1 919.0	(593.6)	(23.6)
3. Official travel	12 976.3	8 014.8	12 393.9	11 452.2	(941.7)	(7.6)
4. Facilities and infrastructure	95 573.1	77 991.6	93 277.2	92 908.8	(368.4)	(0.4)
5. Ground transportation	11 523.0	7 727.0	7 900.1	6 489.2	(1 410.9)	(17.9)
6. Air operations	45 408.1	31 790.6	35 736.6	33 367.9	(2 368.7)	(6.6)
7. Marine operations	111.8	143.6	177.0	462.0	285.0	161.0
8. Communications and information technology	31 958.5	20 798.5	28 292.2	26 000.7	(2 291.5)	(8.1)
9. Medical	5 015.9	2 825.4	4 948.6	4 534.6	(414.0)	(8.4)

Category of expenditure	2024 Appropriation (1)	2024 Expenditure (2)	2025 Appropriation (3)	2026 Requirements (4)	Variance Amount (5)=(4)-(3)	Variance Percentage (6)=(5)/(3)
10. Other supplies, services and equipment	17 256.5	10 611.6	18 732.7	17 737.5	(995.2)	(5.3)
11. Quick-impact projects	300.0	300.2	300.0	350.0	50.0	16.7
Subtotal, operational costs	**236 857.7**	**170 736.0**	**216 646.4**	**208 157.2**	**(8 489.2)**	**(3.9)**
Subtotal, continuing missions	**690 862.0**	**641 355.5**	**690 387.0**	**637 499.5**	**(52 887.5)**	**(7.7)**
Discontinuing and discontinued missions						
Mission for the implementation of Security Council resolution 2231 (2015)	1 190.4	959.6	355.4	–	(355.4)	(100.0)
UNITAD	25 673.1	19 996.1	–	–	–	–
UNITAMS	22 162.6	17 834.7	–	–	–	–
Panel of Experts on Mali	–	0.3	–	–	–	–
Office of the Special Envoy of the Secretary-General for Burundi	–	84.5	–	–	–	–
UNIOGBIS	–	68.6	–	–	–	–
OPCW-United Nations joint mission in the Syrian Arab Republic	–	1.7	–	–	–	–
United Nations Mission in Colombia	–	23.7	–	–	–	–
United Nations Electoral Observer Mission in Burundi	–	1.4	–	–	–	–
Provision for the share of special political missions for RSCE	2 128.8	2 128.8	2 298.8	2 332.0	33.2	1.4
Total	**742 016.9**	**682 454.9**	**693 041.2**	**639 831.5**	**(53 209.7)**	**(7.7)**

Table 11
Evolution of financial resources, 2021–2026, by mission
(Thousands of United States dollars)

	2021		2022		2023		2024		2025	2026
Mission	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Requirements*
Cluster I										
1. Office of the Special Adviser to the Secretary-General on Cyprus	2 821.2	2 745.9	2 955.0	2 523.5	3 036.3	2 840.4	3 056.5	2 901.0	2 979.4	3 198.9
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 267.1	2 094.5	2 698.3	2 393.6	2 816.4	2 888.7	2 815.7	2 896.9	3 386.7	3 857.5
3. Personal Envoy of the Secretary-General for Western Sahara	501.2	109.6	476.5	267.9	475.2	264.2	561.8	302.4	502.7	560.0
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	357.6	335.2	338.6	393.4	372.2	299.2	414.2	172.1	359.6	430.9
5. United Nations Representative to the Geneva International Discussions	1 856.2	1 757.8	2 045.0	1 745.4	1 950.0	1 770.4	2 032.1	1 719.7	1 930.5	1 803.5
6. Office of the Special Envoy of the Secretary-General for Syria	16 187.5	11 928.0	16 132.6	12 630.3	15 001.6	12 817.6	13 660.7	12 188.7	12 551.7	15 027.7
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 782.8	1 594.9	1 763.6	1 586.1	1 754.5	1 805.6	1 638.1	1 863.2	2 056.1	1 918.4
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	5 056.4	4 202.4	5 133.9	4 406.1	5 737.9	4 672.9	4 977.8	5 246.0	4 941.7	5 623.8
9. Office of the Special Envoy of the Secretary-General for Yemen	17 551.1	16 726.3	17 202.0	16 240.6	17 051.3	16 087.0	16 570.8	14 928.7	16 096.5	16 657.8
10. Office of the Special Envoy of the Secretary-General on Myanmar	1 105.5	1 184.0	1 153.5	1 223.8	1 408.6	1 084.7	1 365.3	805.1	949.9	995.6
11. Office of the Personal Envoy of the Secretary-General for the Sudan								–	1 282.4	2 064.7
Subtotal, cluster I	**49 486.6**	**42 678.6**	**49 899.0**	**43 410.8**	**49 604.0**	**44 530.7**	**47 093.0**	**43 023.8**	**47 037.2**	**52 138.8**
Cluster II										
12. Group of Experts on the Democratic Republic of the Congo	1 450.8	992.8	1 419.5	1 272.4	1 524.2	1 366.8	1 556.7	1 112.8	1 549.7	1 471.5
13. Panel of Experts on the Sudan	1 067.9	909.0	1 073.1	956.9	1 120.4	1 012.0	1 151.5	894.3	1 132.6	1 170.3
14. Support to the Security Council Committee established pursuant to resolution 1718 (2006)	3 124.8	2 823.2	3 094.5	2 943.9	3 110.6	3 065.8	3 407.9	1 454.1	591.3	675.9

Mission	2021		2022		2023		2024		2025	2026
	Appropriation	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Requirements*
15. Panel of Experts on Libya	1 361.3	1 096.0	1 431.5	1 223.3	1 410.4	1 178.3	1 456.2	1 072.9	1 376.4	1 549.7
16. Panel of Experts pursuant to resolution 2745 (2024)	1 110.5	746.0	1 163.8	789.2	1 193.2	890.6	1 281.6	893.7	1 300.7	1 356.7
17. Panel of Experts on Yemen	2 258.2	1 860.7	2 302.2	1 926.2	2 210.0	2 106.1	2 307.7	1 985.3	2 389.0	2 660.7
18. Panel of Experts on South Sudan	1 293.1	651.9	1 253.8	1 013.0	1 257.6	1 024.6	1 246.0	897.5	1 435.4	1 524.1
19. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	5 885.7	5 184.1	5 871.5	5 827.5	5 854.9	6 091.6	6 516.9	5 729.2	6 158.1	6 003.3
20. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	632.4	529.8	668.1	621.3	617.3	778.3	711.1	718.5	729.8	770.3
21. Panel of Experts pursuant to resolution 2713 (2023)	1 855.2	1 591.4	1 878.2	1 472.2	1 839.4	1 632.4	1 963.2	1 611.3	1 960.2	2 101.0
22. Panel of Experts on Haiti	–	–	–	1.5	1 405.7	1 402.6	1 548.5	1 291.1	1 553.0	1 794.3
23. Office of the Focal Point for Delisting	–	–	–	–	–	–	–	–	774.8	680.7
24. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	2 978.7	2 508.5	3 137.7	2 598.2	3 135.5	2 280.1	3 415.1	2 442.1	3 465.9	3 532.0
25. Counter-Terrorism Committee Executive Directorate	10 878.7	9 861.0	11 278.7	11 250.7	11 424.8	10 815.4	11 669.1	11 173.3	12 815.7	12 660.1
Subtotal, cluster II	**33 897.3**	**28 754.4**	**34 572.6**	**31 896.3**	**36 104.0**	**33 644.6**	**39 421.9**	**31 276.0**	**37 232.6**	**37 950.6**
Cluster III										
26. UNOWAS	13 950.0	13 608.4	14 658.6	14 526.5	14 835.2	14 806.1	15 900.1	14 699.8	15 702.1	15 960.2
27. UNTMIS	103 438.1	94 682.2	98 507.2	100 000.8	96 571.3	95 986.5	101 136.8	92 411.2	100 177.3	97 616.4
28. United Nations Regional Centre for Preventive Diplomacy for Central Asia	2 865.0	3 016.9	2 894.2	3 011.1	3 292.7	3 244.1	3 233.2	3 222.3	3 555.7	3 458.8
29. United Nations support for the Cameroon-Nigeria Mixed Commission	3 638.4	3 378.3	3 525.0	3 686.8	3 781.3	3 542.3	3 821.7	3 022.7	3 719.4	3 706.4
30. Office of the United Nations Special Coordinator for Lebanon	9 698.6	8 652.8	9 558.4	10 275.7	10 183.1	10 924.0	11 303.4	10 716.0	11 122.4	11 604.3
31. UNOCA	7 901.7	7 285.4	8 530.1	8 044.2	9 074.1	8 158.5	8 410.5	7 695.3	7 868.1	8 329.2

Mission	2021		2022		2023		2024		2025	2026
	Appropriation	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Expenditure*	*Appropriation*	*Requirements*
32. UNSMIL	69 244.1	69 131.0	69 262.0	82 340.9	88 046.5	86 197.7	87 763.6	85 563.5	90 588.7	90 432.2
33. United Nations Verification Mission in Colombia	62 942.5	56 030.5	66 800.6	61 117.6	67 244.3	68 380.1	78 336.7	80 104.5	86 582.3	86 953.1
34. UNMHA	48 569.2	24 944.5	42 292.0	29 531.0	36 071.6	32 870.7	33 640.2	28 873.4	31 002.1	30 040.5
35. BINUH	19 271.6	20 615.9	21 841.3	23 017.3	27 902.1	28 560.9	36 540.1	33 718.2	35 705.0	36 804.9
Subtotal, cluster III	**341 519.2**	**301 345.8**	**337 869.4**	**335 551.9**	**357 002.2**	**352 671.0**	**380 086.3**	**360 027.0**	**386 023.1**	**384 906.0**
UNAMA and UNAMI										
36. UNAMA	136 875.2	136 669.9	131 390.3	134 130.3	132 479.2	129 065.0	127 324.7	116 932.9	124 695.0	124 463.1
37. UNAMI	99 076.8	95 865.8	97 673.2	98 214.8	96 910.6	98 999.8	98 126.5	90 095.8	95 399.1	38 041.0
Subtotal, UNAMA and UNAMI	**235 952.0**	**232 535.8**	**229 063.5**	**232 345.1**	**229 389.8**	**228 064.7**	**225 451.2**	**207 028.6**	**220 094.1**	**162 504.1**
Subtotal, continuing missions	**660 855.1**	**605 314.6**	**651 404.5**	**643 204.0**	**672 100.0**	**658 911.0**	**690 862.0**	**641 355.5**	**690 387.0**	**637 499.5**
Discontinuing and discontinued missions										
Mission for the implementation of Security Council resolution 2231 (2015)	1 416.7	1 294.2	1 392.6	1 230.6	1 533.5	1 397.4	1 190.4	959.6	355.4	–
UNITAD	24 357.6	23 617.5	24 461.0	24 351.0	25 283.8	24 938.7	25 673.1	19 996.1	–	–
UNITAMS	34 070.4	30 362.6	56 319.6	56 649.0	66 128.0	62 391.3	22 162.6	17 834.7	–	–
Panel of Experts on Mali	1 167.1	665.1	1 144.7	852.6	1 148.6	690.9	–	0.3	–	–
Office of the Special Envoy of the Secretary-General for Burundi	6 090.6	3 351.2	–	(20.3)	–	78.7	–	84.5	–	–
UNIOGBIS	989.9	587.4	–	10.5	–	26.7	–	68.6	–	–
OPCW-United Nations joint mission in the Syrian Arab Republic								1.7	–	–
United Nations Mission in Colombia								23.7	–	–
United Nations Electoral Observer Mission in Burundi								1.4	–	–
Provision for the share of special political missions for RSCE	1 412.4	1 412.4	1 820.2	1 820.2	2 141.1	2 141.1	2 128.8	2 128.8	2 298.8	2 332.0
Total	**730 359.8**	**666 604.8**	**736 542.6**	**728 097.8**	**768 335.0**	**750 575.9**	**742 016.9**	**682 454.9**	**693 041.2**	**639 831.5**

Variance analysis

Cluster I

149. The proposed resource requirements for the 11 missions under cluster I for 2026 amount to $52.1 million, representing a net increase of $5.1 million (10.8 per cent) compared with 2025. The overall increase is attributable primarily to: (a) increased requirements for civilian personnel owing to the application of updated vacancy rates and revised salary rates; and (b) increased requirements under facilities and infrastructure for rental of premises for the Office of the Special Envoy of the Secretary-General for Syria for new office space in Damascus in compliance with the minimum operating security standards. The increase was offset in part by: (a) the removal of provisions for rental of a passenger charter plane and for services provided by the United Nations Office at Geneva for meetings of the International Syria Support Group and sessions of the Constitutional Committee for the Office of the Special Envoy for Syria; (b) reduced requirements for official travel in several missions; and (c) and reduced requirements for ground transportation for the Office of the Special Envoy of the Secretary-General for Yemen owing to the discontinuation of fuel reserves in Aden and Sana'a.

Cluster II

150. The proposed resource requirements for the 14 continuing missions under cluster II for 2026 amount to $38.0 million, representing a net increase of $0.7 million (1.9 per cent) compared with 2025. The overall increase is attributable primarily to: (a) increased requirements for expert fees owing to the issuance of new fee ranges by the Office of Human Resources; (b) higher estimates for common staff costs based on recent expenditure experience for staff entitlements; and (c) the application of lower vacancy rates for civilian personnel. The increase was offset in part by: (a) reduced requirements for telecommunications and network services owing to the reduced provision of a subscription to the emergency satellite communicator service and the removal of the provision for satellite telephone data and videoconference services based on utilization patterns; (b) the application of the latest reduced standard rate for communications and information technology for New York; and (c) the proposed abolishment of two posts as part of the effort of the Security Council Subsidiary Organs Branch of the Security Council Affairs Division to find efficiencies within its staffing levels by levering technology and consolidating functions. The resources reflect the expiration in October 2025 of the mandate of the mission supporting the implementation of Security Council resolution 2231 (2015), for which provision was made for 10 months in 2025.

Cluster III

151. The proposed resource requirements for the 10 missions under cluster III for 2026 amount to $384.9 million, representing a net decrease of $1.1 million (0.3 per cent) compared with 2025. The overall decrease is attributed to: (a) the planned drawdown of UNTMIS and the adjustment made to mission activities and services to cover only a 10-month period up to 31 October 2026, in accordance with the second phase of the mission transition as outlined in Security Council resolution 2753 (2024), and the proposed abolishment of 11 posts as from 1 January 2026; (b) reduced requirements for National Professional Officers due to the application of higher vacancy rates and the abolishment of two posts in UNMHA; (c) the application of higher vacancy rates for United Nations police officers in BINUH; (d) lower requirements for ground transportation due to reduced rental costs in the United Nations Verification Mission in Colombia with the implementation of the UN Fleet lease contract for the soft-skin fleet; (e) reduced requirements for communications and information technology equipment and its maintenance; and (f) reduced requirements for consultants owing to the higher reliance on in-mission expertise in UNOWAS and the United Nations Verification Mission in Colombia, as well lower estimates for travel and scope for civilian observers for the Cameroon-Nigeria Mixed Commission. The decrease was offset in part by additional requirements for: (a) military observers owing to an increase in mission subsistence allowance rates and the application of lower vacancy rates in UNMHA and the Verification Mission in Colombia; (b) air operations in the Verification Mission in Colombia to support broader mandate implementation in locations outside Bogotá and ensure connectivity between locations; and (c) facilities and

infrastructure for the construction of a new road and parking area, fuel station, infrastructure networks and other security enhancements in UNSMIL.

United Nations Assistance Mission in Afghanistan

152. The proposed resource requirements for UNAMA for 2026 amount to $124.5 million, representing a net decrease of $0.2 million (0.2 per cent) compared with the 2025 appropriation. The overall decrease is attributable to reduced requirements for civilian personnel, owing mainly to the abolishment of 117 posts and the application of a higher vacancy rate for international staff, offset by higher requirements for United Nations Volunteer costs owing to a lower vacancy rate and higher entitlement costs, as well as the proposed establishment of 18 new posts. The decrease in requirements is offset in part by increased requirements for operational costs, attributable primarily to additional requirements for: (a) construction of a central warehouse for more efficient space management and for the improvement of the wastewater treatment plant and compound facilities, including for security upgrades; and (b) acquisition of safety and security equipment as well as the replacement of prefabricated accommodation and equipment and engineering supplies required for the general maintenance of the compounds and to support planned minor projects.

Liquidation of the United Nations Assistance Mission for Iraq

153. The proposed resource requirements for the liquidation of UNAMI for 2026 amount to $38 million for the orderly liquidation of the Mission, representing a net decrease of $57.4 million (60.1 per cent) compared with the 2025 appropriation. The budget provides for the phased separation of the liquidation team of 135 existing posts to be retained into 2026, with the majority of the staff separating on 30 September 2026. In addition, provision is made for surge capacity from the Department of Operational Support and UNLB to assist with the liquidation activities.

Share of the cost of the Regional Service Centre in Entebbe

154. The special political missions' share of the cost of RSCE reflects an increase of $33,200, attributable mainly to an increase of the share of special political missions in the cost of the Centre, from 4.99 per cent in the 2024/25 period to 5.10 cent in the 2025/26 period. This reflects the addition of the Office of the Personal Envoy of the Secretary-General for the Sudan as a client and the decrease in peacekeeping missions' pro-rated share due to the closure of MINUSMA.

155. The estimated resource requirements of $46.3 million for the maintenance of the Centre for the 2025/26 financial period represent a decrease of $1.7 million, or 3.5 per cent, compared with the approved resources of $48.0 million for the 2024/25 period. The proposed budget reflects reduced requirements due primarily to the transfer of 42 posts (40 from current tenant units reporting to the Department of Operational Support and 2 seconded military planning officer posts reporting to the Department of Peace Operations) to the budgets of their parent offices in the support account. The reduced requirements are offset in part by: (a) the application of lower vacancy rates for international, national Professional and national General Service staff compared with the vacancy rates applied in the approved budget for the 2024/25 period; (b) the application of higher salary rates for national staff; (c) the application of an updated exchange rate for the Ugandan shilling to the United States dollar; and (d) an increase in operational costs mainly for safety and security unit requirements, and higher rates for new systems contracts.

156. The variance analysis of each mission is further provided in table 12.

Table 12
Variance analysis, by mission
(Thousands of United States dollars)

Mission	2025 appropriation	2026 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
Cluster I					
1. Office of the Special Adviser to the Secretary-General on Cyprus	2 979.4	3 198.9	219.5	7.4	The increase is attributable mainly to the application of a lower vacancy rate for national staff compared with the rate of 20 per cent applied in 2025 and updated rates for salaries and common staff costs. The increase is offset in part by reduced requirements for the non-recurring acquisition of engineering supplies, prefabricated facilities, office furniture, printers and notebook computers and the related lower freight costs.
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	3 386.7	3 857.5	470.8	13.9	The increase is attributable mainly to the application of lower vacancy rates of 5.8 per cent and zero per cent for international staff (including for 3 posts established with a vacancy rate of 50 per cent) and national staff, respectively, compared with 10.9 per cent applied in 2025, as well as the application of the continuing rate for 3 national United Nations Volunteers positions established with a vacancy rate of 50 per cent in 2025. The increase is offset in part by the absence of a provision for consultants, the cancellation of 2 subscriptions for public information and reduced requirements for conference and translation services based on utilization patterns.
3. Personal Envoy of the Secretary-General for Western Sahara	502.7	560.0	57.3	11.4	The increase is attributable mainly to the application of a zero per cent vacancy rate compared with the rate of 12.5 per cent applied in 2025, which is offset in part by the reduced requirements for utilities and the application of the latest ICT standard rate.
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	359.6	430.9	71.3	19.8	The increase is attributable mainly to the application of a lower vacancy rate of zero per cent compared with the vacancy rate of 16.7 per cent applied in 2025, which is offset in part by the application of the updated ICT standard rate and the removal of long-distance telephone service.
5. United Nations Representative to the Geneva International Discussions	1 930.5	1 803.5	(127.0)	(6.6)	The decrease is attributable mainly to the application of a higher vacancy rate of 16.7 per cent for international staff, compared with the rate of 3.6 per cent applied in 2025, offset in part by the increased requirements for national staff due to the application of a zero per cent vacancy rate, compared with the rate of 3.6 per cent applied in 2025.
6. Office of the Special Envoy of the Secretary-General for Syria	12 551.7	15 027.7	2 476.0	19.7	The increase is attributable mainly to: (a) the application of a lower vacancy rate of 27.5 per cent compared with the rate of 32.7 per cent applied in 2025 for international staff, and the application of the latest salary rates; and (b) higher requirements for facilities and infrastructure owing to the need for additional office space in compliance with minimum operating security standards in Damascus. The increase is offset in part by the reduced requirements for air operations due to the removal of provisions for the rental cost of a passenger charter plane and for services provided by the United Nations Office at Geneva for meetings of the International Syria Support Group and sessions of the Constitutional Committee.

Mission	2025 appropriation	2026 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	2 056.1	1 918.4	(137.7)	(6.7)	The decrease in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) the application of a 5 per cent vacancy rate for international staff compared with the budgeted vacancy rate of zero per cent in 2025; (b) the revised salary rate for National Professional Officers; (c) reduced requirements for official travel and training fees; (d) non-recurring acquisition of computers; and (e) lower estimated costs for Intelsat transponder charges. The decrease is offset in part by the increased requirements for the lease of electric vehicles through UN Fleet to replace 1 of the 4 ageing vehicles, which is more than 17 years old.
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	4 941.7	5 623.8	682.1	13.8	The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to increased requirements for civilian personnel, resulting from the application of a lower vacancy rate of 12.7 per cent compared with the rate of 19.3 per cent applied in 2025 for international staff, and the application of the latest salary rates. The increase is offset in part by: (a) the non-recurring acquisition of furniture and information technology equipment; (b) reduced requirements for air operations in line with historical flight hour utilization rates; (c) reduced requirements for individual contractors; and (d) lower requirements for other services with respect to financial administrative services under other supplies, services and equipment class.
9. Office of the Special Envoy of the Secretary-General for Yemen	16 096.5	16 657.8	561.3	3.5	The increase in requirements proposed for 2026 compared with the appropriation for 2025 is attributable to higher requirements for civilian personnel, resulting from the application of the latest salary rates, higher common staff costs and the application of lower vacancy rates of 21.1 per cent and 30.8 per cent, respectively, for international staff and National Professional Officers, compared with the rates of 23.6 per cent and 42.9 per cent, respectively, applied in 2025. The increased requirements are offset in part by the reduced requirements, for: (a) facilities and infrastructure due to the application of lower cost-share percentages for the Office of the Special Envoy, reduced from 67 per cent to 58 per cent for the Sana'a and Aden offices, the parking lot lease and security services; (b) ground transportation owing to the discontinuation of fuel reserves in Aden and Sana'a; and (c) air operations due to the realignment of aviation fuel and rental costs for fixed-wing aircraft in line with historical flight hour utilization rates.
10. Office of the Special Envoy of the Secretary-General on Myanmar	949.9	995.6	45.7	4.8	The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to the application of revised salary rates.
11. Office of the Personal Envoy of the Secretary-General on the Sudan	1 282.4	2 064.7	782.3	61.0	The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to increased requirements for civilian personnel, resulting from the application of a vacancy rate of zero per cent compared with the rate of 50 per cent applied in 2025 for international staff, and the application of the latest salary rates. The increase is offset in part by reduced requirements for official travel due to less travel to New York proposed for 2026, and the non-recurrent acquisition of computers.
Subtotal, cluster I	**47 037.2**	**52 138.8**	**5 101.6**	**10.8**	

Mission	2025 appropriation (1)	2026 requirements (2)	Variance Amount (3)=(2)-(1)	Variance Percentage (4)=(3)/(1)	Main contributing factors
Cluster II					
12. Group of Experts on the Democratic Republic of the Congo	1 549.7	1 471.5	(78.2)	(5.0)	The decrease is attributable primarily to lower requirements for civilian personnel owing to the application of a higher vacancy rate compared with the rate of 16.7 per cent applied in 2025, which is offset in part by increased requirements for expert fees.
13. Panel of Experts on the Sudan	1 132.6	1 170.3	37.7	3.3	The increase is attributable primarily to increased requirements for expert fees, which are offset in part by lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
14. Support to the Security Council Committee established pursuant to resolution 1718 (2006)	591.3	675.9	84.6	14.3	The increase is attributable primarily to the application of a lower vacancy rate compared with the rate of 13.9 per cent applied in 2025, which is offset in part by the termination of software licences for the analysis of complex and large volumes of data, the termination of the NK News subscription, reduced requirements for official travel based on planned activities to implement the mandate, and the application of the latest ICT standard rates.
15. Panel of Experts on Libya	1 376.4	1 549.7	173.3	12.6	The increase is attributable primarily to the application of a lower vacancy rate for international staff compared with the rate of 45.8 per cent applied in 2025 and higher estimates for common staff costs, as well as increased requirements for expert fees. The increase is offset in part by lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
16. Panel of Experts pursuant to resolution 2745 (2024)	1 300.7	1 356.7	56.0	4.3	The increase is attributable primarily to increased requirements for expert fees and higher estimates for common staff costs. The increase is offset in part by the reduced provision for the rental of vehicles, lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
17. Panel of Experts on Yemen	2 389.0	2 660.7	271.7	11.4	The increase is attributable primarily to: (a) higher requirements for international staff owing to the application of a lower vacancy rate compared with the rate of 13.9 per cent applied in 2025 and higher estimates for common staff costs; and (b) increased requirements for expert fees. The increase is offset in part by lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
18. Panel of Experts on South Sudan	1 435.4	1 524.1	88.7	6.2	The increase is attributable primarily to higher estimates for common staff costs and increased requirements for expert fees, which is offset in part by lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
19. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	6 158.1	6 003.3	(154.8)	(2.5)	The decrease is attributable primarily to: (a) the abolishment of 2 General Service posts and the associated operational provisions; (b) the application of a higher vacancy rate for national staff compared with 2025; (c) lower requirements for telecommunications and network services; (d) the application of the latest ICT standard rates; and (e) the discontinuation of the subscription to the BBC Monitoring service as cost avoidance, as comparable content is accessible through an alternative subscription already available to the Monitoring Team. The decrease is offset in part by increased requirements for expert fees and the application of a lower vacancy rate for international staff compared with the rate of 17.5 per cent applied in 2025.

Mission	2025 appropriation (1)	2026 requirements (2)	Variance Amount (3)=(2)-(1)	Variance Percentage (4)=(3)/(1)	Main contributing factors
20. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	729.8	770.3	40.5	5.5	The increase is attributable primarily to higher estimates for common staff costs and increased requirements for expert fees, which is offset in part by lower requirements in the telecommunications and network services and the application of the latest ICT standard rates.
21. Panel of Experts pursuant to resolution 2713 (2023)	1 960.2	2 101.0	140.8	7.2	The increase is attributable primarily to higher estimates for common staff costs and increased requirements for expert fees, which is offset in part by the reduced provisions for support services for experts at the United Nations Office at Nairobi, lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
22. Panel of Experts on Haiti	1 553.0	1 794.3	241.3	15.5	The increase is attributable primarily to the application of a lower vacancy rate compared with the rate of 33.3 per cent applied in 2025 and increased requirements for expert fees. The increase is offset in part by lower requirements for telecommunications and network services and the application of the latest ICT standard rates.
23. Office of the Focal Point for Delisting	774.8	680.7	(94.1)	(12.1)	The decrease is attributable primarily to lower requirements for civilian personnel costs owing to the application of an overall higher vacancy rate compared with the rate of 50 per cent applied for the 2 newly established posts and the rate of 8.5 per cent approved in 2025 for 1 post redeployed from the proposed programme budget for the Department of Political and Peacebuilding Affairs for 2025 to the Office, the removal of non-recurrent requirements for ICT approved in 2025 and the application of the latest ICT standard rates. The decrease is offset in part by the increased requirements for expert fees.
24. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	3 465.9	3 532.0	66.1	1.9	The increase is attributable primarily to the increased requirements for expert fees, the lower vacancy rate for international staff compared with the rate of 6.7 per cent applied in 2025 and a new requirement for conference costs related to the Committee's open consultations. The increase is offset in part by the application of a higher vacancy rate for national staff compared with the rate of 6.7 per cent applied in 2025 and the application of the latest ICT standard rates.
25. Counter-Terrorism Committee Executive Directorate	12 815.7	12 660.1	(155.6)	(1.2)	The decrease is attributable primarily to lower requirements for civilian personnel due to the application of a higher vacancy rate for international staff compared with the rate of 9.6 per cent applied for 2025 and the application of the latest ICT standard rates.
Subtotal, cluster II	**37 232.6**	**37 950.6**	**718.0**	**1.9**	
Cluster III					
26. UNOWAS	15 702.1	15 960.2	258.1	1.6	The increase is attributable mainly to the application of the latest salary rates for international staff and the application of a lower vacancy rate of zero per cent compared with the rate of 8.3 per cent applied in 2025 for National Professional Officers. The increase is offset in part by: (a) the non-provisioning of resources for consultants and consulting services in 2026 with the use of in-house capacity; (b) reduced requirements for air operations in line with historical flight hour utilization rates; (c) reduced requirements for official travel; (d) reduced requirements

Mission	2025 appropriation	2026 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
					for other services for meeting and workshop facilitation services; and (e) lower requirements for communications and information technology due to lower estimated costs of software licences and fees, as well as less printing and fewer reproductions and magazine subscriptions for public information and publication services.
27. UNTMIS	100 177.3	97 616.4	(2 560.9)	(2.6)	The decrease is attributable mainly to the planned drawdown of UNTMIS and the adjustment made to mission activities and services to cover only a 10-month period up to 31 October 2026, in accordance with second phase of the mission transition as outlined in Security Council resolution 2753 (2024), and the proposed abolishment of 11 posts as from 1 January 2026.
28. United Nations Regional Centre for Preventive Diplomacy for Central Asia	3 555.7	3 458.8	(96.9)	(2.7)	The decrease is attributable mainly to: (a) the application of a lower percentage of common staff costs of 42.0 per cent compared with 51.5 per cent in the 2025 budget for international staff; (b) lower acquisition of safety and security equipment; and (c) lower acquisition of communications and information technology equipment. The decrease is offset in part by higher estimated common staff costs for Local level staff (estimated common staff costs as a percentage of salary costs of 37.0 per cent compared with 32.7 per cent in the 2025 budget) and increased requirements for individual contractual services to support mandated priorities in the area of youth and peace and security.
29. United Nations support for the Cameroon-Nigeria Mixed Commission	3 719.4	3 706.4	(13.0)	(0.3)	The decrease is attributable mainly to: (a) decreased requirements for consultants and consulting services due to reduced travel estimates and scope for civilian observers for observation of the withdrawal and transfer of authority in the Lake Chad area, along the boundary and in the Bakassi Peninsula, addressing the situation of affected populations; (b) lower acquisition of spare parts and communications and information technology equipment, as well as reduced requirements for the maintenance of equipment; and (c) reduced requirements for air operations in line with historical flight hour utilization rates and lower estimated aviation fuel costs. The decrease is offset in part by: (a) the application of revised salary rates and higher estimated common staff costs (common staff costs as a percentage of salary costs of 56.9 per cent compared with 50.4 per cent in the 2025 budget) based on past expenditure for international staff; (b) the application of a lower vacancy rate of zero per cent compared with the rate of 12.5 per cent approved for 2025 for national staff; and (c) higher estimated costs for the rental of premises and utilities for the office co-located with UNOWAS in Abuja.
30. Office of the United Nations Special Coordinator for Lebanon	11 122.4	11 604.3	481.9	4.3	The increase is attributable mainly to: (a) the proposed establishment of 5 posts; (b) the application of a lower vacancy rate of 5.0 per cent compared with the rate of 6.7 per cent approved for 2025 for national staff; (c) the replacement of prefabricated facilities and security equipment beyond its useful life, and increased requirements for rental costs and small alternation and renovation projects to meet the growing operational demands and enhance the working environment; (d) increased requirements for communications and information technology to replace critical, obsolete equipment and assets that have exceeded their life expectancy, as well as additional resources for public information services as part of a broader strategy to promote the implementation of Security Council resolution 1701 (2006); and (e) higher estimated freight costs for

Mission	2025 appropriation	2026 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
					the equipment to be acquired. The increase is offset in part by lower requirements for international staff due to the application of the revised salary rates and the non-provisioning of resources for consultants and consulting services.
31. UNOCA	7 868.1	8 329.2	461.1	5.9	The increase is attributable mainly to: (a) the application of a lower vacancy rate of 12.1 per cent compared with the rate of 20.2 per cent in the approved budget for 2025 for international staff; and (b) the application of the most recent salary scale for Local level staff, The increase is offset in part by reduced requirements for air operations in line with historical flight hour utilization rates and the non-provisioning of resources for individual contractual services.
32. UNSMIL	90 588.7	90 432.2	(156.5)	(0.2)	The decrease in requirements is attributable mainly to: (a) reduced requirements for civilian personnel owing to the application of a 100 per cent vacancy rate to 35 posts vacant for more than 3 years, offset by the application of lower vacancy rates and the application of lower continuing vacancy rates for the 8 positions approved for establishment in 2025 and budgeted with a vacancy rate of 50 per cent; (b) reduced requirements for air operations in line with historical flight hour utilization rates; and (c) reduced requirements for United Nations Guard Unit personnel owing to the non-requirement for rations due to anticipated stock availability from prior-period procurement, as well as the removal of a provision for death and disability compensation following a review of historical expenditure patterns. The decrease is offset in part by increased requirements under: (a) facilities and infrastructure due to additional requirements for the construction of a new road and parking area, fuel station, infrastructure networks and other security enhancements in connection with phase 2 of the planned security enhancement works in the Mission's compound; and (b) new requirements for quick-impact projects.
33. United Nations Verification Mission in Colombia	86 582.3	86 953.1	370.8	0.4	The increase is attributable mainly to: (a) increased requirements for military observers due to the increase in mission subsistence allowance rates and the application of lower vacancy rates; (b) additional requirements for international United Nations Volunteers due to the increased monthly living allowance; (c) increased requirements for air operations due to a change in contractual arrangements and to additional flight hours to support broader mandate implementation in locations outside Bogotá and ensure connectivity between locations; and (d) additional riverine activities to cover an enlarged mission area, especially in locations that are not accessible by ground or air transportation. The increase is offset in part by: (a) lower estimated common staff costs (estimated common staff costs as a percentage of salary costs of 51.7 per cent compared with 56.8 per cent in the 2025 budget) for international staff; (b) the application of higher vacancy rates for National Professional Officers and national General Service staff; (c) reduced requirements for consultants owing to the higher reliance on in-mission expertise; (d) lower estimated costs for the rental of premises and non-acquisition of furniture; (e) lower estimated costs for the rental of vehicles; (f) lower acquisition of communications and information technology equipment; (g) lower requirements for medical services; and (h) lower requirements for freight due to fewer acquisitions.

Mission	2025 appropriation	2026 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
34. UNMHA	31 002.1	30 040.5	(961.6)	(3.1)	The decrease is attributable mainly to: (a) the application of a higher vacancy rate of 27.5 per cent for the proposed budget for 2026 compared with 25.4 per cent applied during 2025 for international staff; (b) the application of a higher vacancy rate of 50.0 per cent for the proposed budget for 2026 compared with 25.8 per cent applied in 2025 for National Professional Officers, as well as the proposed abolishment of 2 National Professional Officers posts; and (c) reduced rental of premises, including for the Mission's locations in Sana'a and Hudaydah, lower acquisition of furniture and reduced requirements for generator fuel due to the discontinuation of the reserves. The decrease is offset in part by: (a) an increase in the mission subsistence allowance rate and a lower vacancy rate for United Nations monitors; (b) the establishment of additional Local level posts and revised salary scales in Amman; (c) increased repairs and maintenance of the ground fleet; and (d) increased requirements for aviation fuel and airport charges.
35. BINUH	35 705.0	36 804.9	1 099.9	3.1	The increase is attributable mainly to: (a) the application of lower vacancy rates and revised salary scales for both international and national staff; (b) increased requirements for facilities and infrastructure due to increased demand for security services; (c) increased requirements under other supplies, services and equipment due to increased demand for United Nations Humanitarian Air Service flights due lo logistical challenges and the cancellation of civil aviation flights; and (d) increased freight due to the expected receipt of assets from the United Nations reserve. The increase is offset in part by the application of higher vacancy rates for United Nations police officers, government-provided personnel and international United Nations Volunteers.
Subtotal, cluster III	**386 023.1**	**384 906.0**	**(1 117.1)**	**(0.3)**	
UNAMA and UNAMI					
36. UNAMA	124 695.0	124 463.1	(231.9)	(0.2)	The decrease is attributable to the net reduction of 87 posts and the application of a higher vacancy rate for international staff, which was offset in part by additional requirements for: (a) the construction of a central warehouse for more efficient space management and to upgrade the wastewater treatment plant and compound facilities, including for security enhancements; and (b) the acquisition of safety and security equipment as well as the replacement of prefabricated accommodation and equipment, and engineering supplies required for the general maintenance of the compounds and to support the planned minor projects.
37. UNAMI	95 399.1	38 041.0	(57 358.1)	(60.1)	The decrease is attributable to the phased drawdown and liquidation of the Mission, in line with Security Council resolution 2732 (2024).
Subtotal, UNAMA and UNAMI	**220 094.1**	**162 504.1**	**(57 590.0)**	**(26.2)**	
Subtotal, continuing missions	**690 387.0**	**637 499.5**	**(52 887.5)**	**(7.7)**	

Mission	2025 appropriation	2026 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
Discontinuing and discontinued missions					
Mission for the implementation of Security Council resolution 2231 (2015)	355.4	–	(355.4)	(100.0)	The mission's mandate is set to expire in October 2025. Provision was made for 10 months in 2025.
Provision for the share of special political missions for RSCE	2 298.8	2 332.0	33.2	1.4	The increase is attributable mainly to an increase of the share of special political missions in the cost of the Centre, from 4.99 per cent in the 2024/25 period to 5.10 per cent in 2025/26, due the addition of the Office of the Personal Envoy of the Secretary-General for the Sudan as an RSCE client and the decrease in peacekeeping missions' pro-rated share due to the closure of MINUSMA.
Total	**693 041.2**	**639 831.5**	**(53 209.7)**	**(7.7)**	

C. Human resources

157. The number of civilian personnel proposed for 2026, including international and national staff, United National Volunteers and general temporary assistance positions, reflects an overall decrease of 591 posts and positions, from 4,086 to 3,495. Details of the human resources requirements by cluster, by mission and by category of personnel are presented in tables 13 to 16.

Table 13
Human resources: summary of changes by cluster

	Posts					
	International	*National*	*Subtotal*	*United Nations Volunteer positions*	*General temporary assistance positions*	*Total*
Cluster I						
Approved 2025	171	109	280	5	3	288
Proposed 2026	170	110	280	5	3	288
Change	**(1)**	**1**	**–**	**–**	**–**	**–**
Cluster II						
Approved 2025	80	34	114	–	–	114
Proposed 2026	80	32	112	–	–	112
Change	**–**	**(2)**	**(2)**	**–**	**–**	**(2)**
Cluster III						
Approved 2025	908	781	1 689	213	16	1 918
Proposed 2026	901	783	1 684	211	16	1 911
Change	**(7)**	**2**	**(5)**	**(2)**	**–**	**(7)**
UNAMA						
Approved 2025	279	751	1 030	102	4	1 136
Proposed 2026	254	677	931	114	4	1 049
Change	**(25)**	**(74)**	**(99)**	**12**	**–**	**(87)**
UNAMI						
Approved 2025	212	415	627	1	–	628
Retained as at 31 December 2025	55	80	135	–	–	135
Proposed 2026	55	80	135	–	–	135
Change	**(157)**	**(335)**	**(492)**	**(1)**	**–**	**(493)**
Subtotal, continuing missions						
Approved 2025	**1 650**	**2 090**	**3 740**	**321**	**23**	**4 084**
Proposed 2026	**1 460**	**1 682**	**3 142**	**330**	**23**	**3 495**
Change	**(190)**	**(408)**	**(598)**	**9**	**–**	**(589)**
Discontinuing mission						
Mission for the implementation of Security Council resolution 2231 (2015)						
Approved 2025	1	1	2	–	–	2
Proposed 2026	–	–	–	–	–	–
Change	**(1)**	**(1)**	**(2)**	**–**	**–**	**(2)**

	Posts					
	International	*National*	*Subtotal*	*United Nations Volunteer positions*	*General temporary assistance positions*	*Total*
Total						
Approved 2025	**1 651**	**2 091**	**3 742**	**321**	**23**	**4 086**
Proposed 2026	**1 460**	**1 682**	**3 142**	**330**	**23**	**3 495**
Change	**(191)**	**(409)**	**(600)**	**9**	**–**	**(591)**

Table 14

Human resources: international and national posts and United Nations Volunteer positions

	International staff posts											*National staff posts*					*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*PL*	*OL*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Cluster I																				
1 Office of the Special Adviser to the Secretary-General on Cyprus																				
Approved 2025	1[a]	–	–	1	3	5	1	–	11	4	15	–	–	1	5	6	–	–	–	21
Proposed 2026	**1[a]**	**–**	**–**	**1**	**3**	**5**	**1**	**–**	**11**	**4**	**15**	**–**	**–**	**1**	**5**	**6**	**–**	**–**	**–**	**21**
2 Office of the Special Adviser to the Secretary-General on the Prevention of Genocide																				
Approved 2025	1	1[b]	–	–	2	3	3	2	12	–	12	–	–	2	–	2	–	5	5	19
Proposed 2026	**1**	**1[b]**	**–**	**–**	**2**	**3**	**3**	**2**	**12**	**–**	**12**	**–**	**–**	**2**	**–**	**2**	**–**	**5**	**5**	**19**
3 Personal Envoy of the Secretary-General for Western Sahara																				
Approved 2025	1[a]	–	–	–	–	–	1	–	2	–	2	–	–	–	–	–	–	–	–	2
Proposed 2026	**1[a]**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**2**	**–**	**2**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**2**
4 Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)																				
Approved 2025	1[c]	–	–	–	–	1	–	–	2	–	2	–	–	1	–	1	–	–	–	3
Proposed 2026	**1[c]**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**2**	**–**	**2**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**3**
5 United Nations Representative to the Geneva International Discussions																				
Approved 2025	–	1	–	–	1	2	2	–	6	–	6	–	–	1	–	1	–	–	–	7
Proposed 2026	**–**	**1**	**–**	**–**	**1**	**2**	**2**	**–**	**6**	**–**	**6**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**7**
6 Office of the Special Envoy of the Secretary-General for Syria																				
Approved 2025	1	1	1	3	7	11	8	–	32	8	40	2	–	7	32	41	–	–	–	81
Proposed 2026	**1**	**1**	**1**	**3**	**7**	**11**	**8**	**–**	**32**	**8**	**40**	**2**	**–**	**7**	**32**	**41**	**–**	**–**	**–**	**81**
7 Office of the Special Envoy of the Secretary-General for the Horn of Africa																				
Approved 2025	1	–	–	1	–	2	1	–	5	–	5	2	–	–	2	4	–	–	–	9
Proposed 2026	**1**	**–**	**–**	**1**	**–**	**2**	**1**	**–**	**5**	**–**	**5**	**2**	**–**	**–**	**2**	**4**	**–**	**–**	**–**	**9**
8 Office of the Special Envoy of the Secretary-General for the Great Lakes Region																				
Approved 2025	1	–	1	1	5	7	5	–	20	1	21	1	–	1	7	9	–	–	–	30
Proposed 2026	**1**	**–**	**1**	**1**	**5**	**7**	**5**	**–**	**20**	**1**	**21**	**1**	**–**	**1**	**7**	**9**	**–**	**–**	**–**	**30**

	International staff posts											*National staff posts*					*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*PL*	*OL*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
9 Office of the Special Envoy of the Secretary-General for Yemen																				
Approved 2025	1	–	1	1	6	15	10	–	34	24	58	13	–	1	29	43	–	–	–	101
Conversion	–	–	–	–		–	–	(1)	(1)	–	–	–	1	1	–	–	–	-		
Proposed 2026	**1**	**–**	**1**	**1**	**6**	**15**	**10**	**–**	**34**	**23**	**57**	**13**	**–**	**1**	**30**	**44**	**–**	**–**	**–**	**101**
10 Office of the Special Envoy of the Secretary-General on Myanmar																				
Approved 2025	1[a]	–	–	1	1	1	–	–	4	–	4	–	–	–	–	–	–	–	–	4
Proposed 2026	**1[a]**	**–**	**–**	**1**	**1**	**1**	**–**	**–**	**4**	**–**	**4**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**4**
11 Office of the Personal Envoy of the Secretary-General for the Sudan																				
Approved 2025	1	–	–	–	2	3	–	–	6	–	6	–	–	–	2	2	–	–	–	8
Proposed 2026	**1**	**–**	**–**	**–**	**2**	**3**	**–**	**–**	**6**	**–**	**6**	**–**	**–**	**–**	**2**	**2**	**–**	**–**	**–**	**8**
Cluster II																				
12 Group of Experts on the Democratic Republic of the Congo																				
Approved 2025	–	–	–	–	–	–	2	–	2	–	2	–	–	–	–	–	–	–	–	2
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**2**	**–**	**2**	**–**	**2**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**2**
13 Panel of Experts on the Sudan																				
Approved 2025	–	–	–	–	–	–	1	–	1	–	1	–	–	–	–	–	–	–	–	1
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**
14 Support to the Security Council Committee established pursuant to resolution 1718 (2006)																				
Approved 2025	–	–	–	–	–	1	1	–	2	–	2	–	1	–	–	1	–	–	–	3
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**2**	**–**	**2**	**–**	**1**	**–**	**–**	**1**	**–**	**–**	**–**	**3**
15 Panel of Experts on Libya																				
Approved 2025	–	–	–	–	–	–	1	–	1	–	1	–	–	1	–	1	–	–	–	2
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**1**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**2**
16 Panel of Experts pursuant to resolution 2745 (2024)																				
Approved 2025	–	–	–	–	–	–	1	–	1	–	1	–	–	1	–	1	–	–	–	2
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**1**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**2**

	International staff posts											*National staff posts*					*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*PL*	*OL*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
17 Panel of Experts on Yemen																				
Approved 2025	–	–	–	–	–	–	1	–	1	5	6	–	–	–	2	2	–	–	–	8
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**5**	**6**	**–**	**–**	**–**	**2**	**2**	**–**	**–**	**–**	**8**
18 Panel of Experts on South Sudan																				
Approved 2025	–	–	–	–	–	–	1	–	1	–	1	–	–	2	–	2	–	–	–	3
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**1**	**–**	**–**	**2**	**–**	**2**	**–**	**–**	**–**	**3**
19 Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities																				
Approved 2025	–	–	–	–	1	4	6	–	11	–	11	–	–	8	–	8	–	–	–	19
Abolishment					–	–		(2)	(2)	–	–	–	(2)							
Proposed 2026	**–**	**–**	**–**	**–**	**1**	**4**	**6**	**–**	**11**	**–**	**11**	**–**	**–**	**6**	**–**	**6**	**–**	**–**	**–**	**17**
20 Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)																				
Approved 2025	–	–	–	–	–	1	–	–	1	–	1	–	–	1	–	1	–	–	–	2
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**2**
21 Panel of Experts pursuant to resolution 2713 (2023)																				
Approved 2025	–	–	–	–	–	–	1	–	1	–	1	–	–	1	4	5	–	–	–	6
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**1**	**–**	**–**	**1**	**4**	**5**	**–**	**–**	**–**	**6**
22 Panel of Experts on Haiti																				
Approved 2025	–	–	–	–	1	–	1	–	2	–	2	–	–	1	–	1	–	–	–	3
Proposed 2026	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**2**	**–**	**2**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**3**
23 Office of the Focal Point for Delisting																				
Approved 2025	–	–	–	–	–	1	1	–	2	–	2	–	–	1	–	1	–	–	–	3
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**2**	**–**	**2**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**3**
24 Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction																				
Approved 2025	–	–	–	–	1	–	2	–	3	–	3	–	–	3	–	3	–	–	–	6
Proposed 2026	**–**	**–**	**–**	**–**	**1**	**–**	**2**	**–**	**3**	**–**	**3**	**–**	**–**	**3**	**–**	**3**	**–**	**–**	**–**	**6**

	International staff posts											*National staff posts*					*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*PL*	*OL*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
25 Counter-Terrorism Committee Executive Directorate																				
Approved 2025	–	1	1	2	9	20	10	3	46	–	46	–	1	7	–	8	–	–	–	54
Proposed 2026	**–**	**1**	**1**	**2**	**9**	**20**	**10**	**3**	**46**	**–**	**46**	**–**	**1**	**7**	**–**	**8**	**–**	**–**	**–**	**54**
Cluster III																				
26 UNOWAS																				
Approved 2025	1	1	–	2	9	16	13	1	43	6	49	9	–	–	21	30	–	–	–	79
Proposed 2026	**1**	**1**	**–**	**2**	**9**	**16**	**13**	**1**	**43**	**6**	**49**	**9**	**–**	**–**	**21**	**30**	**–**	**–**	**–**	**79**
27 UNTMIS																				
Approved 2025	1	2	–	7	26	46	32	–	114	52	166	84	–	–	45	129	15	4	19	314
Abolishment	–	–	–	–	–	(5)	(2)	–	(7)	(2)	(9)	–	–	–	(2)	–	(2)	(11)		
Proposed 2026	**1**	**2**	**–**	**7**	**26**	**41**	**30**	**–**	**107**	**50**	**157**	**84**	**–**	**–**	**45**	**129**	**13**	**4**	**17**	**303**
28 United Nations Regional Centre for Preventive Diplomacy for Central Asia																				
Approved 2025	–	1	–	–	1	2	2	–	6	2	8	4	–	–	18	22	–	–	–	30
Proposed 2026	**–**	**1**	**–**	**–**	**1**	**2**	**2**	**–**	**6**	**2**	**8**	**4**	**–**	**–**	**18**	**22**	**–**	**–**	**–**	**30**
29 United Nations support for the Cameroon-Nigeria Mixed Commission																				
Approved 2025	–	–	–	–	2	6	–	–	8	1	9	–	–	–	2	2	–	–	–	11
Proposed 2026	**–**	**–**	**–**	**–**	**2**	**6**	**–**	**–**	**8**	**1**	**9**	**–**	**–**	**–**	**2**	**2**	**–**	**–**	**–**	**11**
30 Office of the United Nations Special Coordinator for Lebanon																				
Approved 2025	1	1	–	1	2	6	1	–	12	6	18	5	–	–	60	65	–	–	–	83
Establishment	–	–	–	–	–	1	–	2	3	–	3	–	–	–	2	2	–	–	–	5
Proposed 2026	**1**	**1**	**–**	**1**	**2**	**7**	**1**	**2**	**15**	**6**	**21**	**5**	**–**	**–**	**62**	**67**	**–**	**–**	**–**	**88**
31 UNOCA																				
Approved 2025	1	–	–	2	5	12	6	–	26	7	33	4	–	–	12	16	–	1	1	50
Proposed 2026	**1**	**–**	**–**	**2**	**5**	**12**	**6**	**–**	**26**	**7**	**33**	**4**	**–**	**–**	**12**	**16**	**–**	**1**	**1**	**50**
32 UNSMIL																				
Approved 2025	1	2	–	7	17	43	45	2	117	154	271	17	–	1	118	136	6	–	6	413
Proposed 2026	**1**	**2**	**–**	**7**	**17**	**43**	**45**	**2**	**117**	**154**	**271**	**17**	**–**	**1**	**118**	**136**	**6**	**–**	**6**	**413**

	International staff posts											*National staff posts*					*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*PL*	*OL*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
33 United Nations Verification Mission in Colombia																				
Approved 2025	1	1	–	6	26	38	58	2	132	49	181	113	–	1	104	218	153	30	183	582
Proposed 2026	**1**	**1**	**–**	**6**	**26**	**38**	**58**	**2**	**132**	**49**	**181**	**113**	**–**	**1**	**104**	**218**	**153**	**30**	**183**	**582**
34 UNMHA																				
Approved 2025	–	1	1	1	6	10	18	1	38	31	69	13	–	–	79	92	–	–	–	161
Abolishment	–	–	–	–	–	–	–	–	–	(1)	(1)	(2)	–	–	–	(2)	–	–	–	(3)
Establishment	–	–	–	–	–	1	–	(1)	–	1	1	–	–	–	2	2	–	–	–	3
Reclassification	–	–	–	–	–	1	(1)	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2026	**–**	**1**	**1**	**1**	**6**	**12**	**17**	**–**	**38**	**31**	**69**	**11**	**–**	**–**	**81**	**92**	**–**	**–**	**–**	**161**
35 BINUH																				
Approved 2025	–	1	1	4	9	27	15	3	60	44	104	24	–	–	47	71	4	–	4	179
Abolishment	–	–	–	–	–	(1)	–	–	(1)	–	(1)	–	–	–	–	–	–	–	–	(1)
Proposed 2026	**–**	**1**	**1**	**4**	**9**	**26**	**15**	**3**	**59**	**44**	**103**	**24**	**–**	**–**	**47**	**71**	**4**	**–**	**4**	**178**
UNAMA and UNAMI																				
36 UNAMA																				
Approved 2025	1	2	1	5	26	53	54	5	147	132	279	127	–	1	623	751	75	27	102	1 132
Abolishment	–	–	–	–	(2)	(1)	(2)	(1)	(6)	(21)	(27)	(10)	–	–	(80)	(90)	–	–	–	(117)
Conversion	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	9	9	9
Establishment	–	–	–	–	–	1	1	2	2	3	–	–	13	16	3	3	21			
Proposed 2026	**1**	**2**	**1**	**5**	**24**	**53**	**53**	**4**	**143**	**111**	**254**	**120**	**–**	**1**	**556**	**677**	**78**	**36**	**114**	**1 045**
37 UNAMI																				
Approved 2025	1	2	1	6	12	38	32	3	95	117	212	100	–	–	315	415	–	1	1	628
Retained as at 31 December 2025	–	1	–	1	2	14	6	–	24	31	55	15	–	–	65	80	–	–	–	135
Abolishment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Establishment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Reclassification	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2026	**–**	**1**	**–**	**1**	**2**	**14**	**6**	**–**	**24**	**31**	**55**	**15**	**–**	**–**	**65**	**80**	**–**	**–**	**–**	**135**

	International staff posts											*National staff posts*					*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*PL*	*OL*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Subtotal, continuing missions																				
Approved 2025	**18**	**18**	**8**	**51**	**180**	**374**	**336**	**22**	**1 007**	**643**	**1 650**	**518**	**2**	**43**	**1 527**	**2 090**	**253**	**68**	**321**	**4 061**
Abolishment	**(1)**	**(1)**	**(1)**	**(5)**	**(12)**	**(31)**	**(30)**	**(4)**	**(85)**	**(110)**	**(195)**	**(97)**	**–**	**(2)**	**(330)**	**(429)**	**(2)**	**(1)**	**(3)**	**(627)**
Establishment	**–**	**–**	**–**	**–**	**–**	**3**	**1**	**1**	**5**	**1**	**6**	**3**	**–**	**–**	**17**	**20**	**3**	**–**	**3**	**29**
Reclassification	**–**	**–**	**–**	**–**	**–**	**1**	**(1)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Conversion	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**1**	**1**	**–**	**9**	**9**	**9**
Proposed 2026	**17**	**17**	**7**	**46**	**168**	**347**	**306**	**19**	**927**	**533**	**1 460**	**424**	**2**	**41**	**1 215**	**1 682**	**254**	**76**	**330**	**3 472**
38 Discontinuing mission																				
Mission for the implementation of Security Council resolution 2231 (2015)																				
Approved 2025	–	–	–	–	–	1	–	–	1	–	1	–	–	1	–	1	–	–	–	2
Abolishment	–	–	–	–	–	(1)	–	–	(1)	–	(1)	–	–	(1)	–	(1)	–	–	–	(2)
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total																				
Approved 2025	**18**	**18**	**8**	**51**	**180**	**375**	**336**	**22**	**1 008**	**643**	**1 651**	**518**	**2**	**44**	**1 527**	**2 091**	**253**	**68**	**321**	**4 063**
Abolishment	**(1)**	**(1)**	**(1)**	**(5)**	**(12)**	**(32)**	**(30)**	**(4)**	**(86)**	**(110)**	**(196)**	**(97)**	**–**	**(3)**	**(330)**	**(430)**	**(2)**	**(1)**	**(3)**	**(629)**
Establishment	**–**	**–**	**–**	**–**	**–**	**3**	**1**	**1**	**5**	**1**	**6**	**3**	**–**	**–**	**17**	**20**	**3**	**–**	**3**	**29**
Reclassification	**–**	**–**	**–**	**–**	**–**	**1**	**(1)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Conversion	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**1**	**1**	**–**	**9**	**9**	**9**
Proposed 2026	**17**	**17**	**7**	**46**	**168**	**347**	**306**	**19**	**927**	**533**	**1 460**	**424**	**2**	**41**	**1 215**	**1 682**	**254**	**76**	**330**	**3 472**

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; USG, Under-Secretary-General.

[a] The Under-Secretary-General is on a when-actually-employed contract.

[b] The Assistant Secretary-General is on a $1-a-year contract.

[c] The Under-Secretary-General is on a $1-a-year contract.

Table 15
Human resources: general temporary assistance positions and other personnel

	General temporary assistance positions								*Other personnel*				
	International staff					*National staff*							
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*NPO*	*GS*	*LL*	*Military advisers/ observers*	*United Nations Guard Unit personnel*	*United Nations police*	*Government-provided personnel*	*Total*
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide													
Approved 2025[a]	–	–	1	–	1	–	–	–	–	–	–	–	2
Proposed 2026	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**2**
Office of the Special Envoy of the Secretary-General on Myanmar													
Approved 2025	–	–	–	–	–	–	–	1	–	–	–	–	1
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**–**	**–**	**1**
UNOWAS													
Approved 2025[b]	–	–	–	–	–	–	–	1	1	–	1	–	3
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**1**	**–**	**3**
UNTMIS													
Approved 2025[c]	–	–	–	–	–	–	–	–	–	625	12	20	657
Abolishment	–	–	–	–	–	–	–	–	–	(625)	(12)	(20)	(657)
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
United Nations support for the Cameroon-Nigeria Mixed Commission													
Approved 2025	–	–	–	–	–	–	–	–	1	–	–	–	1
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**–**	**1**
UNSMIL													
Approved 2025[d]	–	1	3	1	–	3	–	–	–	234	–	7	249
Proposed 2026	**–**	**1**	**3**	**1**	**–**	**3**	**–**	**–**	**–**	**234**	**–**	**7**	**249**
United Nations Verification Mission in Colombia													
Approved 2025	–	–	–	–	–	–	–	–	188	–	–	–	188
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**188**	**–**	**–**	**–**	**188**
UNMHA													
Approved 2025[e]	–	–	1	1	–	–	–	–	75	–	–	5	82
Proposed 2026	**–**	**–**	**1**	**1**	**–**	**–**	**–**	**–**	**75**	**–**	**–**	**5**	**82**

	General temporary assistance positions								*Other personnel*				
	International staff					*National staff*							
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*NPO*	*GS*	*LL*	*Military advisers/ observers*	*United Nations Guard Unit personnel*	*United Nations police*	*Government-provided personnel*	*Total*
BINUH													
Approved 2025f	1	1	1	–	–	–	2	–	–	–	48	3	56
Proposed 2026	**1**	**1**	**1**	**–**	**–**	**–**	**2**	**–**	**–**	**–**	**48**	**3**	**56**
UNAMA													
Approved 2025g	–	1	1	–	–	1	–	1	1	–	–	–	5
Proposed 2026	**–**	**1**	**1**	**–**	**–**	**1**	**–**	**1**	**1**	**–**	**–**	**–**	**5**
UNAMI													
Approved 2025	–	–	–	–	–	–	–	–	–	245	–	–	245
Retained as of 31 December 2025	–	–	–	–	–	–	–	–	–	30	–	–	30
Proposed 2026	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**30**	**–**	**–**	**30**
Subtotal													
Approved 2025	**1**	**3**	**7**	**2**	**1**	**4**	**2**	**3**	**266**	**1 104**	**61**	**35**	**1 489**
Abolishment	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(840)**	**(12)**	**(20)**	**(872)**
Proposed 2026	**1**	**3**	**7**	**2**	**1**	**4**	**2**	**3**	**266**	**264**	**49**	**15**	**617**

Abbreviations: NPO, National Professional Officer; GS, General Service; LL, Local level.

[a] The P-4 and P-2 positions were approved as general temporary assistance by the General Assembly in resolution 77/263 A, section V, on the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/77/7/Add.2, paras. 10 and 11).

[b] The Local level position was approved as general temporary assistance by the Assembly in resolution 73/279 A, section XIV, para. 28.

[c] The D-1 position was approved as general temporary assistance by the Assembly in resolution 76/246 A, section X, on the recommendation of the Advisory Committee (A/76/7/Add.1, para. 29). The P-4 position was approved as general temporary assistance by the Assembly in resolution 77/263 A, section V, on the recommendation of the Advisory Committee (A/77/7/Add.4, para. 13).

[d] The P-5 position was approved as general temporary assistance by the Assembly in resolution 76/246 A, section X, on the recommendation of the Advisory Committee (A/76/7/Add.1, para. 29).

[e] The P-4 position was approved as general temporary assistance by the Assembly in resolution 76/246 A, section X, on the recommendation of the Advisory Committee (A/76/7/Add.1, para. 29). The P-3 position was approved as general temporary assistance by the Assembly in resolution 74/263, section XVIII, on the recommendation of the Advisory Committee (A/74/7/Add.23, para. 22).

[f] The D-1 position was approved as general temporary assistance by the Assembly in resolution 74/263, section XVIII, para. 28. The P-5, P-4 and General Service (Other level) positions were approved as general temporary assistance by the Assembly in resolution 74/263, section XVIII, on the recommendation of the Advisory Committee (A/74/7/Add.24, para. 30).

[g] The P-5 position was approved as general temporary assistance by the Assembly in resolution 77/4, on the recommendation of the Advisory Committee (A/76/7/Add.41, para. 21). The P-4 position was approved as general temporary assistance by the Assembly in resolution 77/263 A, section V, on the recommendation of the Advisory Committee (A/77/7/Add.5, para. 18).

Table 16
Human resources: posts funded from extrabudgetary resources

	International staff posts											*National staff posts*				*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide																			
Projected 2025	–	–	–	–	–	1	–	–	1	–	1	–	–	–	–	–	–	–	1
Projected 2026	–	–	–	–	–	1	–	–	1	–	1	–	–	–	–	–	–	–	1
Office of the Special Envoy of the Secretary-General for Syria																			
Projected 2025	–	–	–	–	1	–	–	–	1	–	1	–	–	–	–	–	–	–	1
Projected 2026	–	–	–	–	1	–	–	–	1	–	1	–	–	–	–	–	–	–	1
Office of the Special Envoy of the Secretary-General for the Horn of Africa																			
Projected 2025	–	–	–	–	1	–	–	1	2	–	2	–	–	1	1	1	–	1	4
Projected 2026	–	–	–	–	1	–	–	1	2	–	2	–	–	1	1	1	–	1	4
Office of the Special Envoy of the Secretary-General for Yemen																			
Projected 2025	–	–	–	1	1	1	3	–	6	–	6	3	–	1	4	–	–	–	10
Projected 2026	–	–	–	1	1	1	3	–	6	–	6	3	–	1	4	–	–	–	10
Office of the Special Envoy of the Secretary-General on Myanmar																			
Projected 2025	–	–	–	–	1	–	1	1	3	–	3	–	–	–	–	–	–	–	3
Projected 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of the Personal Envoy of the Secretary-General for the Sudan																			
Projected 2025	–	–	–	1	1	1	1	–	4	1	5	–	–	–	–	–	–	–	5
Projected 2026	–	–	–	1	–	–	1	–	2	1	3	–	–	–	–	–	–	–	3
Cluster II																			
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction																			
Projected 2025	–	–	–	–	–	2	1	–	3	–	3	–	–	–	–	–	–	–	3
Projected 2026	–	–	–	–	–	2	1	–	3	–	3	–	–	–	–	–	–	–	3
Cluster III																			
UNOCA																			
Projected 2025	–	–	–	–	–	1	–	1	2	–	2	–	–	–	–	–	–	–	2
Projected 2026	–	–	–	–	–	1	–	1	2	–	2	–	–	–	–	–	–	–	2
UNSMIL																			
Projected 2025	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	–	–	–	1
Projected 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	–	–	–	1

	International staff posts											*National staff posts*				*United Nations Volunteer positions*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
UNAMA																			
Projected 2025	–	–	–	–	1	2	7	–	10	5	15	–	–	–	–	–	9	9	24
Projected 2026	–	–	–	–	–	–	6	–	6	4	10	–	–	–	–	–	–	–	10
UNAMI																			
Projected 2025	–	–	–	–	–	1	–	–	–	2	3	–	–	–	–	4	–	4	7
Projected 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total																			
Projected 2025	**–**	**–**	**–**	**2**	**6**	**9**	**13**	**3**	**32**	**8**	**41**	**3**	**–**	**3**	**6**	**5**	**9**	**14**	**61**
Projected 2026	**–**	**–**	**–**	**2**	**3**	**5**	**11**	**2**	**23**	**5**	**28**	**3**	**–**	**3**	**6**	**1**	**–**	**1**	**35**

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.
Note: Posts indicated in table 16 are those funded or projected to be funded from extrabudgetary resources in the current and forthcoming year, based on the latest information available and projections made at the time of reporting. In keeping with established practice, the table does not include extrabudgetary general temporary assistance positions, positions that are billed to a third party or project posts that are not expected to be funded continuously for more than one year.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

1. The following terms have been applied with respect to proposed changes in human resources:

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.
  - Conversion of the approved source of funding: positions funded under extrabudgetary resources are proposed for conversion to be funded under the regular budget. Other attributes of the positions would remain unchanged.

B. Terminology related to variance analysis

2. The contributing factors for the resource variance according to specific standard options encompass the following categories listed below:

- **New and expanded mandates**: variances caused by changes in the scale or scope of the mandate.
- **Technical adjustments**: variances caused by adjustments due to increased provisions for posts approved for the preceding budget proposals with a 50 per cent vacancy rate that are subject to the proposed vacancy rate for continuing posts in the current proposed budget period. Other adjustments of a technical nature include changes in salary rates, vacancy rates, contractual rates or other changes in cost parameters as a result of United Nations regulations, rules and policies.

- **Management initiatives and efficiencies**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs).
- **Other changes**: variances caused by resource changes that do not fall under the above factors.

Annex II

Summary of follow-up action taken to implement decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Brief description of the recommendation or request	*Action taken to implement the recommendation or request*
Resolution 79/258 A	
Recalls paragraph 10 of the report of the Advisory Committee, and requests the Secretary-General to improve the overall presentation of the financial performance of the special political missions (sect. VIII, para. 3).	Information on the efforts of the Secretariat to improve the presentation of financial performance is provided is paragraphs 142–147.
Notes with appreciation the initiative to build a culture of efficiency in special political missions which generates accountability, saving and cost avoidance, and reiterates that Member State resources should be managed with utmost efficiency, and requests the Secretary-General to continue to improve the culture of efficiency in both headquarters and field missions, and use a data-driven approach in formulating budgetary requirements, based on mandated activities, and continue to report thereon in future budget submissions (sect. VIII, para. 4).	In response to the request of the General Assembly, budget proposals reflect increased efficiencies of 12.7 million (2.1 per cent) for 2026 compared with 9.3 million (1.3 per cent) for 2025, while not affecting the full and effective implementation of mandates, as further detailed in the section on building and strengthening a culture of efficiency and improved budgetary methodologies (paras. 111–118). A strategic approach to a culture of efficiency was also officially launched with all Special Representatives and Envoys of the Secretary-General in January 2025.
Requests the Secretary-General to continue to monitor the use of financial resources and to avoid unnecessary rushing expenditure of surplus funds before the end of the fiscal year, while acknowledging that spending progress could be impacted by liquidity management measures (sect. VIII, para. 5).	As the Organization continues to face liquidity challenges, the effectiveness of programme delivery and the use of financial resources depend on the availability of cash. Unless the liquidity reserves are replenished in full, cash conservation measures will likely constrain budget implementation, notwithstanding the efforts of programme managers to mitigate the negative impact of such measures and to commit funds to meet critical needs before the end of the fiscal year. In accordance with the Financial Regulations and Rules of the United Nations, missions were requested to refrain from redeploying unused funds for certain uses within the financial period for last-minute purchases or commitments aimed at achieving full budget implementation.
Recognizes that patterns of underexpenditure across various budget lines under the ongoing liquidity challenges of the Organization can be linked to limited released allotments, and stresses that this specific type of underexpenditure should not be used to achieve budgetary savings (sect. VIII, para. 6).	In accordance with existing practice, the budget proposals in the reports of the Secretary-General for all entities under the regular budget continue to assume that the full budget will be available to implement the mandated activities, i.e. that the proposed budgets are not constrained by liquidity. This does not preclude the

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	efforts of the Secretariat to present realistic budget proposals that reflect relevant historical consumption and utilization patterns based on a data-driven approach in the context of the current financial situation.
Recalls paragraph 13 of the report of the Advisory Committee, and requests the Secretary-General to provide information on liquidation within existing reports in a separate section, as appropriate (sect. VIII, para. 7).	Information of the liquidation activities of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD) and the United Nations Integrated Transition Assistance Mission in the Sudan has been included in the reports of the Secretary-General for the missions grouped under cluster II and cluster III, with more detailed information included in the supplementary information packages.
Also recalls paragraph 36 of the report of the Advisory Committee, notes the progress in the nationalization of international positions in special political missions, and reiterates its request to the Secretary-General to continue his efforts to promote the nationalization of positions, whenever appropriate, as well as to build local capacity within the special political missions and to report thereon in the context of future budget submissions (sect. VIII, para. 8).	The section on promoting national capacities (paras. 73–76) contains information on the continued efforts by the special political missions to promote the nationalization of posts in response to the request of the General Assembly. The United Nations Integrated Office in Haiti (BINUH) is facing significant turnover among national staff, with the exodus of professionals from Haiti due to the prevailing security situation. The United Nations Assistance Mission in Afghanistan (UNAMA) continues to evaluate posts for nationalization, taking into consideration the restrictions imposed by the de facto authorities specifically targeting females, which may create obstacles to certain tasks. The United Nations Support Mission in Libya (UNSMIL) continues to engage in initiatives that enhance skills development and capacity-building efforts for national staff, contributing to long-term sustainability beyond the Mission's presence. Moving forward, missions will continue to explore further opportunities for nationalization, taking into account operational needs, security considerations and the availability of skilled local talent. By fostering national expertise and ownership, missions not only enhance their effectiveness but also contribute to the long-term stability and development of the regions they serve.
Notes the role of in-person engagement for the implementation of the mandates of special political missions, and requests the Secretary-General to make judicious use of resources for official travel (sect. VIII, para. 9).	While recognizing the significance of in-person engagement for the effective implementation of mandates, missions are implementing measures to minimize their requirements under official travel, including prioritizing the appropriate use of technology to attend virtual meetings and online training and minimizing travel requirements to attend workshops, conferences and meetings. Virtual engagements continue to complement in-person interactions when appropriate, helping to reduce travel frequency without compromising mission

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	effectiveness. In addition, in UNAMA, travel to field offices is restricted to single-day travel to reduce the payment for daily subsistence allowance. Efforts have been made by the Counter-Terrorism Committee Executive Directorate to consolidate travel itineraries, review the size of delegations, promote regional coordination, where feasible, and leverage opportunities for multi-organizational collaboration.
Reiterates its concern about the high number of vacancies, and requests the Secretary-General to fill vacant positions expeditiously, and to conduct a review on how to effectively utilize existing posts, including those that have been vacant for 24 months or longer, and to report the results of the review by proposing either their retention, with clear justification of need, changing of post or proposing their abolishment, as appropriate, in his future reports (sect. VIII, para. 10).	The Secretary-General imposed temporary restrictions on hiring to manage the evolving liquidity crisis, which prevented missions from executing hiring plans. Missions continue to engage in extensive reviews to include proposals to abolish long-vacant posts and positions in their budget submissions, when appropriate, demonstrating proactive measures to optimize staffing resources. Information on the status of recruitment of long-vacant posts is presented in the supplementary information for each thematic cluster.
Recalls its stipulation that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (sect. VIII, para. 11).	The use of external consultants has been limited to an absolute minimum in the proposed budgets for 2026. The missions will prioritize the use of in-house capacity to perform core activities and to perform functions in the long term in support of successful mandate implementation. In the United Nations Transitional Assistance Mission in Somalia (UNTMIS) the proposed resources for consultants are dedicated to national staff capacity-building to facilitate job seeking and career transitioning for its staff. In the United Nations Regional Office for Central Africa, the use of internal expertise is prioritized to ensure cost-effectiveness, sustainability and the retention of institutional knowledge, strengthening the organization’s long-term capacity.
Also recalls the provisions of section XVIII of its resolution 61/276 of 29 June 2007, recognizes the important role played by quick-impact projects in establishing and building confidence in missions, also recognizes the importance of conducting assessments of the quick-impact projects regularly, on their needs and impact as required in resolution 61/276, requests the Secretary-General to include the conducted assessments in his next reports, and also requests the Secretary-General to enhance their impact (sect. VIII, para. 12).	The use of quick-impact projects has been limited in most special political missions, which focus on their primary mandate of political engagement, mediation and support for governance and the rule of law, often relying on partnerships with other entities to address immediate community needs. The United Nations Mission to Support the Hudaydah Agreement (UNMHA) has leveraged quick-impact projects in enhancing its engagement with the parties to the Agreement and focused on the thematic areas of women, income generation, education and health in designing quick-impact projects with the intended impact of confidence- and trust-building. An impact assessment of the 2023 projects is being conducted in 2025 to review the contributions that quick-impact

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	projects have made to advancing the mandate and the tangible benefits they have brought to beneficiaries. The findings and lessons learned from the impact assessment will be used to inform future design and implementation of the Mission's projects. In addition, for 2026, a provision of $50,000 is being proposed for UNSMIL for quick-impact projects to enhance confidence in the Mission's mandate to support the political process, reconciliation and the prevention of intra- and inter-community violence.
Further recalls paragraph 56 of the report of the Advisory Committee, and requests the Secretary-General to review the services provided to the existing clients of the Kuwait Joint Support Office and to report thereon in the context of his next report (sect. VIII, para. 13).	Information on the review undertaken by the Secretariat is provided in paragraphs 67–70.
Reaffirms its commitment to considering the review of the arrangements on the funding and backstopping of the special political missions and the recommendations of the Advisory Committee, and expresses its commitment to considering this matter, with a view to making a decision, without prejudging the outcome, at the main part of its eightieth session (sect. VIII, para. 14).	In accordance with General Assembly resolution 65/259 (sect. XIII, para. 7), the Secretary-General submitted a proposal to the Assembly in 2011 to review the funding and backstopping arrangements for special political missions (A/66/340). Pending a decision by the Assembly on the matter, as an ad hoc arrangement, resources for backstopping support are included in the budgets of the special political missions. At present, this remains the only sustainable way of providing backstopping support funded from assessed contributions in the absence of a dedicated mechanism to ensure relevant capacities for backstopping special political missions at Headquarters, in contrast to peacekeeping operations, which can draw on the support account for peacekeeping operations.
Expresses concern about the significant variance between the actual vehicle and computing device holdings and standard allocations in special political missions, and in this regard requests the Secretary-General to update the vehicle holding ratio and related guidance, as well as the computing device allocation ratio, to enable the missions to improve the transparency and accuracy of the relevant budgets (sect. VIII, para. 17).	The Standard Cost and Ratio Manual provides guidance to entities related to planning and estimating operational support resource requirements. In reviewing the vehicle holding ratios, the Secretariat found that a singular ratio for each category that was applicable to all entities was not practicable. The standard ratio for light passenger vehicles for field missions is to be used as a guide when assessing ground transportation needs, subject to the relevance to operations in any given Secretariat entity. In response to the request of the General Assembly to improve transparency and accuracy in computing device allocations in special political missions, the guidelines issued by the Office on Information and Communications Technology reinforced the "one computing device per user" policy as a best-practice reference to improve budget discipline, cost-effectiveness and alignment with Secretariat-wide information and communications technology (ICT)

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	governance. Individual missions may deviate from the guidelines on the basis of operational requirements. Any requests exceeding standard allocations must be accompanied by clear operational justification approved by the head of entity.
Welcomes the early issuance of reports, and requests the Secretary-General to continue to present future budget proposals for special political missions, including revised estimates when applicable, at the beginning of the Fifth Committee session in order to allow sufficient time for consideration by the General Assembly (sect. VIII, para. 18).	The Secretariat will continue its efforts to set and adhere to submission deadlines for reports to the General Assembly to ensure that the budget proposals are presented at the beginning of the Fifth Committee session to allow sufficient time for consideration by the Assembly.
Requests the Secretary-General to also include in the Umoja budget portal budget data for special political missions in line with how information is presented in Umoja for peacekeeping operations, and also requests the Secretary-General to strengthen his efforts to provide accurate and precise information in Umoja (sect. VIII, para. 19).	In response to the request of the General Assembly, the Secretariat will enhance the use of the budget information portal to provide more disaggregated data and statistics from the reports.
Emphasizes the importance of adequate energy and waste management in order to minimize risk to people, societies and ecosystems, and requests the Secretary-General to intensify the efforts aimed at reducing the overall environmental footprint of missions, including through the implementation of environmentally responsible waste management and power generation systems, also working towards a potential positive legacy for host communities, in full compliance with the relevant regulations and rules (sect. VIII, para. 20).	Field-based special political missions are included in the scope of The Way Forward: Environment Strategy for Peace Operations 2023–2030 and the environmental policy for peacekeeping missions and field-based special political missions (Department of Operational Support, 2021). As such, missions are implementing measures to improve energy, solid waste and wastewater management with technical assistance from the Department and are reporting environmental performance data on the common environmental action planning and performance platform, culminating in the issuance of annual mission environmental scorecards available for Member States. In the United Nations Verification Mission in Colombia, the solar power system planned to be installed during 2025 will generate increased efficiencies in electrical power generation and reduce energy costs and the carbon footprint. In BINUH, the installation of a solar power system has, since January 2023, made it possible to offset 17.2 tons of carbon dioxide emissions into the atmosphere. The mission started a campaign to prohibit the use of single-use plastics on mission grounds and continued the implementation of vehicle idling policies to save fuel and reduce pollution. To save fuel in Hudaydah, UNMHA has installed a photovoltaic-diesel hybrid system that combines solar power from a photovoltaic system with the generators, saving 19 per cent of power consumption and approximately 3,500 litres of fuel per month. The Unite field remote infrastructure monitoring system makes it possible to detect potential

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	leakages and monitor water and fuel consumption. Other measures implemented by UNMHA and the Office of the Special Envoy of the Secretary-General for Yemen include the usage of energy-saving efficient light emitting diode lights, inverter-type air conditioning units and motion sensors. UNAMA has wastewater treatment plants to minimize the risk of contaminated water and recycles treated wastewater for gardening purposes, and has also installed solar power systems and conserves power through improved management and an awareness campaign to minimize the use of fossil fuels, resulting in a reduction of carbon emissions. The Office of the United Nations Special Coordinator for Lebanon is working collaboratively with the United Nations Interim Force in Lebanon (UNIFIL) on the environmentally responsible disposal of decommissioned equipment and is prioritizing resource efficiency, including paper recycling and the installation of light emitting diode lighting. UNSMIL completed the installation of solar street lights in the compound in Tripoli, with yearly consumption of 12,300 kWh, and will implement solar power projects for prefabricated offices with a capacity of 100 kW in 2025. It will also continue the solar power project for offices in 2026 to reduce its environmental footprint. A quarterly beach-cleaning campaign is conducted to reduce the environmental footprint of waste management. Initiatives implemented by UNTMIS included the expansion of the renewable energy base from 9 per cent to 23 per cent following the expansion of solar panels at the mission site in Mogadishu, the connection of the site at Baidoa to the Kube Energy solar power plant, the use of light emitting diode lights, efficient air conditioners, light motion sensors and diesel generator synchronization, resulting in environmental performance of 86 per cent.
Stresses that special political missions and other United Nations entities should identify areas of complementarity and avoid duplication of resources, while carrying out their distinct mandates, including in cooperation with host countries, and encourages the Secretary-General to inform the General Assembly on the efficiencies achieved as a result of this coordination in the context of his next report (sect. VIII, para. 21).	Owing to the variety and diversity of special political missions, their cooperation with peacekeeping operations will differ according to the type of mandates they are requested to perform. Since the reform of the peace and security pillar in 2019, the ability of the Secretariat to ensure close collaboration between all missions operating in a similar region has been significantly strengthened, as they are now backstopped by the shared regional structure of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations at Headquarters. Sanctions panels and monitoring groups are mandated to support targeted Security Council sanctions regimes that might pertain to situations in which peacekeeping operations are deployed, such as the Central African

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	Republic, the Democratic Republic of the Congo and South Sudan. In certain cases, special political missions (including sanctions panels and monitoring groups) with regional mandates may work closely with a country-based special political mission and/or peacekeeping operation to address regional issues that might have an impact on their area of operation. In these cases, ad hoc operational support and the recovery or sharing of costs is provided on an as-needed basis, ensuring coordination for transportation, security and other administrative matters. By fostering cooperation across the United Nations system, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region seeks to maximize the impact of its work and contribute to greater organizational efficiency. In BINUH, the efforts in place to strengthen integration include joint participation by the mission and the United Nations country team in the key policymaking and strategy forums, and collaboration through joint programmes and teams in areas including community violence reduction, justice, elections and police reform. The Counter-Terrorism Committee Executive Directorate has continued to coordinate closely with The Office of Counter-Terrorism and the United Nations Office of Drugs and Crime to ensure distinct but mutually reinforcing roles in supporting Member States' efforts to counter terrorism. Regular inter-agency consultations and information-sharing mechanisms have been institutionalized to align technical assistance, avoid overlapping activities and maximize the impact of field engagements. The Office of the United Nations Special Coordinator for Lebanon remains committed to identifying, where feasible, measures and strategies to increase efficiencies and strengthen synergy and coordination practices, with UNIFIL specifically and with other United Nations entities in Lebanon, and receives technical and transactional support from UNIFIL in the areas of finance, procurement, engineering, ICT, medical service, contingency planning and other logistics, as required. UNSMIL and other United Nations entities conduct joint programmes (on electoral assistance and the young female training programme (Ra'idat)), joint coordination activities with government officials through the United Nations Sustainable Development Cooperation Framework and joint analysis through an economic hub of United Nations staff economists.

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Requests the Secretary-General to conduct a review on flexible working arrangements in special political missions and report thereon to the General Assembly in the context of his next budget submission (sect. VIII, para. 22).	Missions are requested to comply with the provisions outlined in the Secretary-General's bulletin (ST/SGB/2019/3) and the information circular (ST/IC/2019/15) on flexible working arrangements. In December 2024, additional policy information was issued by the Office of Human Resources to clarify the flexible working arrangements and alternate working arrangements. In January 2025, UNSMIL issued a standard operating procedure to all Mission personnel on the use of flexible working arrangements and is closely monitoring the use of the benefit in order to ensure consistency with the relevant policy. In the United Nations Verification Mission in Colombia, due to space limitations in Bogotá resulting from the merging of two locations into the main building in an effort to control costs, some units must resort to alternate working arrangements, with staff requested to work from home a maximum of two days per week.
Calls upon the Secretary-General to continue his efforts to advance the implementation of the zero-tolerance policy on sexual exploitation and abuse throughout the United Nations system, including the agencies, funds and programmes, peacekeeping missions and non-United Nations forces authorized by the Security Council (sect. VIII, para. 23).	The Secretariat continues to engage with Member States on prioritizing collective efforts to prevent misconduct, applying enforcement measures and supporting and assisting victims affected by acts of misconduct. Updates on action taken by the Secretariat to strengthen the prevention of and response to sexual exploitation and abuse are provided in the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/79/789).
Stresses and re-emphasizes that best value for money; fairness, integrity and transparency; effective international competition; and the interest of the United Nations remain the four general principles of United Nations procurement, and requests the Secretary-General to ensure that those principles are adhered to in all United Nations procurement activities (sect. VIII, para. 24).	The Secretary-General confirms that the Secretariat remains guided by the four general principles of United Nations procurement in accordance with regulation 5.12 of the United Nations Financial Regulations and Rules.
Reiterates the importance of thorough, responsive and advance planning for any mission transition process based on operational drawdown and transition plans that draw on lessons learned and take account of specific circumstances (sect. VIII, para. 25).	The Secretariat continues to refine its approach to all aspects of mission transition and closure, taking account of specific circumstances. The Department of Political and Peacebuilding Affairs, the Department of Operational Support, the Department of Management Strategy, Policy and Compliance, special political missions and United Nations country teams have worked closely with host Governments and partners to ensure that United Nations activities in each country are planned in a more integrated and forward-looking manner, including for drawdown and transition plans, as further detailed in paragraphs 37–48.

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	The Department of Operational Support has recently completed a lessons learned process following the closure of the United Nations Multidimensional Integrated Stabilization Mission in Mali and will shortly commence the process of rewriting the liquidation manual based on lessons learned from all mission closures since 2019.

B. Advisory Committee on Administrative and Budgetary Questions

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Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.1), as endorsed by the General Assembly in its resolution 79/258 A	
The Advisory Committee is of the view that, as part of the programme budget, the financial performance reporting of the special political missions should be enhanced in future financial performance reports of the programme budget, including more comprehensive and detailed information on the budget implementation against provisions by mission and by budget class, with information on unliquidated obligations and the cancellation of prior-period obligations, other staff costs, among others, in particular for those missions operational in the field under thematic cluster III (para. 10).	Information on the efforts of the Secretariat to improve the presentation of financial performance is provided is paragraphs 142–147.
The Advisory Committee is of the view that, for bigger and more complex special pollical missions, such as UNITAD, there is a need to report liquidation activities, in a separate report or separate section, to improve transparency, regardless of whether a budget report is required. The Committee trusts that the Secretariat will report on the liquidation activities of UNITAD in a comprehensive and detailed manner in 2025 (para. 13).	In response to the recommendation of the Advisory Committee, the reports of the Secretary-General for thematic clusters II and III (A/80/6 (Sect. 3)/Add.3 and A/80/6 (Sect. 3)/Add.4) contain information on the liquidation activities of UNITAD and the United Nations Integrated Transition Assistance Mission in the Sudan.
The Advisory Committee acknowledges the efforts made to identify efficiency gains in the budgetary preparation process for the special political missions for 2025. The Committee trusts that the Secretariat will make additional efforts in all future budget submissions for both the programme budget and peacekeeping operations (para. 20).	In response to the recommendation of the Advisory Committee, the budget proposals for special political missions reflect efficiencies of $12.7 million, as further detailed under the section on building and strengthening a culture of efficiency.
The Advisory Committee trusts that more detailed information on the new framework memorandum of understanding signed with the United Nations Office for Project Services (UNOPS) will … be included in the next overview report of the peacekeeping operations (para. 31).	As indicated in the most recent report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/79/788, para. 114), where programmes are implemented in partnership with UNOPS, such functions will be performed in line with the

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	memorandum of understanding between the Secretariat and UNOPS, revised in May 2024.
The Advisory Committee recalls that, further to its resolutions 61/276 and 66/264, the General Assembly, in its resolution 74/263, requested the Secretary-General to continue his efforts to promote the nationalization of positions, whenever appropriate, as well as to build local capacity within the special political missions and to report thereon in the context of future budget submissions (para. 36).	Special political missions continue to make efforts to ensure that the Advisory Committee's recommendations regarding the nationalization of posts are addressed, as illustrated above and in paragraphs 73–76.
The Advisory Committee reiterates that all vacant posts should be filled as soon as possible and trusts that updated information on the recruitment status of all vacant posts will be provided … in the next budget submission (para. 40).	Information on the status of recruitment of long-vacant posts is presented in the supplementary information for each thematic cluster.
The Advisory Committee, while noting the improvement made in the overall compliance rates during 2023 by 27 missions, with 17 missions reaching compliance rates of 50 per cent or higher, recalls that the General Assembly, in its resolution 77/263 B, reiterated its serious concern at the low compliance with the advance purchase policy directive in all travel categories and requested the Secretary-General to take more effective measures to improve the situation in order to reduce air travel costs, given that most official travel is not carried out for the purpose of emergency situations or unforeseen requirements (resolution 77/263 B, para. 8) (para. 44).	Missions continue their efforts to comply with the advance purchase policy and monitor closely compliance to ensure full adherence to policy requirements. BINUH adheres to the advance purchase policy for travel to benefit from competitive ticket costs and ensures that only economy class tickets are issued for all travel to attend approved training sessions. The Counter-Terrorism Committee Executive Directorate has been proactively coordinating with relevant Member States and organizations to ensure that planning is done well in advance, thereby ensuring compliance with the policy directive. The Office of the Special Adviser to the Secretary-General on Cyprus issued a circular to all staff reminding them of the need to comply with the advance purchase policy on official travel. In the Great Lakes region, the volatile and unpredictable political context often necessitates last-minute travel. Despite these challenges, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region remains committed to identifying and pursuing opportunities to improve compliance wherever feasible. On 3 March 2024, UNAMA, through the bimonthly bulletin of the Chief of Mission Support, informed all staff that they should enter their trips (in Umoja) 21 days in advance of the travel date and introduced preparation for quarterly travel plans that facilitate advance follow-up by travel focal points with staff members to ensure timely action in Umoja for budgeted travel. UNTMIS monitors and reports on progress on compliance quarterly through a comprehensive review, enabling the Mission to undertake targeted action to streamline operations and mitigate factors contributing

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	to non-compliance. Improved coordination and communication between departments have been prioritized, particularly for routine business-as-usual meetings, to synchronize travel plans effectively. The United Nations Verification Mission in Colombia has made a conscious effort to reduce exceptions to the 21-day policy, having established a portal dedicated to submitting such requests and subdelegating internally to properly monitor requests. Special political missions in cluster II supported by the Department of Political and Peacebuilding Affairs have improved their compliance with the 16-day advance booking policy due to better planning for travel missions and better communication with experts, committees and Member States on the importance of compliance with the policy. In 2023 and 2024, the average compliance rate was 71 per cent.
The Advisory Committee acknowledges the efforts made by the Secretariat to achieve cost efficiency, including by strengthening a data-driven approach in formulating budgetary requirements for 2025 for special political missions. The Committee trusts that efforts will be continued to ensure that the air fleets in the missions are used in the most effective and efficient manner and that consideration is given to any possibility of inter-mission cooperation, including with peacekeeping missions (para. 48).	The Secretariat has taken measures to seek efficiencies and enhance the utilization of air fleets, as further detailed in paragraphs 100 and 120. Missions continue to make efforts to ensure that their air operation requirements are fulfilled in the most effective and efficient manner, including through inter-mission cooperation with other special political missions or peacekeeping missions, when possible. In March 2024, BINUH benefited from airlift capacity by utilizing the on-call contract maintained by the Department of Operational Support during the first evacuation and support from the United Nations Verification Mission in Colombia during the second evacuation in November 2024. UNAMA has established a memorandum of understanding with the United Nations Humanitarian Air Service on cooperation in air operations. The efforts include maximizing seat utilization on every flight leg through the frequent use of the Service’s flights to transport the Mission’s passengers when their numbers do not justify the activation of the Mission aircraft. It leads to the reduction of flight hours and fuel consumption used by the Mission. Because of its geographic location, the Mission has limited opportunities for inter-mission cooperation, including with peacekeeping missions. Such support would entail long and empty positioning and depositioning flights. UNSMIL implemented a quarterly data-driven review of flight schedules, smart planning and dynamic retasking, and ensures coordination with the Strategic Air Operations Centre at the United Nations Logistics

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	Base at Brindisi, Italy, to explore potential inter-mission cooperation. UNTMIS shares with the United Nations Support Office in Somalia three fixed-wing and two rotary-wing aircraft at a ratio of 30:70. In light of the expected mandate termination of UNTMIS, the United Nations Support Office in Somalia will review the overall air fleet to determine the correct fleet numbers to maintain the mandated support to UNTMIS.
The Advisory Committee acknowledges the importance of quick-impact projects and trusts that continued efforts will be made to implement more impactful projects, where relevant, and updated information included in the next budget (para. 51).	In 2026, UNSMIL will work through quick-impact projects to enhance confidence in its mandate to support the political process, reconciliation and the prevention of intra- and inter-community violence.
The Advisory Committee notes the impending review of the services provided to the existing clients of the Kuwait Joint Support Office for UNAMA and the United Nations Assistance Mission for Iraq (UNAMI) pending the drawdown of UNAMI pursuant to Security Council resolution 2732 (2024) (para. 56).	In late 2024, the Department of Operational Support conducted a review of the Kuwait Joint Support Office, as detailed in paragraphs 67–70.
The Advisory Committee reiterates that the Kuwait Joint Support Office is not a shared service centre approved by the General Assembly. Furthermore, in accordance with Assembly resolution 70/248 A, any changes to the existing and future service delivery model must be approved by the Assembly (para. 57).	Subject to the endorsement of Member States, it is the intention of the Secretariat to transfer the 16 client missions of the Kuwait Joint Support Office to the Regional Service Centre in Entebbe, Uganda (RSCE). This transition will be completed by the end of the UNAMI liquidation process, which is projected to be at the end of September 2026.
The Advisory Committee notes the continued lack of clear criteria in the designation of service providers to peacekeeping and special political missions by the Secretariat (para. 58).	As detailed in the sections on RSCE and the Kuwait Joint Support Office, the Secretariat expressed its intention to propose the transfer of the 16 client missions currently supported by the Office to RSCE. Upon review by the Advisory Committee and approval by Member States, this measure will bring the designation of service providers for peacekeeping and special political missions more closely in line with the global mandate of the Department of Operational Support and RSCE.
The Advisory Committee trusts that an update on a comprehensive analysis of the root causes for the substantial variances between actual vehicle and computing devices holdings and standard allocations, as well as potential update to the Standard Cost and Ratio Manual, will be provided in the next budget submission for special political missions (para. 66).	In reviewing the vehicle holding ratios, the Secretariat found that a singular ratio for each category that was applicable to all entities was not practicable. Following consultation with client entities, it transpired that actual requirements and standards should factor in the entities' operational requirements as well as the functions performed by different types of personnel. As an example, functions that require night shifts or the ability to respond to unforeseen circumstances, allowing for a 24/7 response, should be weighted in. As such, the Secretariat will need to conduct a full assessment of client entities' needs to

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	ensure that the ratios are geared towards enabling the implementation of the entities' mandates. The Office of Information and Communications Technology issues budget guidelines to provide detailed instructions on the planning, justification and distribution of ICT resources, including updated equipment allocation ratios, life cycle guidance and distribution of shared and personal computing devices. It is important to note that individual missions may deviate from the guidelines on the basis of operational requirements.
The Advisory Committee notes the continued efforts to improve the formulation and presentation of the budget submissions for special political missions for 2025, including the identification of efficiency gains, enhanced performance reporting for air operations, mine action and construction projects for field-based special political missions, under thematic cluster III, UNAMA and UNAMI. The Committee trusts that further efforts will be made in future budget submissions, such as the inclusion of the total amounts in annexes XI, XII, XIII, and XIV to the report of the Secretary-General (para. 68).	In response to the recommendations made by the Advisory Committee, the presentation of reports of the Secretary-General and supplementary information packages have been improved to include additional information on performance reporting for air operations, mine action and construction projects for field-based special political missions, under thematic cluster III, UNAMA and UNAMI.
The Advisory Committee trusts that information on annual appointments to geographical posts by mission, level, nationality and representation status will be provided in future budget submissions for the special political missions, starting with the information from 1 January to 31 December 2024 in the proposed budget for 2026 (para. 72).	Attaining equitable geographical distribution is a high priority of the Secretary-General, and concerted efforts have been made over the years to accelerate progress. Information about progress in achieving equitable geographical distribution and related actions is provided in the reports of the Secretary-General on human resources management, including the report on the composition of the Secretariat (staff demographics) and the report on the overview of human resources management reform for the period 2023–2024, submitted to the General Assembly at the first part of its resumed seventy-ninth session.
The Advisory Committee recalls that the General Assembly, in its resolution 75/253 A (sect. XVIII), requested the Secretary-General to make stronger efforts to improve geographical representation and gender balance in special political missions. Furthermore, the Assembly, in its resolution 76/246 A (sect. X), also requested the Secretary-General to take measures, including through the recruitment of new staff and by strengthening the accountability framework of the managers, to improve geographical representation and gender balance in all the special political missions and provide an update in future budget submissions, including on geographical representation by nationality (para. 76).	Missions have taken measures to strengthen efforts to achieve equitable geographical representation in their workforce. Hiring managers are required to demonstrate, using current data on geographical representation, the impact of such recommendations. The revised template for selection memorandums now allows hiring managers to review, before a candidate is selected, whether the proposed selection improves the geographical representation of the mission. Data are also monitored quarterly through the management dashboard to guide the course of recruitment actions. The geographical representation, by country, of international staff posts in all special political missions is provided in the supplementary information.

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	BINUH reaches out to rostered candidates from unrepresented and underrepresented countries, especially female candidates, and encourages them to apply, and has widened outreach by publishing vacancy announcements in the local media as well as on online platforms such as LinkedIn and ReliefWeb. The Mission has implemented measures to increase the pool of female candidates applying for positions by waiving the French language requirement for jobs for which a working knowledge rather than fluency may be sufficient. In the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, geographical representation is also monitored on a quarterly basis through the management dashboard to guide the course of recruitment actions. In July 2024, UNSMIL issued an inter-office memorandum on the implementation of special measures for recruitment, in which it was stated that, effective immediately, all ongoing and future recruitment processes must ensure that female candidates are given priority. This measure includes integrating gender perspectives into all aspects of the Mission's work, from the development of workplans and goals, to implementation and evaluation. This is also applicable for geographical representation.

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Special political missions

Thematic cluster I: special and personal envoys, advisers and representatives of the Secretary-General

Summary

The present report contains the proposed resource requirements for 2026 for 11 special political missions grouped under the thematic cluster of special and personal envoys, advisers and representatives of the Secretary-General.

The proposed resource requirements for 2026 for special political missions grouped under this cluster amount to $52,138,800 (net of staff assessment).

* A/80/50.

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** The part consisting of the proposed programme plan for 2026 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution 77/267.

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

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I. Resource overview

1. The proposed resources for 2026 for the 11 special political missions grouped under thematic cluster I amount to $52,138,800 (net of staff assessment). Tables 1 and 2 provide a comparison between the financial and human resources proposed for 2026 and such resources for 2025 as approved by the General Assembly in its resolution 79/258 A.

Table 1
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Estimate*	*2026 vs. 2025 Increase/ (decrease)*
Mission	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Office of the Special Adviser to the Secretary-General on Cyprus	3 056.5	2 901.0	2 979.4	3 198.9	219.5
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 815.7	2 896.9	3 386.7	3 857.5	470.8
Personal Envoy of the Secretary-General for Western Sahara	561.8	302.4	502.7	560.0	57.3
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	414.2	172.1	359.6	430.9	71.3
Office of the United Nations Representative to the Geneva International Discussions	2 032.1	1 719.7	1 930.5	1 803.5	(127.0)
Office of the Special Envoy of the Secretary-General for Syria	13 660.7	12 188.7	12 551.7	15 027.7	2 476.0
Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 638.1	1 863.2	2 056.1	1 918.4	(137.7)
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	4 977.8	5 246.0	4 941.7	5 623.8	682.1
Office of the Special Envoy of the Secretary-General for Yemen	16 570.8	14 928.7	16 096.5	16 657.8	561.3
Office of the Special Envoy of the Secretary-General on Myanmar	1 365.3	805.1	949.9	995.6	45.7
Office of the Personal Envoy of the Secretary-General for the Sudan	–	–	1 282.4	2 064.7	782.3
Total	**47 093.0**	**43 023.8**	**47 037.2**	**52 138.8**	**5 101.6**

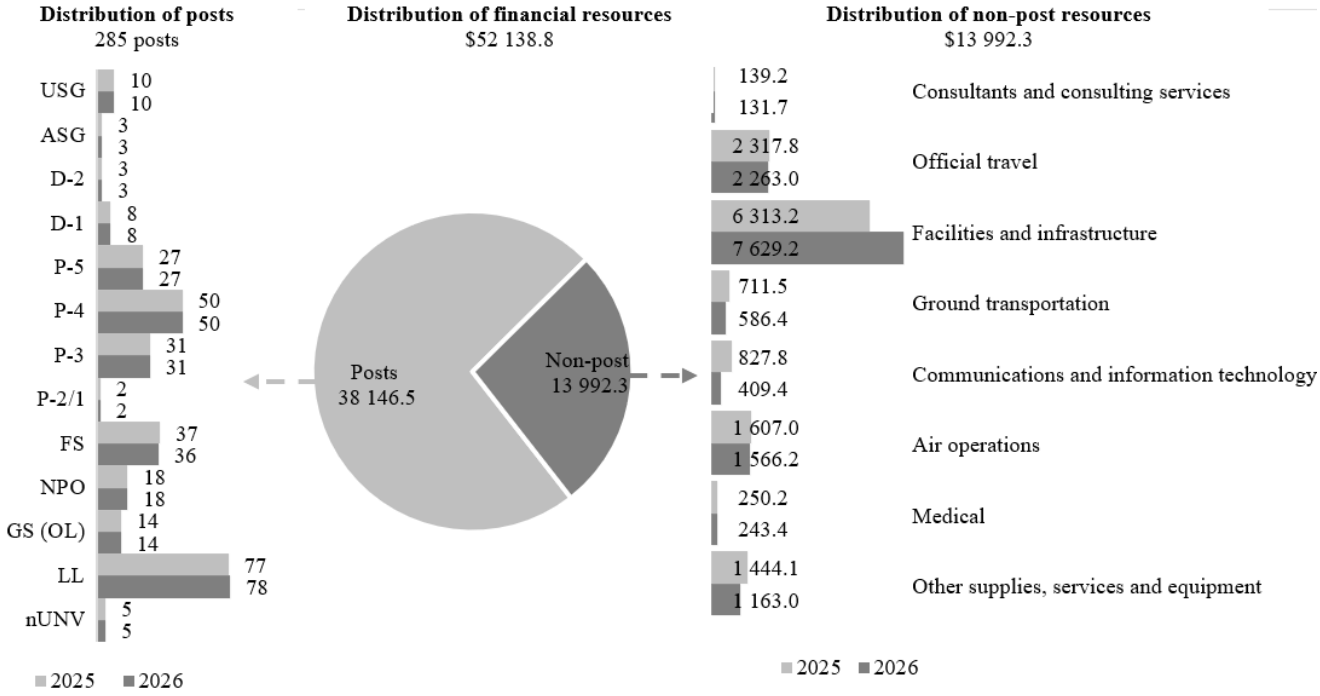
Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; nUNV, national United Nations Volunteer; USG, Under-Secretary-General.

Table 2
Human resources

	Military observers/ advisers	*Military contingents*	*United Nations police*	*Government-provided personnel*	*International staff*[a]	*National staff*[b]	*United Nations Volunteers*[c]	*Total*
Office of the Special Adviser to the Secretary-General on Cyprus								
Approved 2025	–	–	–	–	15	6	–	21
Proposed 2026	–	–	–	–	15	6	–	21
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide								
Approved 2025	–	–	–	–	14	2	5	21
Proposed 2026	–	–	–	–	14	2	5	21
Personal Envoy of the Secretary-General for Western Sahara								
Approved 2025	–	–	–	–	2	–	–	2
Proposed 2026	–	–	–	–	2	–	–	2
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)								
Approved 2025	–	–	–	–	2	1	–	3
Proposed 2026	–	–	–	–	2	1	–	3
Office of the United Nations Representative to the Geneva International Discussions								
Approved 2025	–	–	–	–	6	1	–	7
Proposed 2026	–	–	–	–	6	1	–	7
Office of the Special Envoy of the Secretary-General for Syria								
Approved 2025	–	–	–	–	40	41	–	81
Proposed 2026	–	–	–	–	40	41	–	81
Office of the Special Envoy of the Secretary-General for the Horn of Africa								
Approved 2025	–	–	–	–	5	4	–	9
Proposed 2026	–	–	–	–	5	4	–	9
Office of the Special Envoy of the Secretary-General for the Great Lakes Region								
Approved 2025	–	–	–	–	21	9	–	30
Proposed 2026	–	–	–	–	21	9	–	30
Office of the Special Envoy of the Secretary-General for Yemen								
Approved 2025	–	–	–	–	58	43	–	101
Proposed 2026	–	–	–	–	57	44	–	101
Office of the Special Envoy of the Secretary-General on Myanmar								
Approved 2025	–	–	–	–	4	1	–	5
Proposed 2026	–	–	–	–	4	1	–	5
Office of the Personal Envoy of the Secretary-General for the Sudan								
Approved 2025	–	–	–	–	6	2	–	8
Proposed 2026	–	–	–	–	6	2	–	8
Total								
Approved 2025	**–**	**–**	**–**	**–**	**173**	**110**	**5**	**288**
Proposed 2026	**–**	**–**	**–**	**–**	**172**	**111**	**5**	**288**
Net change	**–**	**–**	**–**	**–**	**(1)**	**1**	**–**	**–**

[a] Includes staff in the Professional and higher categories and Field Service staff.
[b] Includes National Professional Officers and General Service and Local level staff.
[c] Includes international and national United Nations Volunteers.

Figure I
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



2. The overall increase of $5.1 million is attributable primarily to: (a) increased requirements for civilian personnel, owing to the application of updated vacancy rates and revised salary rates; and (b) increased requirements under facilities and infrastructure for rental of premises for the Office of the Special Envoy of the Secretary-General for Syria for new office space in Damascus in compliance with the minimum operating security standards. The increase was offset in part by: (a) the removal of provisions for rental of a passenger charter plane and services provided by the United Nations Office at Geneva for meetings of the International Syria Support Group and sessions of the Constitutional Committee for the Office of the Special Envoy of the Secretary-General for Syria; (b) reduced requirements for official travel in several missions; and (c) reduced requirements for ground transportation for the Office of the Special Envoy of the Secretary-General for Yemen owing to the discontinuation of its maintenance of fuel reserves in Aden and Sana'a.

3. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2024 and the actual vacancy rate as at 31 March 2025. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for 2026 and to ensure that the proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the posts proposed for reassignment or conversion.

4. For the sake of brevity, the present document will include a section on extrabudgetary resources only for those missions that have projected extrabudgetary resources in 2025 or 2026.

II. Cross-cutting information

Gender perspective

5. Special political missions are guided by the relevant Security Council resolutions[1] on the women and peace and security agenda, which mandate the incorporation of a gender perspective into the political work of the United Nations, including in special political missions. The missions are also guided by General Assembly resolution 75/100 on the comprehensive review of special political missions, in which the Assembly reaffirmed the important role of women in the prevention and resolution of conflicts and in peacebuilding and recognized the importance of the equal and effective participation and the full involvement of women at all levels, at all stages and in all aspects of the peaceful settlement of disputes, conflict prevention and conflict resolution.

6. Specific examples of how special political missions integrate a gender perspective into their operational activities, deliverables and results are given under the individual missions in the present report.

Disability inclusion

7. In line with the United Nations Disability Inclusion Strategy, special political missions review the Strategy with a view to further advancing disability inclusion through inclusive messaging, awareness-raising and promoting the Strategy through their work, including in political and peace processes. The missions also support mitigating measures to overcome accessibility challenges, in addition to the efforts by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Evaluation activities

8. The Department of Political and Peacebuilding Affairs of the Secretariat is supporting the biennial assessment by the Office of Internal Oversight Services, initiated in 2024 and expected to be completed in mid-2025, on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. The results of the evaluation will guide proposed programme plans for missions grouped under thematic cluster I. In addition, the Office of Internal Oversight Services has conducted an evaluation of conflict-specific special political missions under thematic cluster I, which is currently being finalized. Mission-specific evaluation activities are described, as applicable, under the specific missions in the present report.

[1] Resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019).

III. Special political missions

1. Office of the Special Adviser to the Secretary-General on Cyprus

($3,198,900)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

9. The mandate of the mission derives from the priorities established in relevant Security Council resolutions and decisions and an exchange of letters between the Secretary-General and the President of the Security Council (S/2008/456 and S/2008/457). In resolution 1818 (2008), the Council welcomed the intention of the Secretary-General to appoint a Special Adviser, and, in a letter addressed to the President of the Security Council (S/2008/456), the Secretary-General announced his intention to appoint his Special Adviser on Cyprus as from 14 July 2008. Relevant Security Council resolutions from which the mandate derives include resolution 186 (1964) and various subsequent Council resolutions, the latest being resolution 2771 (2025).

10. In its resolution 2771 (2025), the Security Council fully supported the Secretary-General's ongoing engagement and welcomed the agreed constructive next steps. The Council welcomed the Secretary-General's plans to convene an informal broader meeting with the two sides and the guarantor powers to discuss the way forward, encouraged further informal talks, emphasized the importance of negotiating a mutually acceptable settlement under United Nations auspices and called urgently on the sides to engage with the Secretary-General and his team to that end.

Programme of work

Objective

11. The objective, to which this mission contributes, is to achieve a comprehensive settlement of the Cyprus issue.

Strategy and external factors for 2026

12. To contribute to the objective, the mission will:

(a) Support the two leaders and guarantor powers to promote a peaceful solution and to assist them, should they jointly agree, in the conduct of full-fledged negotiations;

(b) Regularly conduct bilateral meetings and facilitate joint meetings between the leaders and their representatives, emphasizing the importance of effective communication for conflict prevention and trust-building;

(c) Support the implementation of confidence- and trust-building measures and initiatives and the work of the technical committees.

13. The above-mentioned work is expected to result in:

(a) Dialogue among the parties resulting in further rounds of informal talks towards a comprehensive and just settlement in Cyprus;

(b) Meetings and the expansion of bicommunal contacts;

(c) Empowerment and facilitation of the work of the technical committees, resulting in concrete measures and the implementation of confidence-building measures and initiatives.

14. With regard to cooperation with other entities, the mission will coordinate the engagement of international financial institutions in support of the peace process and cooperate with the European Commission, when requested.

15. With regard to inter-agency coordination and liaison, the mission, the United Nations Peacekeeping Force in Cyprus and the United Nations country team will maximize synergies and ensure coherent and effective support for peace efforts.

16. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Continued and sustained political commitment of the parties to the peace process and the technical committees;

(b) Continued and sustained international support for the peace process.

17. The mission integrates a gender perspective into its activities, advocates for gender equality across the work of all technical committees and supports women's civil society platforms. It also advocates for greater civic inclusion and the involvement of youth and underrepresented groups.

18. In line with the United Nations Disability Inclusion Strategy, the mission will further mainstream disability inclusion into its work, advocate for the inclusion of persons with disabilities in engagement with the sides and the technical committees and ensure accessibility and employment opportunities for qualified candidates with disabilities.

Programme performance in 2024

Engagement with the parties, decision to work on crossings, improved dialogue and chances for movement ahead, lowered tensions and raised hope among Cypriots, improving their situation vis-à-vis prospects for peace talks

19. On 5 January 2024, the Secretary-General appointed Ms. María Ángela Holguín Cuéllar as his Personal Envoy on Cyprus for a six-month period. Building on her work that concluded in July 2024, the Secretary-General engaged with the Cypriot leaders on 15 October 2024, which led to an informal meeting in a broader format with the guarantor powers on 17 and 18 March 2025. There, the parties agreed on the appointment of a Personal Envoy, six trust-building initiatives and another broader format meeting in July 2025. Ms. Holguín Cuéllar was named as Personal Envoy on 2 May 2025 to follow up on next steps.

20. While the number of meetings dropped in 2024, the outputs of the technical committees increased in quality, with project delivery that improved the daily lives of Cypriots. Examples include a vector-borne diseases project that mapped invasive disease-carrying species and increased public awareness on prevention; and the renovation of cultural heritage sites, increasing interactions, mutual understanding and the number of visitors and tourists, thereby benefiting the local economy. Addressing obstacles in intra-island trade benefited businesses, while environmental concerns were addressed across the island, with projects to combat pests and to clear drinking water sources for endangered species. The decision in 2024 to continue dialogue on crossings and to meet with the Secretary-General benefited the parties directly by providing effective communication for risk mitigation and trust-building among the sides.

21. Progress towards the objective is presented in the performance measure below (see table 3).

Table 3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Engagement with the two leaders and their teams and support for senior-level engagement, including separate meetings between the Greek Cypriot and Turkish Cypriot leaders with the Secretary-General, three visits of the Assistant Secretary-General for Europe, Central Asia and the Americas to Cyprus and one to each of the guarantor powers, and two meetings of the leaders in Cyprus	Engagement with the two leaders and their teams, including separate meetings between the Greek Cypriot and Turkish Cypriot leaders, as well as of the guarantor powers with the Secretary-General, the Under-Secretary-General for Political and Peacebuilding Affairs and the Assistant Secretary-General for Europe, Central Asia and the Americas, respectively; and three meetings of the leaders in Cyprus	Agreement to explore the opening of new crossing points and to hold an informal broader format meeting with the guarantor powers Increased activity of civil society organizations and women's groups Delivery by the technical committees of important projects, improving the daily lives of Cypriots

Planned result for 2026

Furthering dialogue as a conflict management tool and an inclusive and sustainable peace process towards a negotiated settlement

Programme performance in 2024 and target for 2026

22. In 2024, the mission's work contributed to the holding of and support to 70 bilateral and joint meetings with the leaders and their representatives and 285 meetings of the technical committees, which did not meet the planned target of 140 and 410 meetings, respectively. The target was not met owing primarily to the absence of active negotiations and the shift to planning for the high-level meetings with the two sides and guarantor powers in 2025. As a result, the planned performance target for 2026 reflects this shift.

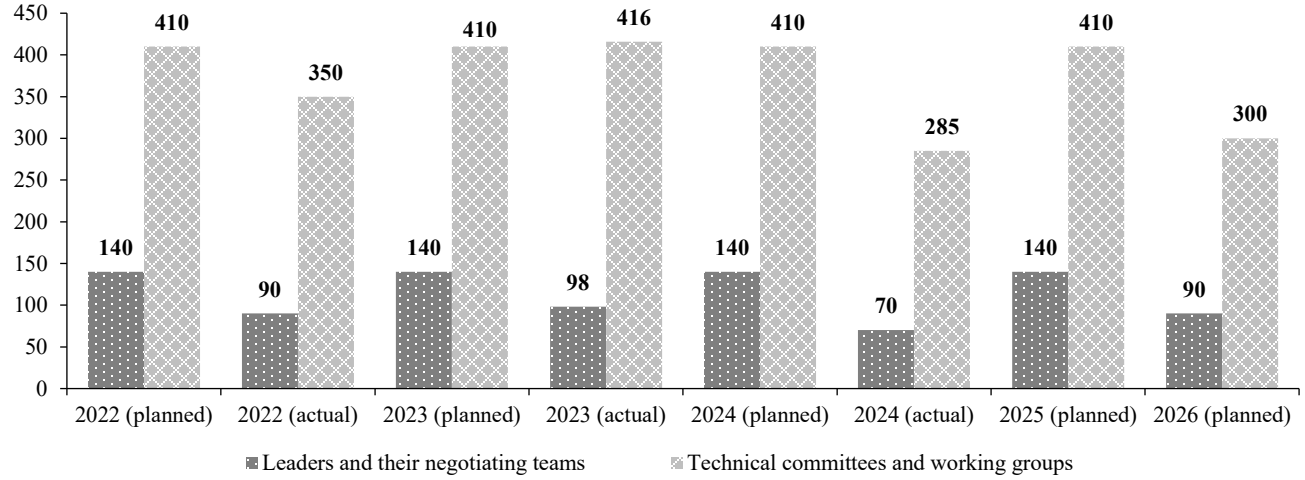
23. In 2026, with the regional landscape expected to remain challenging, the mission will focus on the support to high-level meetings, trust-building activities, the work of the technical committees and the use of dialogue as an effective early warning and conflict prevention tool.

Lessons learned and planned change

24. The lesson learned was that when meetings are convened at the highest level, focus shifts away from technical-level meetings on the island. At the same time, there is more space for progress in the higher-level dialogue, agreed initiatives and the work of the technical committees, including the new Technical Committee on Youth. The planned change would be to focus on the delivery of initiatives, including by the technical committees, as they remain critical to building trust and reducing tensions across the island.

25. Expected progress towards the objective is presented in the performance measure below (see figure II).

Figure II
Performance measure: number of bilateral and joint meetings with the leaders and their negotiating teams and number of meetings of working groups and technical committees



Deliverables

26. Table 4 lists all deliverables of the mission.

Table 4
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
2. Meetings of the Security Council	2	2	2	2
C. Substantive deliverables				
Good offices: provision of good offices through the facilitation of bilateral and joint meetings with the leaders, the guarantor powers and other stakeholders towards a settlement of the Cyprus issue; facilitation and support to technical committees and trust-building initiatives.				
Consultation, advice and advocacy: provision of advice on procedural, legal and substantive issues related to the Cyprus issue; coordination and facilitation of advisory meetings, advocacy for gender equality, disability inclusion and participation of youth, and public support for the peace process.				
D. Communication deliverables				
External and media relations: interviews, social media posts and press releases to inform the public about the peace process and the activities of the mission.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 5
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	2 650.9	2 662.3	2 654.8	2 919.5	264.7
Operational costs	405.6	238.7	324.6	279.4	(45.2)
Total (net of staff assessment)	**3 056.5**	**2 901.0**	**2 979.4**	**3 198.9**	**219.5**

Table 6
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG[a]	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*[b]	*LL*	*Subtotal*	*Inter-national*	*National*	*Subtotal*	*Total*
Approved 2025	1	–	–	1	3	5	1	–	4	15	–	1	5	6	–	–	–	21
Proposed 2026	1	–	–	1	3	5	1	–	4	15	–	1	5	6	–	–	–	21
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] The Under-Secretary-General is on a when-actually-employed contract.
[b] Other level, unless otherwise stated.

27. The proposed resource requirements for 2026 for the Office amount to $3,198,900 (net of staff assessment) and would provide for salaries and common staff costs ($2,919,500) for the continuation of 21 posts (1 Under-Secretary-General, 1 D-1, 3 P-5, 5 P-4, 1 P-3, 4 Field Service, 1 General Service (Other level) and 5 Local level), as well as operational costs ($279,400), comprising costs for consultants and consulting services ($18,200), official travel ($63,000), facilities and infrastructure ($72,800), ground transportation ($47,400), communications and information technology ($57,800), medical ($300) and other supplies, services and equipment ($19,900).

28. In 2026, no change is proposed to the number and levels of the posts.

29. Vacancy rates of 12.8 per cent and 16.7 per cent have been applied to the estimates for international and national staff costs, respectively, on the basis of the actual average vacancy rates in 2024.

30. The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable to increased requirements for civilian personnel, owing mainly to the application of a lower vacancy rate for national staff compared with the rate of 20 per cent applied in 2025, and updated rates for salaries and common staff costs. The increase is offset in part by the reduced requirements for the non-recurring acquisition of engineering supplies, prefabricated facilities, office furniture, printers and notebook computers and the related lower freight costs.

Extrabudgetary resources

31. In 2025, extrabudgetary resources in the amount of $100,000 were obtained for a three-year project to conduct public opinion polling in order to enhance evidence-based political analysis and strategic support to the Cyprus peace process.

32. In 2026, no extrabudgetary resources are anticipated.

2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide

($3,857,500)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

33. The mission is mandated to collect information on massive and serious violations of human rights and international humanitarian law of ethnic and racial origin that, if not prevented or halted, may lead to genocide; to act as a mechanism of early warning to the Secretary-General and, through him, to the Security Council, by bringing to their attention situations that could potentially result in genocide; to make recommendations to the Council, through the Secretary-General, on action to prevent or halt genocide; and to liaise with the United Nations system on activities for the prevention of genocide and on work to enhance the capacity of the United Nations to analyse and manage information regarding genocide or related crimes.

34. The mandate derives from the invitation of the Security Council to the Secretary-General in its resolution 1366 (2001) to refer to the Council information and analysis from within the United Nations system on cases of serious violations of international law, including international humanitarian law and human rights law. The Special Adviser on the Prevention of Genocide was appointed through an exchange of letters between the Secretary-General and the President of the Security Council (S/2004/567 and S/2004/568). The responsibilities of the Special Adviser were listed in the letter of the Secretary-General (S/2004/567). The mandate has been reaffirmed through various resolutions of the Security Council,[2] the General Assembly[3] and the Human Rights Council.[4] In its resolution 77/318, the General Assembly noted the role of the Special Adviser in the launch of the United Nations Strategy and Plan of Action on Hate Speech and as part of efforts to address and counter hate speech.

35. With regard to the responsibility to protect, the General Assembly, in paragraphs 138 and 139 of its resolution 60/1 on the 2005 World Summit Outcome, addressed the responsibility of Member States and the international community to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. The Security Council reaffirmed the provisions of paragraphs 138 and 139 of that resolution in its resolutions 1674 (2006) and 1706 (2006). Through an exchange of letters (S/2007/721 and S/2007/722), the Special Adviser to the Secretary-General on the Responsibility to Protect was appointed and charged with the conceptual, institutional and operational development of the principle and with continuing a political dialogue with Member States on its implementation. The Assembly, in resolution 75/277, included an item on the responsibility to protect in its agenda and requested the Secretary-General to report annually on that item.

36. In its resolutions 2150 (2014) and 2171 (2014), the Security Council recalled the important role of the Special Advisers on the Prevention of Genocide and on the Responsibility to Protect, whose functions included acting as an early warning mechanism to prevent situations that could result in genocide, crimes against humanity, war crimes and ethnic cleansing.

37. Designated by the Secretary-General as the United Nations focal point for the implementation of the United Nations Strategy and Plan of Action on Hate Speech, launched in 2019, the Office recognizes hate speech as a risk factor and indicator for genocide. The importance of addressing hate speech,

[2] Resolutions 2150 (2014), 2171 (2014) and 2686 (2023).
[3] Resolutions 73/328, 75/309, 77/318 and 78/282.
[4] Resolutions 43/29 and 55/13.

and the Special Adviser's role, has been underscored in numerous United Nations resolutions, including General Assembly resolutions 75/309 and 77/318 and Security Council resolution 2686 (2023). Furthermore, the General Assembly, in its resolution 78/282, requested the Secretary-General to establish an outreach programme entitled "The Srebrenica Genocide and the United Nations", starting its activities with preparations for the commemoration of the thirtieth anniversary of the genocide in 2025, and to bring the resolution to the attention of all Member States, organizations of the United Nations system and civil society organizations for appropriate observance.

Programme of work

Objective

38. The objective, to which this mission contributes, is to advance national, regional and international efforts to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity and their incitement.

Strategy and external factors for 2026

39. To contribute to the objective, the mission will:

(a) Raise awareness of the causes and dynamics of genocide through predictive and action-oriented analysis, enhanced by the collection and sharing of information from field missions and regional offices in accordance with its early warning mandate;

(b) Alert relevant actors with respect to the risk of genocide, through the implementation of the United Nations Strategy and Plan of Action on Hate Speech, capacity-building and advocacy;

(c) Advocate and mobilize for appropriate action to prevent the risk of genocide through engagement within the United Nations and with external partners;

(d) Strengthen community-level efforts for prevention, including by assisting locally led initiatives aimed at bringing communities together;

(e) Harness technology to enhance prevention and counter its negative impacts, as outlined in Human Rights Council resolution 49/9;

(f) Increase female participation in decision-making roles and support implementation of the plan of action for women in communities to counter hate speech and prevent incitement to violence that could lead to genocide and related crimes;

(g) Prioritize action against Holocaust and genocide denial and the glorification of war crimes and criminals;

(h) Support the universal ratification of the Convention on the Prevention and Punishment of the Crime of Genocide and support efforts towards its implementation at the national level through legislation and implementation mechanisms.

40. The above-mentioned work is expected to result in increased capacity and action by United Nations intergovernmental bodies, Member States and regional and subregional organizations to prevent and mitigate the risk of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement.

41. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Continued commitment of Member States, the Security Council and other intergovernmental bodies to engage with the mission to advance the prevention of genocide, war crimes, ethnic

cleansing and crimes against humanity, including through conceptual development and consensus-building on the nature of the responsibility to protect;

(b) Active engagement of Member States and regional and other organizations to develop preventive capacity and take appropriate action for the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement.

42. With regard to cooperation with other entities, the mission will continue to work and partner with regional organizations, including the African Union, the International Conference on the Great Lakes Region, the Economic Community of West African States, the Association of Southeast Asian Nations (ASEAN), the Organization of American States, the Organization for Security and Cooperation in Europe (OSCE) and the European Union, among others, as well as with civil society, including religious leaders, traditional leaders, academia and traditional media, on developing capacity and taking appropriate action for the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement, at the national and regional levels. In 2026, the Office will prioritize continuing and strengthening cooperation.

43. With regard to inter-agency coordination and liaison, the mission works closely with and supports United Nations country teams on the implementation of the United Nations Strategy and Plan of Action on Hate Speech.

44. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. This includes reflecting the gender dynamics in its monitoring and analysis and striving for the equal participation of women in its capacity-building events and workshops.

45. In line with the United Nations Disability Inclusion Strategy, the mission has developed a guidance note on integrating disability inclusion into its programmes and activities, and, in November 2024, launched a guidance note on persons with disabilities and the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity and on addressing hate speech to support mental health.

Programme performance in 2024

Collection of information for early warning on and prevention of the risk of genocide and related crimes

46. In March 2024, following the adoption by Zambia of the Convention on the Prevention and Punishment of the Crime of Genocide in 2022, and with support from the mission, the Zambian National Committee on the Prevention and Punishment of Genocide, War Crimes, Crimes against Humanity and All Forms of Discrimination was launched and its members were trained in Lusaka.

47. In addition, four major policy documents aimed at addressing hate speech and advancing genocide prevention were adopted in 2024, providing communities with additional tools to address and respond to assessed risks. Those advancements, coupled with the increased advocacy for prevention within the mission's mandate following the adoption of General Assembly resolution 78/282 on the International Day of Reflection and Commemoration of the 1995 Genocide in Srebrenica, contributed to global prevention efforts and fostering healing for affected communities.

48. Progress towards the objective is presented in the performance measure below (see table 7).

Table 7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
No comprehensive analysis of risk of genocide, war crimes, crimes against humanity and ethnic cleansing	Consultations with civil society representatives, community leaders, government representatives and other relevant national actors are held; and an analysis of the risk of genocide, war crimes, crimes against humanity and ethnic cleansing is developed, with relevant recommendations shared with the Secretary-General, the Government and civil society	Contribution to global efforts protecting populations from genocide, war crimes and crimes against humanity Year-long commemoration of the thirtieth anniversary of the 1994 genocide against the Tutsi, culminating in the holding of a series of high-level events in Kigali Leaders and experts brought together to strengthen global genocide prevention initiatives Discussions and dialogues generated four key policy documents focused on bolstering prevention strategies

Planned result for 2026

Enhanced protection from atrocity crimes through improved awareness and prevention mechanisms and better risk identification capabilities for Member States and regional organizations

Programme performance in 2024 and target for 2026

49. In 2024, the mission's work advanced national, regional and international efforts to protect populations from genocide, war crimes and crimes against humanity and met the planned target by having 20 follow-up actions taken by Member States and regional organizations to mitigate the risk of such crimes. In 2024, the Special Adviser undertook 14 official visits, issued 28 public statements and sent eight internal notes to the Secretary-General. The mission conducted 17 workshops and eight technical assistance initiatives, supported the development of context-specific action plans on countering and addressing hate speech for six United Nations country teams and two subregions, and highlighted the voices of community-level actors through dedicated initiatives in specific situations of concern, including women in communities in respect of the situation in the Sudan. The mission also continued to implement its "Champions of prevention" initiative, aimed at providing visibility to community-level prevention work undertaken by civil society actors from Bangladesh, Bosnia and Herzegovina, Cambodia, Iraq and Rwanda, and advocacy campaigns were tied either to relevant international days or to the Special Adviser's missions on countering and addressing hate speech.

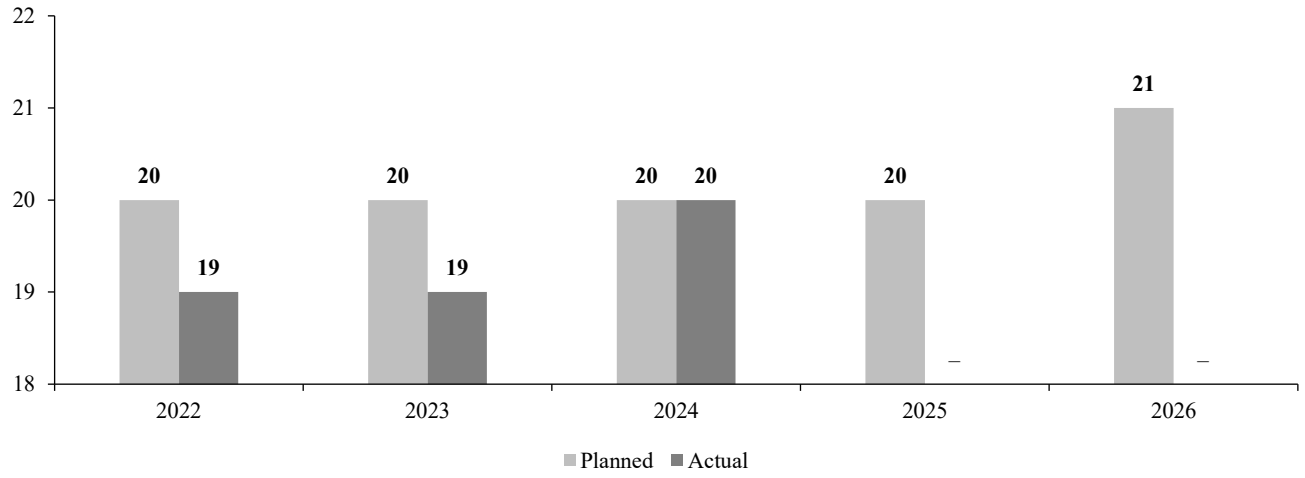
Lessons learned and planned change

50. The lesson for the mission was that collaborating with United Nations field entities, the International Residual Mechanism for Criminal Tribunals and active non-governmental organizations (NGOs) and civil society organizations proved essential for expanding the Office's outreach and risk assessment capabilities. For instance, context-specific plans of action developed by many United Nations entities with the support of the Office resulted in the increased capacity of colleagues in criminal tribunals to identify and respond to trends of hate speech, a main risk and trigger of genocide and

other atrocity crimes. In addition, several memorandums of understanding were developed with civil society organizations, with the aim of increasing collaboration around information monitoring and analysis and risk assessments for genocide. In applying the lesson, the mission will prioritize strengthening these partnerships, particularly with NGOs and civil society organizations on the ground, to further build capacity in areas crucial for preventing genocide and related crimes.

51. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see figure III).

Figure III
Performance measure: number of follow-up actions taken by Member States and other actors as a result of early warning and recommendations provided by the mission



Deliverables

52. Table 8 lists all deliverables of the Office.

Table 8
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report of the Secretary-General on the responsibility to protect	1	1	1	1
2. Report of the Secretary-General on the prevention of genocide to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**5**	**6**	**5**	**5**
3. Meetings of the General Assembly on the responsibility to protect	3	3	3	3
4. Meetings of the Human Rights Council on the prevention of genocide	2	3	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**8**	**9**	**9**
5. Projects on national mechanisms, including legislation, for the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity	8	8	9	9

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**45**	**41**	**48**	**48**
6. Workshops on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement, and on the establishment and review of national and regional early warning mechanisms, including coordinated participation with the International Residual Mechanism for Criminal Tribunals in conferences, expert meetings, memorial events and meetings of victims	45	41	48	48
Publications (number of publications)	**2**	**2**	**2**	**2**
7. Publications, including media and on electronic platforms, on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity	2	2	2	2
Technical materials (number of materials)	**4**	**4**	**4**	**4**
8. Guidance notes and awareness materials on countering and addressing hate speech	2	2	2	2
9. Guidance notes on genocide denial and the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity	2	2	2	2
Fact-finding, monitoring and investigation missions (number of missions)	**10**	**11**	**10**	**10**
10. High-level and country-specific assessment missions	10	11	10	10

C. Substantive deliverables

Consultation, advice and advocacy: advice on the risk of genocide, war crimes, ethnic cleansing and crimes against humanity and on preventive measures; advocacy and consultations on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity; briefings on country situations and thematic areas relevant to prevention.

D. Communication deliverables

Outreach programmes, special events and information materials: commemoration of the International Day of Commemoration and Dignity of the Victims of the Crime of Genocide and of the Prevention of This Crime; anniversary of the adoption of the Convention on the Prevention and Punishment of the Crime of Genocide; commemoration of the International Day for Countering Hate Speech; the outreach programme entitled “The Srebrenica Genocide and the United Nations”.

External and media relations: public statements by the Special Adviser on situations of concern, on commemorative events and upon the conclusion of high-level missions; media briefings; editorial opinions (op-eds).

Evaluation activities

53. The Office underwent an independent communication evaluation in 2024, with data from 12 missions during the period from January 2022 to August 2024 being analysed. The evaluation examined various communication outputs, finding that statements, speeches and social media were the most effective advocacy tools, with potential for expansion. On the basis of the findings of the evaluation, the Office will improve its communication of work and achievements by embedding a strong communications culture within its operations. In this regard, the Office has already restructured its website as its main communication platform. The website now serves as the repository of all public information produced by the Office. The Office also identified strategic opportunities during the year to increase its outreach on various social media platforms, for instance around international days that are relevant to the implementation of its mandate.

54. For 2026, the Office plans to evaluate the impact of its plans of action and policy documents for 2023 and 2024, collaborating with the funds, programmes and specialized agencies of the United Nations system, NGOs, civil society organizations and Member States to determine efficient implementation methods.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 9
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	2 260.8	2 485.5	2 819.8	3 317.9	498.1
Operational costs	554.9	411.4	566.9	539.6	(27.3)
Total (net of staff assessment)	**2 815.7**	**2 896.9**	**3 386.7**	**3 857.5**	**470.8**

Table 10
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	1[a]	–	–	2	4[b]	3	3[b]	–	14	–	2[c]	–	2	–	5	5	21
Proposed 2026	1	1[a]	–	–	2	4[b]	3	3[b]	–	14	–	2[c]	–	2	–	5	5	21
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] The Assistant Secretary-General is on a $1-per-year contract.
[b] Includes one P-4 position and one P-2 position approved as general temporary assistance.
[c] Other level, unless otherwise stated.

55. The proposed resources for 2026 for the mission amount to $3,857,500 (net of staff assessment) and would provide for salaries and common staff costs ($3,317,900) for 21 posts and positions (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 P-5, 4 P-4, 3 P-3, 3 P-2 and 2 General Service (Other level) posts and 5 national United Nations Volunteer positions), as well as operational costs ($539,600), comprising costs for official travel ($233,100), facilities and infrastructure ($228,200), ground transportation ($3,600), communications and information technology ($31,000) and other supplies, services and equipment ($43,700).

56. For 2026, no change is proposed to the number and levels of the posts.

57. It is proposed that two existing general temporary assistance positions be continued in 2026, as follows:

(a) One Political Affairs Officer (P-4) to enable the Office to continue its support to the implementation of the United Nations Strategy and Plan of Action on Hate Speech in a context where the global rise and spread of hate speech continue to pose a challenge worldwide. The continuation of this position would allow the Office to continue to provide sustained assistance in response to requests from Member States, regional organizations and United Nations field presences for technical assistance and capacity-building in the development and implementation of context-specific action plans to address and counter hate speech;

(b) One Associate Political Affairs Officer (P-2) to strengthen the analysis capacity of the mission and support campaigns of the Office on Holocaust denial, countering hate speech and ratification of the Convention on the Prevention and Punishment of the Crime of Genocide. The position would continue to focus on data analytics and use new technologies to research and gather information, including online trends of hate speech, as a key indicator of risk and potential trigger of genocide, war crimes, ethnic cleansing and crimes against humanity, which would enable the Office to respond to these new challenges and trends in the prevention of these crimes.

58. A vacancy rate of 5.8 per cent has been applied to the estimates for international staff on the basis of the actual average vacancy rate in 2024; a vacancy rate of 25 per cent has been applied for United Nations Volunteers on the basis of the expected recruitment timeline; and a vacancy rate of zero per cent has been applied to national staff costs on the basis of the actual vacancy rate in March 2025.

59. The increase in requirements for 2026 compared with the appropriation for 2025 is mainly attributable to increased requirements for civilian personnel as a result of the application of lower vacancy rates of 5.8 per cent and zero per cent for international staff (including for three posts established with a vacancy rate of 50 per cent) and national staff, respectively, compared with 10.9 per cent applied in 2025, as well as the application of the continuing rate for three national United Nations Volunteer positions established with a vacancy rate of 50 per cent in 2025. The increase is offset in part by the absence of a provision for consultants, the cancellation of two subscriptions for public information and reduced requirements for conference and translation services on the basis of utilization patterns.

Extrabudgetary resources

60. In 2025, extrabudgetary resources amounting to approximately $697,000 are to be utilized mainly for the staff costs of one post (P-4), the capacity-building and technical assistance programme and the preparation of the 2025 report of the Secretary-General on the responsibility to protect.

61. For 2026, extrabudgetary resources in the estimated amount of $492,000 would continue to provide for one post (P-4) as well as the capacity-building and technical assistance programme and the preparation of the 2026 report of the Secretary-General on the responsibility to protect.

62. The decrease in the estimated extrabudgetary resources to be utilized in 2026 compared with 2025 is due mainly to the completion of some projects supporting capacity-building and technical assistance work, as well as decreased unearmarked contributions.

3. Personal Envoy of the Secretary-General for Western Sahara

($560,000)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

63. The Personal Envoy of the Secretary-General for Western Sahara is responsible for assisting the parties, Morocco and the Frente Popular para la Liberación de Saguía el-Hamra y de Río de Oro (Frente POLISARIO), in finding a just, lasting and mutually acceptable political solution, which will provide for the self-determination of the people of Western Sahara in the context of arrangements consistent with the principles and purposes of the Charter of the United Nations.

64. The mandate derives from the communications between the Secretary-General and the President of the Security Council dated 17 March 1997 (S/1997/236), 1 October 2021 (S/2021/851) and 5 October 2021 (S/2021/852), as well as from the priorities established through Security Council resolutions. Most recently, in its resolution 2756 (2024), the Council expressed its full support for the Personal Envoy to facilitate the negotiations process in order to achieve a solution to the Western Sahara question. The Council again called upon the parties to resume negotiations under the auspices of the Secretary-General without preconditions and in good faith, and to demonstrate political will and work in an atmosphere propitious for dialogue.

Programme of work

Objective

65. The objective, to which this mission contributes, is to advance the parties' efforts to achieve a just, lasting and mutually acceptable political solution, which will provide for the self-determination of the people of Western Sahara.

Strategy and external factors for 2026

66. To contribute to the objective, the mission will:

(a) Encourage the parties to continue the discussion on the question of Western Sahara in order to identify elements of convergence, through bilateral consultations, including with the neighbouring countries of Algeria and Mauritania, conduct visits to the region to meet with key interlocutors and engage in shuttle diplomacy and other activities deemed useful in that regard;

(b) Consult with members of the Security Council and the Group of Friends on Western Sahara, both in their capitals and in New York, as well as with regional organizations, towards a solution;

(c) Work towards organizing two international meetings to bring together all concerned on Western Sahara.

67. The above-mentioned work is expected to result in:

(a) Additional trust built and strengthened involvement by the parties in the political process;

(b) Maintained support by the international community for the political process.

68. With regard to cooperation with other entities, the mission regularly meets with regional organizations and other relevant stakeholders to exchange views on the United Nations-led political process.

69. With regard to inter-agency coordination and liaison, the mission receives support for visits and information on developments in Western Sahara from the United Nations Mission for the Referendum in Western Sahara. It also coordinates and liaises with the Office of the United Nations High Commissioner for Refugees on visits to the refugee camps and on confidence-building measures and maintains contact with the Office of the United Nations High Commissioner for Human Rights in Geneva on issues related to the human rights situation.

70. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) All concerned show willingness to meet for direct negotiations;

(b) The security situation remains conducive to the mission's objective for the region.

71. The mission integrates a gender perspective into its activities. It ensures that women and representatives of women's organizations are included in meetings with civil society and will encourage delegations to include women in political meetings.

72. In line with the United Nations Disability Inclusion Strategy, the mission will include consultations with persons with disabilities on their inclusion in meetings.

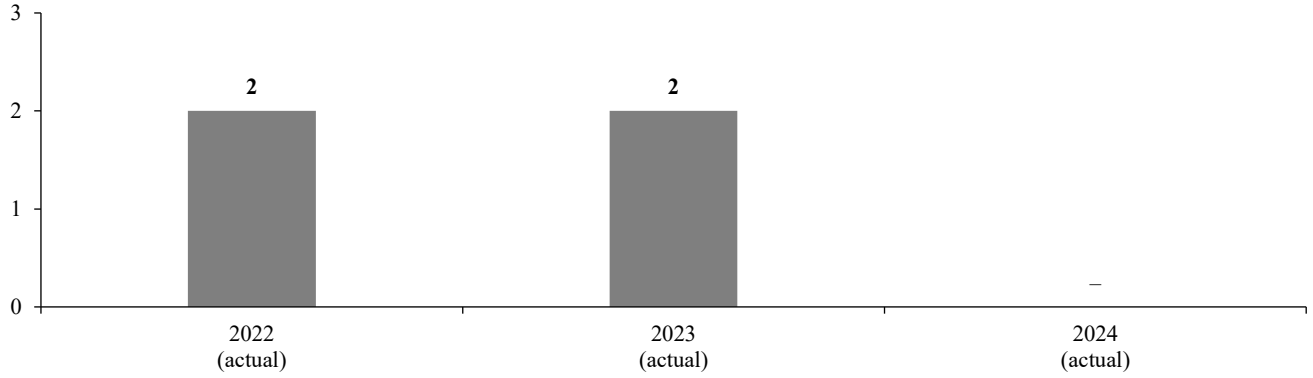
Programme performance in 2024

Readiness for engagement with all concerned

73. In 2024, the Personal Envoy continued his efforts to engage all concerned and undertook broadened consultations on the issue of Western Sahara with a view to constructively advancing the political process. The consultations focused on exploring creative ideas for the people of Western Sahara to attain a just, lasting and mutually acceptable political solution that provides for their self-determination. The Personal Envoy called for flexibility and creativity in his April 2024 briefing to the Security Council, and discussed options with all concerned in the course of his bilateral engagements. The Personal Envoy expressed his readiness to meet with all concerned. He reported on those efforts to the Security Council in October 2024 and highlighted the need for urgency.

74. Progress towards the objective is presented in the performance measure below (see figure IV).

Figure IV
Performance measure: number of rounds of engagement with all concerned



Planned result for 2026

Advancing the process on Western Sahara

Programme performance in 2024 and target for 2026

75. In 2024, the mission's work contributed to meeting the target of continued engagement between the parties and neighbours and towards advancing the political process. It was not possible to hold the two international meetings in 2024 due to lack of agreement among all concerned.

76. In 2026, the mission will continue to advance the political process through consultations with all concerned, visits to the region to meet key interlocutors, including representatives of civil society and women's organizations, and other measures deemed useful in this regard. It will also continue to hold consultations with Member States in their capitals and in New York. In addition, the mission will continue to liaise with relevant United Nations entities in Geneva and other locations. The mission will also meet regularly with representatives of relevant regional organizations to exchange views on the United Nations-led process. The mission will seek to convene two international meetings, with the agreement of all concerned.

Lessons learned and planned change

77. The lesson for the mission was that political will is required from all concerned to seize the window of opportunity afforded by the United Nations-facilitated process. The mission will continue to engage regularly with all concerned in order to identify elements of convergence and propose a potential way forward, with a view to achieving a mutually acceptable political solution.

78. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 11).

Table 11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Continued engagement with the parties and the neighbours	Continued engagement with the parties and the neighbours	Bilateral meetings with all concerned	Two international meetings	Two international meetings

Deliverables

79. Table 12 lists all deliverables of the mission.

Table 12
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report of the Secretary-General to the Security Council	1	1	1	1
2. Report of the Secretary-General to the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
3. Meetings of the Security Council	2	2	2	2
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	**2**	**2**	**2**	**2**
4. Missions to the region to improve understanding of the situation on the ground and to improve coordination with United Nations partners and other stakeholders	2	2	2	2
C. Substantive deliverables				
Good offices: provision of good offices for high-level dialogue; good offices for informal negotiations between concerned stakeholders in the context of the political process on Western Sahara.				
Consultation, advice and advocacy: consultations through bilateral discussions; engagement with women's groups and civil society groups.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 13
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	379.6	170.8	340.5	402.4	61.9
Operational costs	182.2	131.6	162.2	157.6	(4.6)
Total (net of staff assessment)	**561.8**	**302.4**	**502.7**	**560.0**	**57.3**

Table 14
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1[a]	–	–	–	–	–	1	–	–	2	–	–	–	–	–	–	–	2
Proposed 2026	1[a]	–	–	–	–	–	1	–	–	2	–	–	–	–	–	–	–	2
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] The Under-Secretary-General is on a when-actually-employed contract.

80. The proposed resource requirements for 2026 amount to $560,000 (net of staff assessment) and would provide for salaries and common staff costs ($402,400) for the continuation of the two posts (1 Under-Secretary-General, on a when-actually-employed contract, and 1 P-3), as well as operational costs ($157,600), comprising costs for consultants and consulting services ($6,500), official travel ($74,700), facilities and infrastructure ($47,900), communications and information technology ($9,600) and other supplies, services and equipment ($18,900).

81. For 2026, no change is proposed to the number and levels of the posts. A vacancy rate of zero per cent has been applied to the posts on the basis of the actual vacancy rate in March 2025.

82. The increase in the requirements proposed for 2026 is attributable mainly to the higher requirements for civilian personnel due to the application of a zero per cent vacancy rate compared with the rate of 12.5 per cent applied in 2025. The increase is offset in part by the reduced requirements for utilities and by the application of the latest standard rate for information and communications technology (ICT).

4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)

($430,900)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

83. On 14 December 2004, the Secretary-General appointed his Special Envoy for the implementation of Security Council resolution 1559 (2004) to enable him to report to the Council every six months on the implementation of the resolution, as requested by the Council in its presidential statement of 19 October 2004 (S/PRST/2004/36).

84. In its resolution 1680 (2006), the Council reiterated its call for the full implementation of the provisions of resolution 1559 (2004), and strongly encouraged the Government of the Syrian Arab Republic to respond positively to the request made by the Government of Lebanon, in line with the agreements of the Lebanese national dialogue, to delineate their common border, especially in those areas where the border was uncertain or disputed.

85. In its resolution 1701 (2006), the Council emphasized the importance of the extension of the control of the Government of Lebanon over all Lebanese territory in accordance with the provisions of resolutions 1559 (2004) and 1680 (2006), and of the relevant provisions of the Taif Accords. The Council requested the Secretary-General to develop, in liaison with relevant international actors and the parties concerned, proposals to implement the relevant provisions of the Taif Accords and resolutions 1559 (2004) and 1680 (2006), including disarmament, and for delineation of the international borders of Lebanon.

86. In subsequent resolutions on Lebanon, the Council continued to urge all parties to make tangible progress towards all outstanding issues in the implementation of relevant Council resolutions.

87. In a statement by the President of the Security Council of 16 January 2025 (S/PRST/2025/1), the Council welcomed the cessation of hostilities arrangement between Israel and Lebanon of 26 November 2024 (S/2024/870). The Council called upon the parties to faithfully implement the provisions of the arrangement and for the full implementation of resolution 1701 (2006) and the Security Council's previous relevant resolutions by all parties.

88. In 2016, the Under-Secretary-General for Political Affairs was tasked by the Secretary-General with assuming the responsibility of reporting on the implementation of resolution 1559 (2004), an arrangement that has been maintained to date.

Programme of work

Objective

89. The objective, to which this mission contributes, is to ensure full implementation of Security Council resolution 1559 (2004) and all subsequent related resolutions of the Council.

Strategy and external factors for 2026

90. To contribute to the objective, the mission will seek to support efforts to foster consensus on a Lebanese-led and Lebanese-owned national dialogue, which is expected to result in progress on addressing the maintenance of weapons outside State authority.

91. The above-mentioned work is expected to result in informed Security Council deliberations on possible opportunities for Lebanon to make progress on the outstanding provisions of Council resolution 1559 (2004).

92. With regard to inter-agency coordination and liaison, the mission coordinates with the Office of the United Nations Special Coordinator for Lebanon, in particular in the process of developing the reports of the Secretary-General.

93. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The regional environment continues to affect Lebanon's stability and security;

(b) Following the 2025 presidential election and government formation, the ability of the Lebanese leadership to deliver reforms and tangible benefits for the population continues as they face reconstruction challenges;

(c) There are greater opportunities for the Lebanese parties to address the disbanding and disarmament of Lebanese and non-Lebanese militias and some efforts are made towards that goal, even though constraints persist;

(d) Member States within and outside the region remain engaged in advancing the disbanding and disarmament of Lebanese and non-Lebanese militias;

(e) Violations of Lebanese sovereignty and territorial integrity persist.

94. The mission integrates a gender perspective into its operational activities by ensuring appropriate consultations with all stakeholders, including women leaders, and the inclusion of gender-disaggregated data, as appropriate.

95. In line with the United Nations Disability Inclusion Strategy, the mission will support mitigating measures to overcome accessibility challenges, in addition to the efforts undertaken by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Programme performance in 2024

Enhanced understanding of Security Council members on developments of relevance to the implementation of resolution 1559 (2004)

96. The mission undertook one trip to Lebanon in March 2024, which informed the drafting of the April 2024 report of the Secretary-General on the implementation of resolution 1559 (2004). However, a trip to Lebanon planned for September 2024 did not transpire due to a vacancy in the core capacity of the mission; nevertheless, the mission was able to deliver on planned results.

97. Progress towards the objective is presented in the performance measure below (see table 15).

Table 15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Understanding of Security Council members on developments of relevance to the implementation of the outstanding provisions of Council resolution 1559 (2004)	Understanding of Security Council members on developments of relevance to the implementation of the outstanding provisions of Council resolution 1559 (2004)	Understanding of Security Council members on developments of relevance to the implementation of the outstanding provisions of Council resolution 1559 (2004)

Planned result for 2026

Informed Security Council deliberations through analytical reports of the Secretary-General

Programme performance in 2024 and target for 2026

98. The mission's work contributed to informing Security Council deliberations on developments relevant to the implementation of the outstanding provisions of Council resolution 1559 (2004). It met the planned target of Council discussions on the two semi-annual reports to reflect the outcome of consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority.

99. In 2026, the mission will continue to report to the Security Council semi-annually on progress in the implementation of the resolution, in particular the disbanding and disarmament of Lebanese and non-Lebanese militias. The changed context in the Syrian Arab Republic may offer greater opportunities for progress in the implementation of resolution 1680 (2006).

Lessons learned and planned change

100. The lesson for the mission was that in-person consultations are necessary to identify opportunities for progress. In applying the lesson, the mission will further leverage engagement with United Nations entities both at Headquarters and in Lebanon, in addition to maintaining its network of interlocutors in the country.

101. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16).

Table 16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Discussions on the two semi-annual reports partially reflected the outcome of consultations on the positions of Lebanese actors, which were only partially articulated, vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports partially reflected the outcome of systemic consultations surveying the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports partially reflected the outcome of systemic consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports, which reflect fully the outcome of consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority	Security Council consultations account for the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority

Deliverables

102. Table 17 lists all deliverables of the mission.

Table 17
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of consultations)	**2**	**2**	**2**	**2**
2. Meetings of the Security Council on resolution 1559 (2004)	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultations to gain an understanding of the political, socioeconomic and humanitarian situation in Lebanon, as well as its regional environment, as it may influence the implementation of resolution 1559 (2004); consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 18
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	337.4	133.0	299.1	372.7	73.6
Operational costs	76.8	39.1	60.5	58.2	(2.3)
Total (net of staff assessment)	**414.2**	**172.1**	**359.6**	**430.9**	**71.3**

Table 19
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1[a]	–	–	–	–	1	–	–	–	2	–	1[b]	–	1	–	–	–	3
Proposed 2026	1[a]	–	–	–	–	1	–	–	–	2	–	1[b]	–	1	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] The Under-Secretary-General is on a $1-per-year contract.
[b] Other level, unless otherwise stated.

103. The proposed resource requirements for 2026 for the mission amount to $430,900 (net of staff assessment) and would provide for salaries and common staff costs ($372,700) for the continuation of three posts (1 Under-Secretary-General, 1 P-4 and 1 General Service (Other level)), as well as operational costs ($58,200), comprising costs for official travel ($22,600), facilities and infrastructure ($30,500) and communications and information technology ($5,100).

104. For 2026, no change is proposed to the number and levels of the posts. A vacancy rate of zero per cent has been applied to the estimates for international and national staff on the basis of the actual vacancy rates in March 2025.

105. The increase in requirements proposed for 2026 compared with the appropriation for 2025 is attributable to the higher requirements for civilian personnel due to the application of a lower vacancy rate of zero per cent compared with the vacancy rate of 16.7 per cent applied in 2025. The increase is offset in part by the application of the updated ICT standard rate and the removal of the long-distance telephone service.

5. Office of the United Nations Representative to the Geneva International Discussions

($1,803,500)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

106. The mission is mandated to support the Geneva International Discussions and the Incident Prevention and Response Mechanism under United Nations auspices in Gali, Georgia, by facilitating the participation of the United Nations in the international discussions in Geneva and the Gali Incident Prevention and Response Mechanism, and by liaising and coordinating with the relevant actors. The mission is also responsible for preparing, convening and facilitating, in consultation with the other Co-Chairs, the European Union and OSCE, the sessions of the Geneva International Discussions as well as the periodic meetings of the Gali Incident Prevention and Response Mechanism.

107. The United Nations has continued to support the Geneva International Discussions on security and stability and the return of internally displaced persons and refugees, which commenced on 15 October 2008 in Geneva in accordance with the six-point agreement of 12 August 2008 and the implementing measures of 8 September 2008, mediated by the French presidency of the European Union, following the hostilities of August 2008 (S/2009/254). In its resolution 1866 (2009), the Security Council welcomed the beginning of the discussions and requested the Secretary-General, through his Special Representative, to continue to fully support the process. The Secretary-General addressed a letter on the matter to the Minister for Foreign Affairs of Georgia on 29 September 2009, and the Minister replied to the Secretary-General on 28 October 2009.

108. Against the background of the "Proposals for joint incident prevention and response mechanisms", agreed to in Geneva on 18 February 2009, the Secretary-General, on 28 September 2009, addressed a letter to the President of the Security Council in which he stated that the United Nations would continue to support the Geneva International Discussions and the Mechanism through a limited number of personnel with the task of facilitating the United Nations participation in the international discussions in Geneva and in the Mechanism, and liaising and coordinating with the relevant actors.

109. In a letter dated 28 December 2009 addressed to the President of the Security Council, the Secretary-General noted that the United Nations would continue to provide support for the Geneva International Discussions and the work of the Mechanism. In a letter dated 25 February 2010 addressed to the President of the Security Council (S/2010/103), the Secretary-General conveyed his intention to appoint a United Nations Representative responsible for United Nations support for the Geneva International Discussions and the Mechanism. In a letter dated 2 May 2011 (S/2011/279), the President of the Security Council informed the Secretary-General that the members of the Security Council had taken note of his intention and of the information contained in his letter of 25 February 2010. In 2018, there was an additional exchange of letters between the Secretary-General and the President of the Security Council regarding the appointment of a United Nations Representative.

Programme of work

Objective

110. The objective, to which this mission contributes, is to advance the main agenda items of the Geneva International Discussions, including the non-use of force/international security arrangements and addressing the issue of internally displaced persons and refugees, in the context of the Discussions and the Gali Incident Prevention and Response Mechanism.

Strategy and external factors for 2026

111. To contribute to the objective, the mission, in close partnership with the other Co-Chairs, will continue efforts to facilitate progress on key agenda items of the Discussions, and ensure that the regular meetings of the Gali Incident Prevention and Response Mechanism serve as results-oriented platforms for dialogue and conflict prevention.

112. The above-mentioned work is expected to result in:

(a) Contributing to the objective of transitioning the Discussions from a conflict management to a conflict transformation and resolution process;

(b) Addressing and making progress on central issues, including the non-use of force/international security arrangements and internally displaced persons and refugees.

113. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) All stakeholders will continue to support the Discussions and the Gali Incident Prevention and Response Mechanism and the engagement of the United Nations;

(b) All stakeholders will support efforts to enhance the effectiveness of the Discussions;

(c) The Co-Chairs will continue to collaborate closely to fulfil the mandate of the Discussions.

114. With regard to cooperation with other entities, the mission coordinates with the European Union and OSCE Co-Chairs. It maintains contact with the European Union Monitoring Mission in Georgia and OSCE, which jointly facilitate the work of the Incident Prevention and Response Mechanism in Ergneti and other relevant actors.

115. With regard to inter-agency coordination and liaison, the mission cooperates closely with entities within the United Nations system and other actors so as to coordinate and strengthen the role and contribution of the United Nations within the framework of the Discussions and the Gali Incident Prevention and Response Mechanism, especially in addressing humanitarian issues.

116. The mission integrates a gender perspective into its activities, including engaging in advocacy for gender equality and promoting the role of women in conflict resolution and peacebuilding, including within the framework of the Co-Chairs' joint strategy and action plan on women and peace and security.

117. The mission will closely cooperate with the United Nations Office at Geneva in the implementation of the United Nations Disability Inclusion Strategy.

Programme performance in 2024

Continuation of efforts to achieve concrete results on key issues on the agenda of the Geneva International Discussions

118. Three rounds of the Discussions took place in 2024, on 4 and 5 April, 25 and 26 June and 5 and 6 November, respectively. The Co-Chairs organized three visits to Tbilisi, Moscow, Sukhumi and Tskhinvali, as well as a visit to Washington, D.C., and New York. The Co-Chairs also briefed the

OSCE Permanent Council in Vienna on 24 October 2024. The mission undertook visits to Tbilisi, Zugdidi, Gali and Sukhumi to engage with relevant actors. Despite the mission's efforts, no meetings of the Gali Incident Prevention and Response Mechanism took place due to persisting differences among key participants on the modalities. The mission will continue its efforts aimed at resumption of the Mechanism.

119. Progress towards the objective is presented in the performance measure below (see table 20).

Table 20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
One round of the Geneva International Discussions	Three rounds of the Geneva International Discussions	Three rounds of the Geneva International Discussions
No information sessions	No information sessions	No information sessions

Planned result for 2026

Advancing progress on the main agenda items of the Geneva International Discussions

Programme performance in 2024 and target for 2026

120. In 2024, the mission contributed to ensuring the engagement of all participants in the Discussions and helped to prevent the resumption of hostilities. The target of progress on the agenda of the Discussions could not be achieved, owing primarily to persistent differences in positions among the participants.

121. In 2026, the mission, in cooperation with the other Co-Chairs, will continue efforts to advance progress on substantive agenda items and ensure the regular functioning of the Gali Incident Prevention and Response Mechanism on the basis of the established principles and practices.

Lessons learned and planned change

122. The lesson for the mission was the importance of continuous engagement with all stakeholders, including utilizing virtual and other means, as appropriate. In applying the lesson, such efforts will continue.

123. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21).

Table 21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
One round of the Geneva International Discussions. No progress was made on substantive agenda items No meetings of the Gali Incident	Three rounds of the Geneva International Discussions No meetings of the Gali Incident Prevention and Response Mechanism	Three rounds of the Geneva International Discussions. No progress was achieved by the stakeholders on the substantive issues of the Geneva International	Progress achieved by the stakeholders on the substantive issues of the Geneva International Discussions agenda and in the work of the Gali Incident Prevention and Response	Three rounds of the Geneva International Discussions. Progress achieved by the stakeholders on the substantive issues of the Geneva International Discussions agenda and on the

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Prevention and Response Mechanism		Discussions agenda items No meetings of the Gali Incident Prevention and Response Mechanism	Mechanism to promote peace and stability on the ground	resumption and work of the Gali Incident Prevention and Response Mechanism to promote peace and stability on the ground

Deliverables

124. Table 22 lists all deliverables of the mission.

Table 22
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**10**	**3**	**9**	**9**
1. Rounds of the Geneva International Discussions	4	3	3	3
2. Meetings of the Gali Incident Prevention and Response Mechanism	6	–	6	6
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**2**	**–**	**2**	**1**
3. Thematic non-papers prepared by the Co-Chairs on issues related to the Geneva International Discussions agenda	2	–	2	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations on thematic issues on the Geneva International Discussions agenda related to peace and security and humanitarian issues; information sessions on specific issues on the agenda and areas of interest for participants in the Discussions.				
D. Communication deliverables				
External and media relations: press communiqués and statements on Geneva International Discussions rounds and meetings of the Gali Incident Prevention and Response Mechanism.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 23
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	1 589.7	1 466.1	1 605.9	1 478.9	(127.0)
Operational costs	442.4	253.6	324.6	324.6	–
Total (net of staff assessment)	**2 032.1**	**1 719.7**	**1 930.5**	**1 803.5**	**(127.0)**

Table 24
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	1	–	–	1	2	2	–	–	6	–	1[a]	–	1	–	–	–	7
Proposed 2026	–	1	–	–	1	2	2	–	–	6	–	1[a]	–	1	–	–	–	7
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] Other level, unless otherwise stated.

125. The proposed resource requirements for 2026 for the mission amount to $1,803,500 (net of staff assessment) and would provide for salaries and common staff costs ($1,478,900) for the continuation of six posts based in Geneva (1 Assistant Secretary-General, 1 P-5, 2 P-4, 1 P-3 and 1 General Service (Other level)) and one post based in Zugdidi, Georgia (P-3), as well as for operational costs ($324,600), comprising costs for consultants and consulting services ($3,300), official travel ($125,400), facilities and infrastructure ($134,700), ground transportation ($23,400), communications and information technology ($21,300) and other supplies, services and equipment ($16,500).

126. For 2026, no change is proposed to the number and levels of the posts. Vacancy rates of 16.7 per cent and zero per cent have been applied to the estimates for international and national staff, respectively, on the basis of the actual average vacancy rates in 2024.

127. The decrease in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to reduced requirements for civilian personnel, resulting from the application of a higher vacancy rate of 16.7 per cent for international staff, compared with the rate of 3.6 per cent applied in 2025, offset in part by the increased requirements for national staff due to the application of a vacancy rate of zero per cent, compared with the rate of 3.6 per cent applied in 2025.

6. Office of the Special Envoy of the Secretary-General for Syria

($15,027,700)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

128. The mission is responsible for promoting a solution to the conflict in the Syrian Arab Republic and facilitating an inclusive, comprehensive and credible Syrian-owned and -led political solution that will meet the legitimate aspirations of the Syrian people for dignity, freedom and justice based on the principles of equality and non-discrimination. The mandate derives from the priorities established by the Security Council in resolutions 2118 (2013), 2254 (2015), 2268 (2016) and 2336 (2016), as well as by the General Assembly in resolution 66/253 A, pursuant to which a special envoy was appointed.

129. The ousting of the former President and his Government in December 2024 has brought new opportunities and challenges. In a statement by the President of the Security Council of 14 March 2025 (S/PRST/2025/4), the Council underlined the need for a lasting political solution in line with the principles of resolution 2254 (2015). It is critical to focus on an orderly, credible and inclusive Syrian-owned and -led political transition fully supported by the United Nations and based on a solid legal framework, leading towards a new constitution and free and fair elections in line with the principles of resolution 2254 (2015).

Programme of work

Objective

130. The objective of this mission is to advance the full implementation of all the relevant General Assembly and Security Council resolutions towards an inclusive, credible, comprehensive Syrian-owned and -led political solution to the conflict in the Syrian Arab Republic that meets the legitimate aspirations of the Syrian people for dignity, freedom and justice, based on the principles of equality and non-discrimination and with the full and meaningful participation of women.

Strategy and external factors for 2026

131. To contribute to the objective, the mission will:

(a) Engage with the Syrian interim authorities, all Syrian parties and the broadest possible spectrum of Syrian society as well as all key regional and international stakeholders on a Syrian-led and -owned inclusive and credible political transition;

(b) Support the Syrian interim authorities and all Syrian parties to put in place stable, credible and inclusive transitional arrangements for the medium term that inspire public trust and confidence and that provide a path to long-term, inclusive governance, based on a new constitution and free and fair elections, that unfolds in a safe, calm and neutral environment, includes all Syrians and is in accordance with international standards, in line with the principles of Security Council resolution 2254 (2015);

(c) Coordinate international action and support to achieve those goals, through the Special Envoy's good offices to advise, support and convene international and Syrian stakeholders, as and when deemed helpful;

(d) Advocate for de-escalation and the prevention of violence in the country and work towards a nationwide ceasefire;

(e) Advocate for the respect, protection and fulfilment of human rights of all Syrians, and promote accountability for serious violations and the preservation of documentation and evidence to safeguard the right of victims and their families and survivors to both truth and justice;

(f) Engage the Task Force on Humanitarian Access of the International Syria Support Group to address urgent needs and advocate for international support, including steps towards lifting sanctions in line with economic recovery;

(g) Promote women's meaningful participation in the political transition by engaging relevant actors and forums, including Syrian-Syrian dialogues, the Syrian Women's Advisory Board and the Syrian Civil Society Support Room, and advocate for the direct inclusion of women leaders and experts and women's organizations in all transition processes.

132. The above-mentioned work is expected to result in:

(a) Sustained, regular and substantive dialogue among relevant stakeholders on all issues outlined in Security Council resolution 2254 (2015);

(b) A political transition that reflects Syrian women's meaningful participation and rights, by integrating their perspectives into decision-making and governance structures;

(c) Increased trust in the political transition among Syrians and key regional and international stakeholders, supported by strong international consensus and a transitional justice framework;

(d) The release of essential financial and technical assistance from the international community, coordinated by the United Nations, for reconstruction, gradual economic recovery across all regions of the Syrian Arab Republic and reintegration into the global economy.

133. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Most national, regional and international stakeholders will cooperate with the Special Envoy;

(b) Governance in the country will remain challenging but will move towards a more inclusive, balanced and stable framework of power-sharing;

(c) The security situation will likely remain volatile in 2026, with internal conflicts and external interventions posing serious challenges and with the potential to negatively affect civilians, especially women and children, risking more civilian casualties, renewed displacement and further destruction of civilian infrastructure, as well as human rights violations;

(d) Legitimate processes for accountability and transitional justice are coupled with genuine efforts for social peace and reconciliation among Syrians;

(e) The Syrian economy will remain fragile, requiring sustained international financial and technical support throughout 2026 and beyond, along with significant adjustments to address imposed sanctions.

134. With regard to cooperation with other entities, the mission partners with the international community and international NGOs to facilitate and support its work, including the Syrian Civil Society Support Room and the Syrian Women's Advisory Board. With regard to detention and missing persons, it coordinates with specialized Syrian and international bodies, including the International Committee of the Red Cross and the Independent Institution on Missing Persons in the Syrian Arab Republic.

135. With regard to inter-agency coordination and liaison, the mission cooperates with the United Nations country team and the Inter-Agency Task Force for the Syrian Crisis, which ensures the coordination and coherence of United Nations political, humanitarian, human rights and other efforts in the country.

136. The mission integrates gender, disability and anti-racism perspectives across its operations, including by renewing its gender strategy for the period 2025–2026 to address the political transition, promoting the United Nations Disability Inclusion Strategy through staff training and communication and advancing the strategic action plan for addressing racism and promoting dignity for all in the United Nations Secretariat in coordination with the Anti-Racism Office.

Programme performance in 2024

Opportunities emerge to support a credible and inclusive Syrian-owned and -led political transition based on the principles of Security Council resolution 2254 (2015)

137. Throughout the year, until the ouster of the former President and his Government in early December 2024, the Special Envoy continued to carry out the Secretary-General's good offices, prioritizing engagement with the Government of the Syrian Arab Republic and the opposition Syrian Negotiation Commission. The Special Envoy also continued to consult broadly with regional and international stakeholders to seek to maximize coherence and coordination among diplomatic efforts and to foster a constructive multilateral approach in line with resolution 2254 (2015).

138. Following the ouster of the former President and Government, efforts focused on stabilizing the situation, protecting civilians and preserving Syrian institutions, while supporting a Syrian-owned and -led political transition towards an inclusive, credible, non-sectarian Government in line with resolution 2254 (2015). Extensive consultations were held with Syrian and international stakeholders, including the de facto leadership in Damascus, to encourage concrete international steps. These efforts helped to create space for dialogue with Syrian interim authorities.

139. Progress towards the objective is presented in the performance measure below (see table 25).

Table 25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Constitutional Committee discussed draft constitutional texts. The Office shared ideas with the Committee's Co-Chairs on ways to expedite the work and produce results and continued progress. Opportunities to advance a step-for-step confidence-building process in line with Security Council resolution 2254 (2015) were explored with national, regional and international stakeholders	No consensus was found on a venue for resuming the Constitutional Committee or on ways to address substantive challenges facing the Committee. Proposals by the Special Envoy to advance step-for-step confidence-building measures in line with Security Council resolution 2254 (2015) were put forward	No progress was made in advancing mediation between the former Government and opposition. After 8 December, national, regional and international stakeholders were brought in and benefited from systematic consultations with the mission with a view to supporting an orderly, credible and inclusive transitional process

Planned result for 2026

Promoting a comprehensive, inclusive and sustainable political solution in line with Security Council resolution 2254 (2015), through a coherent multilateral approach, a new constitution and free and fair elections, with broad Syrian support and in line with international principles and standards

Programme performance in 2024 and target for 2026

140. In 2024, efforts to advance the Constitutional Committee and step-for-step confidence-building measures stalled. While these tracks did not yield the intended progress, detailed discussions were held with Syrian and international actors on a new, comprehensive approach to implement Security Council resolution 2254 (2015). Following the ouster of the former President, focus shifted to supporting an orderly, credible and inclusive Syrian-owned transition. Looking ahead to 2026, the mission will prioritize advancing a renewed political transition road map grounded in resolution 2254 (2015).

141. In 2026, the mission intends to gradually shift its focus from immediately advocating for and supporting an orderly, credible and inclusive Syrian-owned and -led political transition to promoting long-term transformative political arrangements, based on a new constitution and free and fair elections, inclusive of all Syrians and in accordance with international standards, in line with the principles of Security Council resolution 2254 (2015).

Lessons learned and planned change

142. The lesson for the mission was the need to promote with key stakeholders a new, comprehensive approach that would address the full range of issues. Events have obviously superseded the notion of talks between the former Government and the Syrian Negotiation Commission. The mission will therefore need to continuously work in a nimble fashion, adapt and increase the pace of its response and provide proactive advice to the Syrian authorities as changes unfold. A key priority for the mission in this new phase is to engage with the broadest possible spectrum of Syrian society and Syrian parties, as well as regional and international stakeholders, in order to help to ensure that the Syrian-owned and -led political transition will be orderly, credible and inclusive and will be based on the principles of Security Council resolution 2254 (2015).

143. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 26).

Table 26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Constitutional Committee discussed draft constitutional texts. The Office shared ideas with the Committee's Co-Chairs on ways to expedite the work for continued progress Opportunities to advance a step-for-step confidence-building process in line with Security	No consensus was found on a venue for resuming the Constitutional Committee or on ways to address substantive challenges facing the Committee Proposals to advance step-for-step confidence-building measures in line with Security	No progress was made on implementing Security Council resolution 2254 (2015) National, regional and international stakeholders were brought in and benefited from systematic consultations with the mission with a	Support is provided on a comprehensive set of issues of concern to relevant parties in accordance with Security Council resolution 2254 (2015)	Support is provided regarding transitional arrangements and progress towards supporting long-term transformative arrangements, based on a new constitution and free and fair elections, in line with the principles of Security Council

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Council resolution 2254 (2015) were explored with national, regional and international stakeholders	Council resolution 2254 (2015) were put forward	view to supporting an orderly, credible and inclusive transitional process		resolution 2254 (2015) and with the widest spectrum of Syrian stakeholder support and the strongest international consensus

Deliverables

144. Table 27 lists all deliverables of the mission.

Table 27
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**140**	**30**	**142**	**28**
1. Meetings of the Security Council	12	14	12	12
2. Meetings of the Task Force on the Ceasefire of the International Syria Support Group	4	4	6	4
3. Meetings of the Task Force on Humanitarian Access of the International Syria Support Group	12	12	12	12
4. Meetings of the large body of the Constitutional Committee	12	–	12	–
5. Meetings of the small body of the Constitutional Committee	100	–	100	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**8**	**27**	**28**	**28**
6. Workshops for all Syrian stakeholders on topics relating to the peace talks, such as governance, constitution, elections, security governance/counter-terrorism and confidence-building measures	8	27	28	28
C. Substantive deliverables				
Good offices: provision of good offices to facilitate an inclusive Syrian-led and -owned political solution to the Syrian conflict, in line with Security Council resolution 2254 (2015).				
Consultation, advice and advocacy: consultation, advice and advocacy in support of the political process with Member States and regional and international organizations; consultations and advice in support of the activities of specialized United Nations bodies focused on the country, such as the Independent Institution on Missing Persons in the Syrian Arab Republic; consultations in support of the political process, including on various process proposals and sanctions, with experts and representatives of civil society and women's organizations.				
D. Communication deliverables				
External and media relations: monitoring of media developments in the country, including media analysis and translation, to provide timely insights and recommendations; press statements, interviews, video messages, briefings and social media and web posts stressing the importance of a credible and inclusive political transition, the end of violence, accountability for serious human rights violations, resolving the fate of missing persons, adequate humanitarian and recovery funding, and the role of women in the peace process.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 28
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	8 249.6	9 050.2	7 607.4	9 126.3	1 518.9
Operational costs	5 411.1	3 138.5	4 944.3	5 901.4	957.1
Total (net of staff assessment)	**13 660.7**	**12 188.7**	**12 551.7**	**15 027.7**	**2 476.0**

Table 29
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*Inter-national*	*National*	*Subtotal*	*Total*
Approved 2025	1	1	1	3	7	11	8	–	8	40	2	7[a]	32	41	–	–	–	81
Proposed 2026	1	1	1	3	7	11	8	–	8	40	2	7[a]	32	41	–	–	–	81
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

145. The proposed resource requirements for 2026 for the mission amount to $15,027,700 (net of staff assessment) and would provide for salaries and common staff costs ($9,126,300) for 81 posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 1 D-2, 3 D-1, 7 P-5, 11 P-4, 8 P-3, 8 Field Service, 2 National Professional Officer, 7 General Service (Other level) and 32 Local level), as well as operational costs ($5,901,400), comprising costs for consultants and consulting services ($81,700), official travel ($742,000), facilities and infrastructure ($4,028,200), ground transportation ($223,600), communications and information technology ($396,400), medical ($18,000) and other supplies, services and equipment ($411,500).

146. For 2026, no change is proposed to the number and levels of the posts.

147. Vacancy rates of 27.5 per cent and 15.4 per cent have been applied to the estimates for international staff and for General Service and Local level staff, respectively, on the basis of the actual vacancy rates in March 2025. A vacancy rate of zero per cent has been applied to the estimates for National Professional Officers on the basis of the actual average vacancy rate in 2024.

148. The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) increased requirements for civilian personnel, resulting from the application of a lower vacancy rate of 27.5 per cent compared with the rate of 32.7 per cent applied in 2025 for international staff, and the application of the latest salary rates; and (b) higher requirements for facilities and infrastructure, owing to the need for additional office space in compliance with the minimum operating security standards in Damascus. The increase is offset in part by the reduced requirements for air operations due to the removal of provisions for the rental

cost of a passenger charter plane and for services provided by the United Nations Office at Geneva for meetings of the International Syria Support Group and sessions of the Constitutional Committee.

Extrabudgetary resources

149. In 2025, extrabudgetary resources in the amount of $279,000 are projected to fund a Senior Human Rights Officer (P-5) and support the mission in the provision of substantive, logistical, security and support arrangements, including liaison with interlocutors of the Government of the Syrian Arab Republic and the opposition, civil society, including women's groups, and regional and international stakeholders, as well as other activities.

150. For 2026, extrabudgetary resources in the amount of $279,000 are projected to fund a Senior Human Rights Officer (P-5) and continue to support the assigned activities mentioned above.

7. Office of the Special Envoy of the Secretary-General for the Horn of Africa

($1,918,400)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

151. The mandate of the mission derives from an exchange of letters between the Secretary-General and the President of the Security Council (S/2018/955 and S/2018/979), when the remit of the mandate of the former Special Envoy of the Secretary-General for the Sudan and South Sudan was expanded to cover the entire Horn of Africa region, following previous exchanges of letters (including S/2016/258 and S/2016/259). In line with the letters of 2018, the mission also continues to carry out the functions previously performed by the Special Envoy for the Sudan and South Sudan relating to the maintenance of good and peaceful neighbourly relations between the Sudan and South Sudan, established pursuant to the exchange of letters between the Secretary-General and the President of the Security Council in 2011 (S/2011/474 and S/2011/475). The mandate includes cooperation with the African Union High-level Implementation Panel in efforts to implement Security Council resolution 2046 (2012), in which the Council called upon the Sudan and South Sudan to reach an agreement on critical issues, including: (a) the full and urgent advancement of all outstanding issues from the Comprehensive Peace Agreement; and (b) the easing of tensions and the facilitation of the resumption of negotiations on post-secession relations and the normalization of their relations. Furthermore, the mission works closely with and supports member States of the Intergovernmental Authority on Development (IGAD), in line with the Joint Framework for Cooperation between the United Nations and IGAD signed in Djibouti on 17 November 2015, and other regional organizations in promoting peace and security across the Horn of Africa.

Programme of work

Objective

152. The objective, to which this mission contributes, is to establish and maintain good and peaceful neighbourly relations between the countries of the Horn of Africa region, encompassing Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, the Sudan and Uganda, to consolidate and sustain gains in peace and security and enhance regional conflict prevention.

Strategy and external factors for 2026

153. To contribute to the objective, the mission will:

(a) Promote regional peace and security, socioeconomic development and integration, inclusive and responsive governance, and awareness of linkages between climate and peace and security. This will be done in line with the Pact for the Future, and by providing political leadership for the engagement of the United Nations in these areas and ensuring joined-up action through the comprehensive regional prevention and integration strategy for the Horn of Africa for the period 2024–2029;

(b) Support IGAD in strengthening the link between early warning and early response, thereby increasing its capacity to respond to and resolve conflicts, and in improving information-sharing and knowledge management. This will be done by deploying the Secretary-General's

good offices and leveraging the collective influence of IGAD member States to support dialogue and joint initiatives among the countries;

(c) Work closely with and support the African Union and other relevant regional organizations in addressing recent and emerging security threats in the Horn of Africa. This will be done through information-sharing, regular meetings with relevant partners and other special envoys in the Horn of Africa and the development of appropriate messages and approaches for supporting regional peace and security.

154. The above-mentioned work is expected to result in:

(a) Subregional capacities being strengthened and relations and mutual trust and confidence between countries of the region to address the root causes of conflicts being improved;

(b) Synergies between partners in the region and the alignment of interventions and responses with the respective strategic frameworks of the United Nations, IGAD and the African Union being strengthened;

(c) The implementation plan of the regional prevention and integration strategy being reviewed and operationalized.

155. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) IGAD and the African Union continue to be fully engaged in the maintenance of peace and security in the region, paying particular attention to Ethiopia, Somalia, the Sudan and South Sudan;

(b) States in the region continue to engage constructively with the Special Envoy and continue to work with the United Nations in the area of capacity-building, in particular in the area of mediation and conflict prevention and resolution;

(c) South Sudanese parties, with support from the region, progressively show commitment to the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan and are prepared to consolidate gains;

(d) The relationship between the Sudan and South Sudan remains constructive despite the war in the Sudan, enabling direct negotiations between the two countries on outstanding bilateral issues, including the situation of Abyei and its final status;

(e) The relationship between Somalia and Ethiopia continues on a path of de-escalation.

156. With regard to cooperation with other entities, the mission works closely with IGAD and its member States, as well as other organizations such as the African Union and the European Union, to address the regional dimensions of crises and conflicts in the Horn of Africa, focusing on their cross-border and regional implications and supporting political cooperation and regional integration. The mission cooperates with the African Union to support the bilateral negotiations between the Sudan and South Sudan to resolve outstanding issues, including finding a settlement to the issue of the final status of Abyei. The mission works with other United Nations entities to provide technical and advisory support to the IGAD secretariat.

157. With regard to inter-agency coordination and liaison, the mission engages with special representatives of the Secretary-General, resident coordinators and peace and development advisers in the countries of the region, and with United Nations agencies, funds and programmes that are active in the areas identified as collective priorities by the United Nations system, to ensure a more coherent approach to prevention strategies and approaches.

158. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate, in its good offices and planned missions, including seminars and workshops, by including gender-sensitive and focused activities. The mission works with relevant stakeholders to promote inclusive messaging to enhance the participation of women in all political and peace

processes, and actively engages in regional and global meetings to lobby for accelerating the implementation of the women and peace and security agenda.

159. In line with the United Nations Disability Inclusion Strategy, the Office will provide support to IGAD and the African Union, as relevant, to enhance the inclusion of persons with disabilities in political, peace and security initiatives.

Programme performance in 2024

Enhanced collective action in implementing the prevention agenda in the Horn of Africa and deepened partnership in the region through collaboration with the Intergovernmental Authority on Development

160. In 2024, to enhance regional prevention and following a review of the comprehensive regional prevention strategy, the mission launched a new prevention and integration strategy informed by the priorities of IGAD and reflecting current challenges. The mission continued to coordinate the implementation of the strategy, including the publication of three joint regional analysis reports, the operationalization of a climate, peace and security hub and the launch of a policy on countering hate speech. The Special Envoy carried out good offices, including continuing to focus on the peace process in Ethiopia, the relationship of Ethiopia with its neighbours, engaging with stakeholders on the crisis in the Sudan and engaging with relevant officials on relations between the Sudan and South Sudan.

161. Progress towards the objective is presented in the performance measure below (see table 30).

Table 30
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
IGAD-United Nations partnership strengthened and IGAD capacity to address issues related to climate, peace and security and women and peace and security enhanced through the development of the regional action plan for women and peace and security and a regional climate security coordination mechanism	Revision of regional prevention and integration strategy completed and endorsed, leading to more focused priorities for engagement of the United Nations system in the Horn of Africa	Launch and implementation of the new regional prevention and integration strategy, contributing to increased collaboration among United Nations entities and their partners in the region and more impactful engagement of the United Nations system to address conflict and its root causes in the region

Planned result for 2026

Enhanced collective action in implementing the prevention agenda in the Horn of Africa

Programme performance in 2024 and target for 2026

162. In 2024, the mission's work contributed to deepened collaboration in addressing peace and security issues between IGAD, the African Union and the United Nations, for example on issues related to inter-State tensions, such as between Ethiopia and its neighbours, and thematic issues, such as the role of women and youth in peace and security, as well as the impact of climate change on peace and security. Work also included implementing the new regional prevention and integration strategy, which met the planned target.

163. In 2026, the mission will continue to carry out good offices, including supporting ongoing peace processes and political transitions within the region, by working with the African Union, IGAD and

respective member States, and regional actors. This will result in improved regional approaches to preventing crises and conflict. The mission will continue to coordinate the implementation of the revised regional prevention and integration strategy.

Lessons learned and planned change

164. The lesson for the mission was the need to continually review and adjust the implementation plan of the regional prevention and integration strategy, bearing in mind available resources and capacities. In applying the lesson, the mission will continue to engage stakeholders to ensure that identified priorities are still relevant in the current context to engage with actors in the region, including other special envoys, to identify entry points for intervention.

165. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 31).

Table 31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Implementation of the action plan through partnerships and collaboration with other United Nations entities, as well as IGAD and the African Union	Revision and implementation of the prevention and integration strategy through partnerships and collaboration with other United Nations entities, as well as IGAD and the African Union	Improved collaboration with United Nations entities and other stakeholders through implementation of the prevention and integration strategy, which led to more focused and coordinated interventions and activities	Coordination of the prevention strategy, focusing on outcomes and impact on the ground, through closer collaboration with United Nations entities, IGAD and other relevant stakeholders	Coordination of the prevention strategy and review of priority activities, while carrying out good offices on behalf of the Secretary-General to support Member States and subregional organizations in addressing conflicts in the region

Deliverables

166. Table 32 lists all deliverables of the mission.

Table 32
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
Meetings of the Security Council	2	2	2	2
C. Substantive deliverables				

Good offices: provision of good offices through engagement on issues related to peace consolidation and conflict prevention, including the implementation of bilateral agreements and negotiations on outstanding bilateral issues; engagements with the authorities in the Sudan and South Sudan on their bilateral relations, as well as other leaders, officials and stakeholders in the region regarding regional peace and security issues.

Consultation, advice and advocacy: consultations and advice on consolidating recent gains in peace and security in the Horn of Africa region; advice on enhancing subregional capacities to address cross-border and cross-cutting issues.

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
D. Communication deliverables				
External and media relations: social media outreach and briefings to raise awareness of key developments and promote support for addressing challenges to peace and security in the region.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 33
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	1 444.7	1 752.8	1 862.7	1 757.4	(105.3)
Operational costs	193.4	110.4	193.4	161.0	(32.4)
Total (net of staff assessment)	**1 638.1**	**1 863.2**	**2 056.1**	**1 918.4**	**(137.7)**

Table 34
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	–	–	1	–	2	1	–	–	5	2	–	2	4	–	–	–	9
Proposed 2026	1	–	–	1	–	2	1	–	–	5	2	–	2	4	–	–	–	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

167. The proposed resource requirements for 2026 for the mission amount to $1,918,400 (net of staff assessment) and would provide for salaries and common staff costs ($1,757,400) for the continuation of nine posts (1 Under-Secretary-General, 1 D-1, 2 P-4, 1 P-3, 2 National Professional Officer and 2 Local level), as well as operational costs ($161,000), comprising costs for official travel ($68,300), facilities and infrastructure ($32,000), ground transportation ($22,200), communications and information technology ($30,200), medical ($3,800) and other supplies, services and equipment ($4,500).

168. For 2026, no change is proposed to the number and levels of the posts.

169. A vacancy rate of 5 per cent has been applied to the estimates for international staff, and a vacancy rate of zero per cent has been applied to the estimates for national staff, on the basis of the actual average vacancy rates in 2024.

170. The decrease in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) the application of a 5 per cent vacancy rate for international staff compared with the budgeted vacancy rate of zero per cent in 2025; (b) the revised salary rate for National

Professional Officers; (c) reduced requirements for official travel and training fees; (d) the non-recurring acquisition of computers; and (e) lower estimated costs for Intelsat transponder charges. The decrease is offset in part by the increased requirements for the lease of electric vehicles through UN Fleet to replace one of the four ageing vehicles, which is more than 17 years old.

Extrabudgetary resources

171. In 2025, extrabudgetary resources amounting to approximately $846,200 are being utilized to provide for three posts (1 P-5, 1 P-2 and 1 Local level), one United Nations Volunteer and operational costs and programmatic activities.

172. In 2026, extrabudgetary resources in the estimated amount of $846,200 will continue to provide for the continuation of three posts (1 P-5, 1 P-2 and 1 Local level), one United Nations Volunteer and operational costs and programmatic activities.

8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region

($5,623,800)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

173. The mandate of the mission derives from Security Council resolution 2098 (2013) and various subsequent Council resolutions, the latest being resolution 2773 (2025). Established in 2013, the mission is responsible for supporting the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, which was signed on 24 February 2013 by Angola, Burundi, the Central African Republic, the Congo, the Democratic Republic of the Congo, Rwanda, South Africa, South Sudan, Uganda, the United Republic of Tanzania and Zambia, as well as representatives of the United Nations, the African Union, the International Conference on the Great Lakes Region and the Southern African Development Community, acting as guarantor institutions. On 31 January 2014, Kenya and the Sudan also signed the Framework. The Framework outlines national, regional and international commitments required to end the recurring cycles of violence in eastern Democratic Republic of the Congo and address the root causes of conflict in the region.

174. In relevant resolutions, the Council emphasized the importance of commitments undertaken by the region under the Peace, Security and Cooperation Framework and reiterated its support for the regional efforts under way with regard to the East African Community-led Nairobi process and the African Union-mandated Luanda process. In resolutions 2765 (2024) and 2773 (2025), the Council called upon the Special Envoy to intensify his engagement to support the full implementation of the Framework, as well as to support regional peace processes and strengthen regional diplomatic mediation efforts.

Programme of work

Objective

175. The objective, to which this mission contributes, is to advance the effective implementation of the Peace, Security and Cooperation Framework by supporting and facilitating political, security and economic engagements between the signatory countries, while ensuring coherent and coordinated support from regional and international organizations and other partners, in line with the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region and its action plan.

Strategy and external factors for 2026

176. To contribute to the objective, the mission will:

(a) Support signatory countries in efforts to implement the revitalized Peace, Security and Cooperation Framework;

(b) Provide the Secretary-General's good offices and enhance support to regional peace processes, including through assistance to mediation efforts and the implementation of respective agreements;

(c) Support the implementation of regional non-military approaches against armed groups, and help to strengthen existing security cooperation mechanisms;

(d) Support the effective participation of civil society, women and youth in political and peacebuilding processes, and promote the economic empowerment of youth;

(e) Promote regional economic integration, including the implementation of the recommendations of the high-level regional workshop on natural resources held in 2021 in Khartoum;

(f) Promote regional judicial cooperation and monitoring of human rights, including by supporting the implementation of the 2019 Nairobi Declaration on Justice and Good Governance and the 2022 Kinshasa Declaration on Enhancing Judicial Cooperation in the Great Lakes Region;

(g) Support the implementation of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region and its plan of action for the period 2025–2027, through effective coordination and the provision of secretariat support to the senior policy group and the implementation support mechanism.

177. The above-mentioned work is expected to result in:

(a) Signatory countries of the Peace, Security and Cooperation Framework implementing recommendations from the revitalization process towards addressing root causes of conflict;

(b) Signatory countries engaging faithfully in regional peace processes and implementing political agreements reached, contributing to the de-escalation of bilateral tensions and improving the security and humanitarian situation in eastern Democratic Republic of the Congo;

(c) Concerned countries enhancing cooperation to address the threat posed by armed groups and coordinating regional disarmament, repatriation and reintegration initiatives through the Contact and Coordination Group on non-military measures and its operational cell;

(d) An increased number of civil society organizations, including women and youth, contributing to regional peace processes and cross-border peacebuilding initiatives;

(e) Signatory countries strengthening regional judicial cooperation through the Great Lakes Judicial Cooperation Network, leading to an increased number of joint investigations, legal assistance requests and extradition requests, as well as prosecutions of cross-border crime;

(f) Signatory countries increasing economic cooperation and implementing initiatives to curb the illicit exploitation of and trade in natural resources, with a focus on artisanal gold and coltan;

(g) United Nations entities enhancing coordination and ensuring greater alignment between national strategic cooperation frameworks and the objectives of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region.

178. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Despite some progress as a result of diplomatic efforts, relations between some countries in the region will remain tense. The situation in eastern Democratic Republic of the Congo will continue to face persisting insecurity and the proliferation of armed groups;

(b) Regional and international diplomatic efforts will lead to the signing in 2025 of an agreement to end the current crisis in eastern Democratic Republic of the Congo, which will require implementation support;

(c) Regional political processes will continue, requiring sustained support from the United Nations and regional and international partners to ensure the full implementation of agreements reached;

(d) Continued support will be required for the participation and contribution of women and youth in peace processes and community peacebuilding;

(e) Signatory countries of the revitalized Peace, Security and Cooperation Framework will demonstrate renewed political will to implement commitments made under the Framework;

(f) International partners will continue to support efforts towards a political settlement of the conflict in the Great Lakes region.

179. With regard to cooperation with other entities, the mission will enhance coordination with the International Conference on the Great Lakes Region to support complementary approaches under the revitalized Peace, Security and Cooperation Framework and the Pact on Security, Stability and Development in the Great Lakes Region. To further align approaches with international partners, the Special Envoy will continue to participate in the International Contact Group.

180. With regard to inter-agency coordination and liaison, the mission will continue to work closely with the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). Support to regional peace efforts will be coordinated through a dedicated mechanism, involving MONUSCO, the United Nations Regional Office for Central Africa and the United Nations Office to the African Union. The senior policy group, chaired by the Special Envoy, along with its implementation support mechanism and the integrated secretariat, will continue to ensure alignment among United Nations entities in the region, leveraging expertise and information-sharing across offices, thereby enhancing resource efficiencies, while maintaining the distinct mandates of each entity.

181. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In addition to high-level advocacy initiatives, the mission supports the Advisory Board for Women, Peace and Security in the Great Lakes Region in its efforts to promote women's participation in peacebuilding, political and electoral processes and to strengthen the monitoring and evaluation capacities of the mechanisms on sexual and gender-based violence of the International Conference on the Great Lakes Region.

Programme performance in 2024

Advancement of the women and peace and security agenda for the effective revitalization of the Peace, Security and Cooperation Framework

182. In 2024, the mission advanced the women and peace and security agenda and advocated for women's inclusion in regional political processes. The mission, together with the International Conference on the Great Lakes Region and partners, launched the regional gender barometer, a tool to enhance data and analysis on women and peace and security and advance gender equality across member States of the Conference. The first report of the gender barometer was validated in October 2024 and endorsed by the ministers in charge of gender in member States of the Conference in November 2024.

183. To amplify the voices of women in regional peace efforts, the mission organized a regional women's forum in cooperation with the Government of Burundi, as Chair of the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework. The forum recommended the appointment of a goodwill ambassador to champion the aspirations of women in the region. An additional regional forum was organized in Luanda under the leadership of the President of Angola, João Lourenço. The forum proposed the mobilization of existing mechanisms comprising women leaders to support the mediation efforts under the Luanda process and the establishment of a trust fund for women working on peace and security. The mission also enhanced partnerships with the African Union and the International Conference on the Great Lakes Region to promote women's inclusion in dialogue and peace processes.

184. Progress towards the objective is presented in the performance measure below (see table 35).

Table 35
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
High-level advocacy by the Special Envoy on the need for stronger participation of women in peace and political processes	The Special Envoy and the African Union facilitated a women-led mission to the Democratic Republic of the Congo to promote women's participation in regional political processes and assess the deteriorating security and humanitarian conditions in internally displaced persons camps	Increased awareness of progress in the women and pace and security agenda and challenges in the region through the development of the regional gender barometer and the validation of its first report

Planned result for 2026

A revitalized Peace, Security and Cooperation Framework better addresses the root causes of recurrent crises in the Great Lakes region

Programme performance in 2024 and target for 2026

185. In 2024, the mission provided technical support to the development of a draft action plan for the revitalization of the Peace, Security and Cooperation Framework, aiming at ensuring enhanced implementation of the commitments made by the signatory countries. The Special Envoy undertook good offices efforts to address the ongoing security and humanitarian crisis in eastern Democratic Republic of the Congo and to promote a de-escalation of bilateral tensions. The mission provided technical support to the Nairobi and Luanda processes and promoted a convergence of views among the signatory countries on issues driving conflict dynamics. The mission also supported efforts to identify foreign ex-combatants willing to repatriate and facilitated the adoption of a draft common policy on cross-border crime.

186. However, due to the deteriorating security and humanitarian situation in eastern Democratic Republic of the Congo and increased tensions between the Democratic Republic of the Congo and Rwanda, some engagements were postponed, notably a project on economic cooperation, land and conflict, missions of the Contact and Coordination Group and a meeting of the Advisory Board for Women, Peace and Security in the Great Lakes Region.

187. In 2026, the mission will continue to support the implementation of the recommendations developed for the revitalization of the Framework to ensure enhanced coordination and complementarity among regional peace initiatives, as well as more concerted international support thereto. This support includes the disarmament, repatriation and reintegration of foreign armed combatants operating in eastern Democratic Republic of the Congo, the transparent management of natural resources and renewed cooperation on criminal conflict-related cross-border cases, among other things. The Office will integrate women and peace and security and gender perspectives to enhance capacities and opportunities for women to participate in conflict prevention and regional peace processes, and to promote social cohesion in the Great Lakes region.

Lessons learned and planned change

188. The escalating crisis in the region has highlighted the need for closely aligned efforts at the regional and international levels to support dialogue and confidence-building, as well as the continued political will of the parties concerned to commit to a political settlement of the conflict, and for enhanced support to efforts to address the root causes of recurrent conflict in the region. In response, the Special Envoy will further step up the Secretary-General's good offices efforts, supported by enhanced technical support from the mission to the ongoing regional peace processes, including to

the implementation of agreements reached. As part of the revitalization of the Peace, Security and Cooperation Framework, the mission's support will focus on priority areas of addressing root causes of conflict.

189. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 36).

Table 36
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced consultations, coordination and joint action among the guarantor institutions in support of the Peace, Security and Cooperation Framework Initiatives taken by regional and subregional organizations and signatory countries of the Peace, Security and Cooperation Framework to support peaceful, inclusive and credible political and electoral processes	Initiatives under the second and third phases of the action plan of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region were implemented, including flagship initiative 2, providing an assessment of the impact and future path of the Peace, Security and Cooperation Framework	Initiatives under the second and third phases of the action plan of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region were implemented, including flagship initiative 2, providing an assessment of the impact and future path of the Peace, Security and Cooperation Framework, and flagship initiative 3, on strengthening the role of civil society organizations, women and youth in political processes and peacebuilding structures	Implementation of the road map for the revitalization of the Peace, Security and Cooperation Framework A revitalized Peace, Security and Cooperation Framework effectively supports well-coordinated regional political and diplomatic engagement towards a durable political settlement of tensions and instability in the Great Lakes region	Continued implementation of the action plan for the revitalization of the Peace, Security and Cooperation Framework A revitalized Peace, Security and Cooperation Framework effectively supports well-coordinated and inclusive regional approaches and measures to address the root causes of conflict Sustained engagement of the Democratic Republic of the Congo and neighbouring countries in political dialogue results in the implementation of a regional peace agreement, supported by the United Nations Regional confidence-building measures are progressively implemented, incrementally re-establishing trust and leading to a reduction of violent conflict

Deliverables

190. Table 37 lists all deliverables of the mission.

Table 37
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**5**	**2**	**5**	**3**
2. Meetings of the Security Council and the Peacebuilding Commission	5	2	5	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	2	3	3
3. Projects on economic cooperation, land and conflict	2	1	2	2
4. Projects to promote cross-border trade and investment	1	1	1	1
Seminars, workshops and training events (number of days)	**8**	**9**	**11**	**12**
5. Workshop on exchange of lessons learned from elections and political processes	1	4	4	4
6. Workshop on economic cooperation, natural resources and conflict	2	1	2	2
7. Workshops on resolving existing challenges in the implementation of the Peace, Security and Cooperation Framework	2	2	2	2
8. Workshop on youth engagement on peace and security	1	–	1	1
9. Advisory Board for Women, Peace and Security in the Great Lakes Region meetings	2	2	2	2
10. Annual meeting of the Great Lakes Judicial Cooperation Network in support of regional judicial cooperation	–	–	–	1
Fact-finding, monitoring and investigation missions (number of missions)	**8**	**5**	**5**	**5**
11. Missions of the operational cell of the Contact and Coordination Group on non-military measures	8	5	5	5
C. Substantive deliverables				
Good offices: high-level engagement, including shuttle and discreet diplomacy, as well as facilitation of direct exchanges among regional representatives; support to regional peace efforts; support to the Contact and Coordination Group on non-military measures for the repatriation of foreign armed groups operating in the eastern Democratic Republic of the Congo; good offices to sustain international support for the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region.				
Consultation, advice and advocacy: consultations on the situation in the region; consultations and advice on human rights and humanitarian developments; consultation and advice on delinking armed groups from natural resources revenues; advocacy to facilitate political exchanges and agreement on regional integration with natural resources; advocacy to advance gender equality as well as judicial cooperation in the region.				
D. Communication deliverables				
External and media relations: press conferences, statements, interviews and the development of an audiovisual database.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 38
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	4 133.0	4 669.1	4 129.6	4 884.2	754.6
Operational costs	844.8	576.9	812.1	739.6	(72.5)
Total (net of staff assessment)	**4 977.8**	**5 246.0**	**4 941.7**	**5 623.8**	**682.1**

Table 39
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*Inter-national*	*National*	*Subtotal*	*Total*
Approved 2025	1	–	1	1	5	7	5	–	1	21	1	1[a]	7	9	–	–	–	30
Proposed 2026	1	–	1	1	5	7	5	–	1	21	1	1[a]	7	9	–	–	–	30
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

191. The proposed resource requirements for 2026 for the mission amount to $5,623,800 (net of staff assessment) and would provide for salaries and common staff costs ($4,884,200) for the continuation of 30 posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 5 P-5, 7 P-4, 5 P-3, 1 Field Service, 1 National Professional Officer, 1 General Service (Other level) and 7 Local level), as well as operational costs ($739,600), comprising costs for consultants and consulting services ($22,000), official travel ($296,000), facilities and infrastructure ($23,500), ground transportation ($19,600), air operations ($15,600), communications and information technology ($122,300), medical ($12,900) and other supplies, services and equipment ($227,700).

192. For 2026, no change is proposed to the number and levels of the posts.

193. Vacancy rates of 12.7 per cent and 12.5 per cent have been applied to the estimates for international staff and for General Service and Local level staff, respectively, on the basis of the actual average vacancy rates in 2024. A vacancy rate of 50 per cent has been applied to the estimates for the National Professional Officer on the basis of the expected recruitment timeline for the post.

194. The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to increased requirements for civilian personnel, resulting from the application of a lower vacancy rate of 12.7 per cent compared with the rate of 19.3 per cent applied in 2025 for international staff, and the application of the latest salary rates. The increase is offset in part by: (a) the non-recurring acquisition of furniture and information technology equipment; (b) reduced requirements for air operations in line with historical flight hour utilization rates; (c) reduced

requirements for individual contractors; and (d) lower requirements for other services with respect to financial administrative services under other supplies, services and equipment.

Extrabudgetary resources

195. In 2025, extrabudgetary resources in the amount of $1,800,000 are estimated to support the implementation of the Peace, Security and Cooperation Framework through various projects under different thematic areas.

196. In 2026, extrabudgetary resources in the amount of $1,500,000 are estimated to support the implementation of the project for the reduction of small arms circulation in the Great Lakes region.

197. The decrease in the estimated extrabudgetary resources to be utilized in 2026 as compared with 2025 is due to lower projected contributions pending renewed agreements with partners.

9. Office of the Special Envoy of the Secretary-General for Yemen

($16,657,800)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

198. The mission is responsible for exercising the good offices of the Secretary-General to enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition process that meets the legitimate demands and aspirations of the Yemeni people, including women and youth, for peaceful change and meaningful reform, as set out in the Initiative of the Gulf Cooperation Council and its implementation mechanism and the outcomes of the comprehensive National Dialogue Conference. The mandate derives from Security Council resolution 2014 (2011) and from subsequent Council resolutions, the latest being resolution 2742 (2024).

199. To ensure the implementation of Security Council resolutions 2014 (2011) and 2051 (2012), together with the political transition agreed in November 2011 under the Initiative of the Gulf Cooperation Council and its implementation mechanism for the political transition process in Yemen, the Secretary-General established the Office of the Special Adviser to the Secretary-General on Yemen, in accordance with an exchange of letters with the President of the Security Council in June 2012, which was then subsumed into the Office of the Special Envoy (S/2012/469 and S/2012/470).

200. In line with Council resolution 2216 (2015), as well as other Council resolutions on Yemen, including resolutions 2014 (2011), 2051 (2012), 2140 (2014), 2201 (2015), 2451 (2018), 2452 (2019), 2722 (2024) and 2742 (2024), and the letter from the Secretary-General addressed to the President of the Security Council (S/2016/488), the Special Envoy of the Secretary-General for Yemen will continue to mediate between the parties to end the conflict. The mission will provide facilitation and technical advice on the negotiation and design of interim political, economic and security arrangements, including towards the resumption of an inclusive, intra-Yemeni political process, under United Nations auspices, and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition process.

Programme of work

Objective

201. The objective, to which this mission contributes, is to achieve a negotiated political settlement between the parties to end the conflict in Yemen and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition that will lead Yemenis towards a path of sustainable peace.

Strategy and external factors for 2026

202. To contribute to the objective, the mission will:

(a) Utilize negotiations, consultations and shuttle diplomacy to achieve an agreement between the parties to end the conflict in Yemen and resume the political transition;

(b) Support the Yemen peace process in political and technical areas, including in helping the parties to identify long-term measures and immediate priorities for political, security and economic issues to resume the political process, implement the Stockholm Agreement and de-escalate the conflict locally, nationally and regionally;

(c) Develop a consultative process involving women, civil society and youth that assesses and integrates their views and recommendations in the mission's multitrack diplomacy and negotiations on the peace agreement and post-transition process;

(d) Foster continued regional and international support for resolving the conflict in Yemen;

(e) Continue to adapt to the evolving political context and operational environment to strengthen mandate implementation.

203. The above-mentioned work is expected to result in:

(a) A peace agreement, or set of agreements, between the parties on political, economic and military/security measures that will improve the living conditions in Yemen and usher in a sustainable, peaceful and inclusive transitional period;

(b) Enhanced engagement with diverse Yemeni political and social stakeholders, including women, youth, media entities and the broader public, to inform the United Nations-facilitated political process and strengthen two-way communication;

(c) Refined security governance options and effective implementation of transitional security arrangements;

(d) Development of an inclusive transitional agenda informed by women's and gender perspectives, ensuring that these perspectives inform relevant substantive agreements, arrangements and implementation mechanisms and bodies;

(e) Continued implementation of the Stockholm Agreement, including the uninterrupted flow of commercial imports into the Hudaydah ports, and further exchanges of conflict-related detainees.

204. With regard to cooperation with other entities, the mission also engages closely with international and regional organizations, including the League of Arab States (LAS), the Gulf Cooperation Council, the European Union and the International Committee of the Red Cross, and other international partners, including international financial institutions.

205. With regard to inter-agency coordination and liaison, the mission cooperates with the Resident/Humanitarian Coordinator and the United Nations country team in Yemen. The mission consults and coordinates closely with the Department of Political and Peacebuilding Affairs and special political missions in the region. In line with Security Council resolution 2452 (2019), the mission closely coordinates with the United Nations Mission to Support the Hudaydah Agreement (UNMHA), which reports to the Secretary-General through the Special Envoy and the Under-Secretary-General for Political and Peacebuilding Affairs, and shares an integrated support structure with UNMHA.

206. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Despite a complex mediation environment due to regional dynamics, sanctions regimes and limitations on staff movement in Houthi-controlled areas, the parties to the conflict will continue to engage in discussions with the Special Envoy, with the aim of reaching a comprehensive political settlement;

(b) The mission will maintain its presence in Yemen and continue to have access to key Yemeni stakeholders, including through digital means, albeit with restrictions imposed by the parties and the security situation on the ground.

207. The mission integrates a gender perspective into its operations and engages with national and local initiatives that promote women's political participation and representation, citizenship rights and the incorporation of women's human rights and security needs in transition, early recovery, conflict resolution and peacebuilding processes.

208. In line with the United Nations Disability Inclusion Strategy, the mission will enhance physical access to its office in Yemen, following similar upgrades in Amman in 2024. The mission will also continue its staff awareness-building activities on disability inclusion.

Programme performance in 2024

Longest period of low level of hostilities since start of conflict continues without a formal truce

209. The period of relative stability along the Yemeni front lines continued throughout 2024 due to the United Nations-mediated truce, upon which Yemenis continue to place much significance. The mission focused on establishing a road map to operationalize and implement commitments agreed upon in December 2023, which included a set of measures to improve the lives of Yemenis, while dialogue and planning continued on de-escalation and a nationwide ceasefire. Meetings were held with political, economic and military representatives, as well as the media, civil society, women and youth, across multiple governorates in Yemen and in the region to gather their feedback on political, economic and security issues. These activities occurred amid growing regional and economic tensions, affecting essential financial services. On 23 July 2024, the mission announced that the parties had agreed to measures to de-escalate tensions in the banking and air transport sectors. Additional complexities arose from the Houthis' arbitrary detention of various United Nations, diplomatic and civil society personnel, leading to a severe restriction on civic space. The mission is working with all stakeholders to secure the immediate and unconditional release of those personnel.

210. Progress towards the objective is presented in the performance measure below (see table 40).

Table 40
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The United Nations-mediated truce lasted from 2 April to 2 October 2022, and represented the longest period of calm in the eight-year conflict. The truce contributed to a significant reduction of violence and civilian casualties. It started providing relief to Yemenis as a result of regular commercial flights between Amman and Sana'a and an increase in fuel imports through Hudaydah port	Despite the formal expiry of the 2022 truce, hostilities remained limited. Throughout 2023, flights between Sana'a and Amman continued, and the continued opening of Sana'a airport facilitated the mobility of Yemenis, including for humanitarian and medical reasons. Fuel shipments and deliveries of non-food/non-medicine cargo and construction materials into the ports of Hudaydah also continued after the expiry of the truce	The main provisions of the 2022 truce largely held, despite occasional flare-ups. Hostilities across Yemeni front lines remained limited and contained. Flights between Sana'a and Amman resumed quickly after a brief halt, with the continued opening of Sana'a airport significantly enhancing the mobility of Yemenis for humanitarian and medical purposes. Fuel shipments and deliveries of essential non-food and construction materials to Hudaydah ports persisted

Planned results for 2026

Result 1: international community mobilized in support of implementing a Yemeni-led, inclusive peace process

Programme performance in 2024 and target for 2026

211. In 2024, the mission updated the international community on its efforts and interactions with Yemeni interlocutors. Consultations fostered exchanges on supporting a Yemeni-led political process. Intensified track 2 dialogues broadened outreach among Yemeni civil society.

212. In 2026, the mission will enhance collaboration with the international community to bolster engagement with the parties. In addition, the mission will continue to engage with international NGOs to support peacebuilding activities.

213. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 41).

Table 41
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Expansion of the mission's political engagement and consultations to better include diverse Yemeni perspectives and enhance impetus towards a Yemeni-owned and sustainable peace	Mobilization of the international community to identify ways to engage with Yemenis and move towards a sustainable peace process	Increased focus on diverse Yemeni perspectives throughout Yemen and the diaspora through intensified engagement with the international community	Continued engagement of the international community to ensure consistent support and accompaniment of the Yemeni peace process. Regular consultations with a diverse range of Yemeni stakeholders to ensure the inclusion of their priorities in the peace process	Creation of strategic and inclusive initiatives and fostering of partnerships to transform international support into actionable and sustainable solutions for a Yemeni-led peace process

Result 2: expanded political engagement and consultations to better include diverse Yemeni perspectives and enhanced impetus towards a Yemeni-owned and sustainable peace

Programme performance in 2024 and target for 2026

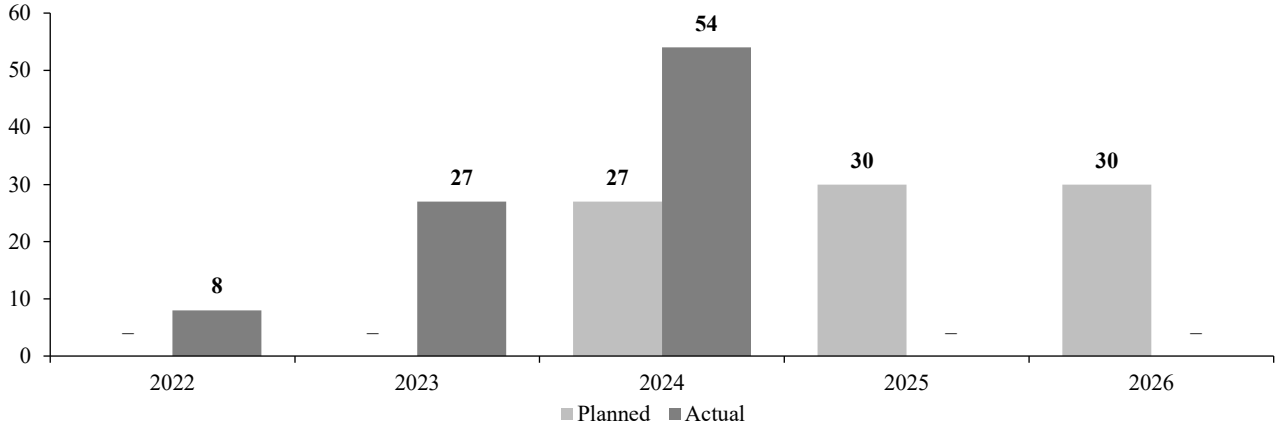
214. In 2024, the mission exceeded its target of 27 formal consultations with Yemeni interlocutors, with 54 consultations conducted. Efforts will focus on broadening inclusion through the mission's presence in Yemen and Jordan, as well as engagement with Yemeni stakeholders both locally and regionally, including through field visits.

Lessons learned and planned change

215. The lesson learned is the importance of interdisciplinary approaches to achieve a more inclusive peace process and enhance mediation efforts. In applying the lesson, engagements will address cross-cutting issues and emphasize Yemeni voices, including through digital means.

216. Expected progress towards the objective is presented in the performance measure below (see figure V).

Figure V
Performance measure: number of formal consultations with Yemeni interlocutors



Deliverables

217. Table 42 lists all deliverables of the mission.

Table 42
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**12**	**12**	**12**	**12**
Meetings of the Security Council	12	12	12	12
C. Substantive deliverables				
Good offices: provision of good offices to end the conflict.				
Consultation, advice and advocacy: consultations and advice on political and security proposals aimed at mediating an agreement to end the conflict and enable the completion of the political transition.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 43
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	11 025.7	10 839.1	10 492.9	11 393.9	901.0
Operational costs	5 545.1	4 089.6	5 603.6	5 263.9	(339.7)
Total (net of staff assessment)	**16 570.8**	**14 928.7**	**16 096.5**	**16 657.8**	**561.3**

Table 44
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	–	1	1	6	15	10	–	24	58	13	1[a]	29	43	–	–	–	101
Proposed 2026	1	–	1	1	6	15	10	–	23	57	13	1[a]	30	44	–	–	–	101
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**1**	**1**	**–**	**–**	**–**	**–**

[a] Other level, unless otherwise stated.

218. The proposed resource requirements for 2026 for the mission amount to $16,657,800 (net of staff assessment) and would provide for salaries and common staff costs ($11,393,900) for 101 posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 6 P-5, 15 P-4, 10 P-3, 23 Field Service, 13 National Professional Officer, 1 General Service (Other level) and 30 Local level), including the proposed staff changes below, as well as operational costs ($5,263,900), comprising costs for official travel ($360,200), facilities and infrastructure ($2,946,800), ground transportation ($229,600), air operations ($393,800), communications and information technology ($831,900), medical ($203,300) and other supplies, services and equipment ($298,300).

219. In 2026, the following changes are proposed for staffing:

(a) Reassignment of a post of Medical Officer (National Professional Officer) in Aden as Associate Engineer in the Engineering and Facilities Management Unit, given the growing operational requirements to manage engineering and facilities management activities in Aden, including those currently outsourced to contractors in support of the Chief of the Engineering Unit based in Hudaydah. The post is needed to maintain facilities, ensure uninterrupted power and water supply, manage waste and resolve issues raised by staff;

(b) Conversion of a Procurement Assistant (Field Service) post to a Procurement Assistant (Local level) post in Amman, to improve the structure of the Procurement Unit and to nationalize and build capacity;

(c) Redeployment of an Information Systems Assistant (Field Service) post from Amman to Sana'a to ensure uninterrupted ICT support in Sana'a as a critical business continuity measure, particularly in situations of unexpected movement restrictions;

(d) Redeployment of a Telecommunications Technician (Field Service) post from Sana'a to Aden to align it with the increased staff presence in Aden and ensure required telecommunications technical expertise;

(e) Reassignment of a Security Officer (Field Service) based in Sana'a as Administrative Assistant within the Office of the Special Envoy of the Secretary-General for Yemen in Amman, to meet the growing workload of the Office.

220. Vacancy rates of 21.1 per cent and 27.9 per cent have been applied to the estimates for international and General Service posts, respectively, on the basis of the actual average vacancy rates in 2024, and a vacancy rate of 30.8 per cent has been applied to the estimates for National Professional Officer posts on the basis of the actual vacancy rate in March 2025.

221. The increase in requirements proposed for 2026 compared with the appropriation for 2025 is attributable to higher requirements for civilian personnel, resulting from the application of the latest salary rates, higher common staff costs and the application of lower vacancy rates of 21.1 per cent and 30.8 per cent, respectively, for international staff and National Professional Officers, compared with the rates of 23.6 per cent and 42.9 per cent, respectively, applied in 2025. The increased requirements are offset in part by the reduced requirements for: (a) facilities and infrastructure, due to the application of lower cost-share percentages for the Office of the Special Envoy, from 67 per cent in 2025 to 58 per cent in 2026, for the Sana'a and Aden offices, parking lot leases and security services; (b) ground transportation, owing to the discontinuation of its maintenance of fuel reserves in Aden and Sana'a; and (c) air operations, due to the realignment of aviation fuel and rental costs of the fixed-wing aircraft in line with historical flight hour utilization rates.

Extrabudgetary resources

222. In 2025, extrabudgetary resources in the estimated amount of $4 million will support the Special Envoy's efforts to reach sustainable and inclusive agreements to end the conflict in Yemen.

223. In 2026, extrabudgetary resources in the estimated amount of $4 million are projected to support the same activities as in 2025.

10. Office of the Special Envoy of the Secretary-General on Myanmar

($995,600)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

224. The mission is responsible for the provision of the Secretary-General's good offices through discussions involving all relevant stakeholders and assistance to Myanmar. The mandate was defined by the General Assembly in its resolution 72/248 and has been renewed on a yearly basis since, most recently in resolution 79/182. In its first resolution on Myanmar, resolution 2669 (2022), the Security Council reinforced the urgent need to end the human suffering, and provided further guidance on the scope of work of the Special Envoy of the Secretary-General, including by encouraging close coordination with the Special Envoy of the ASEAN Chair on Myanmar. The situation in Myanmar continues to deteriorate following the military takeover of February 2021, with serious implications for the human rights of the Rohingya Muslims and other groups. Fighting between the Myanmar armed forces and ethnic armed organizations and other resistance forces has continued to intensify and has severely affected civilians.

Programme of work

Objective

225. The objective, to which the mission contributes, is to support a Myanmar-led democratic and peaceful nation-building process and the creation of conditions that are conducive to the voluntary, safe, dignified and sustainable return and reintegration of Rohingya in Myanmar.

Strategy and external factors for 2026

226. To contribute to the objective and address the deteriorating situation in Myanmar, the mission will:

(a) Implement a multitrack approach, in accordance with paragraph 37 (g) of the Pact for the Future, under action 16, including strengthening cooperation between the United Nations and ASEAN. In close coordination with the Special Envoy of the ASEAN Chair and United Nations partners, the Special Envoy of the Secretary-General will seek to support Myanmar-led processes for the resolution of the crisis. The Special Envoy will complement regional efforts to support the effective implementation of the ASEAN five-point consensus, aligned with the needs of the people of Myanmar, and will support the coordinated humanitarian and development engagement of the United Nations system;

(b) Advocate for a Myanmar-led process towards a peaceful, democratic and inclusive future in line with the Pact for the Future actions. In support of this, the Special Envoy will help to promote a coherent international and regional approach. The mission will continue to initiate inclusive and participatory approaches with minorities, youth and women, whose voices are critical to fostering social cohesion and developing a way out of the current political crisis in line with the will of the people;

(c) Continue efforts to create an environment that is conducive to the voluntary, safe, dignified and sustainable return to Rakhine State of the forcibly displaced Rohingya in the region, including from Bangladesh. The Special Envoy will continue to promote a political solution that addresses the underlying issues in consultation with the Rohingya, and to advocate for the

improvement of the conditions of Rohingya on the ground, in line with the recommendations of the Advisory Commission on Rakhine State and, as appropriate, any decision from the planned High-level Conference on the Situation of Rohingya Muslims and Other Minorities in Myanmar, to be held in 2025.

227. The above-mentioned work is expected to result in:

(a) Improved conditions for the safe, voluntary, dignified and sustainable return of forcibly displaced populations;

(b) The creation of conditions that are conducive to a de-escalation of violence and an increase in trust among communities;

(c) Greater international and regional political support towards Myanmar-led processes for the resolution of the crisis;

(d) Key stakeholders advancing discussions towards the establishment of a Myanmar-led process on restoring democratic and human rights norms, and continued engagement with all stakeholders to identify potential for common ground.

228. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The impact on civilians across Myanmar from the continued violence since the military takeover, serious human rights violations and the need for civilian protection will remain a significant challenge in restoring peace in the country;

(b) The situation will continue to require concrete actions to contribute towards improved conditions to allow for the safe, dignified, voluntary and sustainable return of the Rohingya and their reintegration in Myanmar. The rights and security of the Rohingya people need to be guaranteed and embedded in Myanmar-led solutions towards a peaceful, democratic and inclusive future;

(c) Illicit activities and related financial flows, closely linked to the conflict in Myanmar and the downfall of the formal economy, will continue to hamper conflict resolution and impede socioeconomic and development efforts.

229. With regard to cooperation with other entities, the mission works in partnership with ASEAN, especially the Special Envoy of the ASEAN Chair, other key regional organizations, such as the Organization of Islamic Cooperation (OIC) and the European Union, neighbouring countries and international donors to mobilize support to Myanmar-led processes for the resolution of the crisis.

230. With regard to inter-agency coordination, the mission coordinates closely with the United Nations system through established channels, in close consultation with the Resident Coordinators in Myanmar and Bangladesh. The Special Envoy of the Secretary-General continues to carry out the good offices mandate in close cooperation with the United Nations country team, regional offices and Headquarters, as well as human rights mechanisms on Myanmar mandated by the Human Rights Council. The mission also works in partnership with relevant United Nations entities to foster inclusion of diverse and vulnerable groups, such as women and youth, in dialogue processes.

231. The mission integrates gender perspectives into its operational activities, deliverables and results, as appropriate, and supports efforts to strengthen the capacity of Myanmar women to participate regionally and globally in women and peace and security engagements and to amplify the voices of the most marginalized women.

232. In line with the United Nations Disability Inclusion Strategy, the mission will foster the inclusion of persons with disabilities in its political strategy and its efforts on building inclusion.

Programme performance in 2024

Strengthened international and regional partnerships, including on creating conditions for the safe, dignified and voluntary repatriation of displaced persons

233. Since onboarding in May 2024, the Special Envoy has focused on strengthening relations with ASEAN, meeting with the ASEAN Secretary-General, the Special Envoy of the ASEAN Chair on Myanmar and Heads of State and Government and ministers for foreign affairs, including during her regional tour to ASEAN member States and to other neighbouring countries, such as China. The Special Envoy outlined to the Third Committee of the General Assembly that she placed an emphasis on urging neighbouring countries to leverage their influence on stakeholders in Myanmar to end the conflict.

234. In 2024, the Special Envoy established contact with all key stakeholders, including local communities in Rakhine State, displaced populations and their host countries in the region. The Special Envoy regularly engaged with conflict parties, civil society, community leaders, women's groups, human rights activists and other key stakeholders from Myanmar, including Rakhine, with a view to de-escalating the violence and promoting inclusive Myanmar-led processes. The Special Envoy actively advocated for protection and assistance to refugees and displaced persons.

235. Progress towards the objective is presented in the performance measure below (see table 45).

Table 45
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Repatriation was further delayed by the escalating violence throughout Myanmar, including in Rakhine State	Repatriation was further delayed due to the devastation caused by Cyclone Mocha in May 2023 and the escalating violence throughout Myanmar, including in Rakhine State, where fighting between the Arakan Army and the Myanmar armed forces resumed in November 2023	Repatriation was further delayed due to the escalating violence throughout Myanmar, including in Rakhine State, where fighting between the Arakan Army and the Myanmar armed forces intensified throughout 2024, leading to further displacement and civilian casualties

Planned result for 2026

Progress towards improved humanitarian conditions and a Myanmar-led inclusive, democratic and peaceful nation-building process

Programme performance in 2024 and target for 2026

236. In 2024, the mission's work aimed to contribute towards sustainable solutions for the Rohingya, which did not meet the planned target of facilitating local initiatives in support of social cohesion. The target was not met due to the deterioration of security conditions in Myanmar, including in Rakhine State, where fighting between the Arakan Army and the Myanmar armed forces continued. The mission continues to engage key stakeholders to advocate for improved conditions in Rakhine that would allow for the safe, dignified and sustainable return of refugees. In 2026, the mission, in cooperation with ASEAN, will concentrate efforts on supporting Myanmar-led processes to resolve the crisis in line with the elements set out in the ASEAN five-point consensus.

Lessons learned and planned change

237. A lesson learned for the mission was the importance of partnerships and coordination with key regional organizations, as stipulated in the Pact for the Future, namely ASEAN and OIC, and also with international financial institutions and across the United Nations system. To this end, the

Special Envoy will continue to strengthen cooperation with ASEAN and the Special Envoy of the ASEAN Chair to garner regional support for concrete initiatives that support Myanmar-led solutions towards a peaceful, democratic and inclusive future for the country.

238. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 46).

Table 46
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Special Envoy elevated international engagement on the Rohingya through a visit to Bangladesh and by reinforcing cooperation with OIC	The Special Envoy deepened coordination with ASEAN and OIC, including on addressing the situation of the Rohingya, and engaged neighbouring States during visits to India and China	The Special Envoy engaged key actors, advocating for the cessation of violence and improved humanitarian access and conditions, including in Rakhine State, and implemented a women and peace and security initiative	The Special Envoy engages key actors, advocating for a cessation of violence and resolution of the crisis in Myanmar, including in Rakhine State, to support conditions for sustainable and inclusive peace that are conducive to the return of refugees	In coordination with ASEAN, the Special Envoy supports a Myanmar-led process to find a political solution, advocate for the rights of the Rohingya as part of an inclusive future and address systemic inequalities affecting marginalized groups

Deliverables

239. Table 47 lists all deliverables of the mission.

Table 47
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Reports of the Secretary-General for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**4**	**5**	**4**	**4**
2. Meetings of the Security Council	2	4	2	2
3. Meetings of the General Assembly	2	1	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**6**	**4**	**6**	**6**
4. Workshops supported by the mission on social cohesion and anti-discrimination; women's political empowerment; strengthening of the rule of law and accountability for serious human rights violations; fundamental freedoms; and implementation of the recommendations of the Advisory Commission on Rakhine State	6	4	6	6

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Good offices: good offices engagements with Myanmar stakeholders, civil society, ethnic armed organizations and countries in the region in support of: a return to democratic reforms, peace and stability at the national, subnational and local levels, and humanitarian access and the voluntary, safe, dignified and sustainable repatriation of the Rohingya and durable solutions and reintegration of forcibly displaced persons.

Consultation, advice and advocacy: consultations with Myanmar stakeholders, civil society, key regional organizations, including ASEAN and OIC, and the international community, on political and peace-related issues; accountability for serious human rights violations and cooperation with international accountability mechanisms; good governance and strengthening of the rule of law; human rights issues, including fundamental freedoms, civilian protection, child rights, the elimination of discrimination and violence against minorities; the promotion of gender equality; and the involvement of women and youth in peace initiatives.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach activities with local communities, government partners, opinion leaders, the media, civil society and other agents of change to support the implementation of the Office's mandate.

External and media relations: press conferences, statements, advisories, backgrounders, interviews and other media engagements related to the Office's objective, and the development of additional communication capacities, including a dedicated website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 48
Financial resources
(Thousands of United States dollars)

	2024		2025	2026	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2026 vs. 2025 Increase/(decrease)
Category of expenditure	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel	–	–	–	–	–
Civilian personnel	1 089.4	556.5	694.3	739.5	45.2
Operational costs	275.9	248.6	255.6	256.1	0.5
Total (net of staff assessment)	**1 365.3**	**805.1**	**949.9**	**995.6**	**45.7**

Table 49
Human resources

	International staff										National staff				United Nations Volunteers			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	Subtotal	NPO	GS	LL	Subtotal	International	National	Subtotal	Total
Approved 2025	1[a]	–	–	1	1	1	–	–	–	4	–	–	1[b]	1	–	–	–	5
Proposed 2026	1[a]	–	–	1	1	1	–	–	–	4	–	–	1[b]	1	–	–	–	5
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] The Under-Secretary-General is on a when-actually-employed contract.
[b] One Local level position approved for establishment as a general temporary assistance position in 2025.

240. The proposed resource requirements for 2026 for the mission amount to $995,600 (net of staff assessment) and would provide for salaries and common staff costs ($739,500) for the continuation of four posts (1 Under-Secretary-General, 1 D-1, 1 P-5 and 1 P-4) and one Local level general temporary assistance position, as well as operational costs ($256,100), comprising costs for official travel ($115,100), facilities and infrastructure ($20,700), ground transportation ($7,000), communications and information technology ($25,500), medical ($600) and other supplies, services and equipment ($87,200).

241. After a security assessment conducted by the Department of Safety and Security of the Secretariat in early 2022, all international staff were temporarily relocated from Nay Pyi Taw to Bangkok and are hosted in the compound of the Economic and Social Commission for Asia and the Pacific.

242. For 2026, no change is proposed to the number and levels of the posts.

243. It is proposed that the general temporary assistance position of an Administrative Assistant (Local level) in Bangkok be continued. The continuation of the general temporary assistance position in Bangkok would provide necessary administrative support to the mission's international staff who have been temporarily relocated to Bangkok.

244. A vacancy rate of 25 per cent has been applied to the estimates for international posts on the basis of the actual average vacancy rates in 2024. A vacancy rate of 50 per cent has been applied to the estimates for the Local level general temporary assistance position on the basis of the expected recruitment timeline for the position.

245. The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to the application of revised salary rates.

Extrabudgetary resources

246. In 2025, extrabudgetary resources in the amount of $547,600 will be used to support activities and relevant initiatives aimed at promoting the implementation of General Assembly resolution 79/182 and would provide for one P-5 post and one P-3 post for part of the year, and one P-2 post for the full year.

247. In 2026, extrabudgetary resources in the estimated amount of $180,000 are projected to support the continuation of activities.

248. The decrease in extrabudgetary resources in 2026 is due to donor agreements that are due for renewal in the fourth quarter of 2025, in line with the mission's single-year donor agreements practice.

11. Office of the Personal Envoy of the Secretary-General for the Sudan

($2,064,700)

A. Proposed programme plan for 2026

Overall orientation

Mandates and background

249. The mandate of the Office of the Personal Envoy of the Secretary-General for the Sudan derives from Security Council resolution 2715 (2023), in which the Council, expressing alarm at the continued violence and humanitarian situation, in particular violations of international humanitarian law and grave human rights violations and abuses, welcomed the appointment of the Personal Envoy to use his good offices with the parties and the neighbouring States, complementing regional peace efforts, including those of the African Union and IGAD, and called on all parties to extend their cooperation in furtherance of his tasks. This was reiterated by the Council in its resolution 2724 (2024), in which it encouraged the Personal Envoy to use his good offices with the parties and the neighbouring States, complementing and coordinating regional peace efforts. In its resolution 2736 (2024), the Council called on the parties to the conflict to seek an immediate cessation of hostilities, leading to a sustainable resolution to the conflict, through dialogue, with the continued support of the Personal Envoy and the African Union High-level Implementation Panel. The Council encouraged the coordinated engagement of the Personal Envoy with the African Union, LAS and other key regional actors, to help to advance peace and an inclusive and comprehensive Sudanese-led political process, with the full, equal, meaningful and safe participation of women, that reflected the aspirations of the Sudanese people.

Programme of work

Objective

250. The objective, to which this mission contributes, is to seek an immediate cessation of hostilities, leading to a sustainable resolution to the Sudan conflict, and to advance a lasting peace through dialogue and an inclusive and comprehensive Sudanese-led political process that reflects the aspirations of the Sudanese people.

Strategy and external factors for 2026

251. To contribute to the objective, the mission will:

(a) Through good offices, consultations and shuttle diplomacy, support dialogue between the parties towards a cessation of hostilities, enhanced protection of civilians and the launch of an inclusive Sudanese-led political process, with the full, equal, meaningful and safe participation of women, in close collaboration with national, regional and international stakeholders;

(b) Support the coordination of international mediation initiatives by bringing together key regional and international stakeholders to enhance the overall effectiveness, coherence and integration of these initiatives and maximize their comparative advantages;

(c) Foster continued regional and international support for resolving the conflict in the Sudan, notably through advocacy, frequent dialogue and information exchange. Efforts will be aimed at harmonizing tracks of multilateral engagement, maximizing impact and leveraging peacemaking efforts, and advancing strategies on ensuring an inclusive process;

(d) Sustain and support consultations with a broad range of Sudanese civilian forces, including women and youth, to contribute to the United Nations initiatives aimed at advancing a cessation of hostilities, improving civilian protection in the Sudan and supporting an inclusive Sudanese-led political process.

252. The above-mentioned work is expected to result in:

(a) Parties making progress towards a negotiated cessation of hostilities, including through localized or issue-specific agreements, including those relating to transitional security arrangements, the protection of civilians and the advancement of humanitarian access;

(b) Peace efforts being better coordinated, with enhanced clarity on the roles and respective responsibilities of stakeholders, on the basis of comparative advantage and taking account of capacities, leverage and any prior engagement on the issues, while giving effect to the principle of partnership and ensuring effective coordination of facilitation and other engagements;

(c) Mediation or facilitation frameworks being established and possible outcomes of the peace and political processes being agreed. Specifically, options for formal and informal mechanisms for collaboration and coordination are to be considered as accompanying architecture for aligning initiatives and strategy, harnessing leverage, mobilizing support and implementing agreements, including short-term arrangements;

(d) Civilian stakeholders being effectively engaged and informed on United Nations peacebuilding and peacemaking initiatives.

253. With regard to cooperation and coordination with other entities, the mission will liaise closely with all international and regional stakeholders involved in support of peace efforts in the Sudan, in particular the African Union, IGAD and LAS, as well as neighbouring States. In doing so, it will work through established regional and Member State mechanisms to deepen strategic and operational engagements in carrying out good offices and mediation. It will also liaise closely with civilian actors through the various established civilian peacemaking platforms.

254. With regard to inter-agency coordination and liaison, the mission will work closely with the Resident Coordinator/Humanitarian Coordinator and the agencies, funds and programmes of the United Nations operating in the Sudan and the region, and will coordinate closely with the Department of Political and Peacebuilding Affairs and special political missions and peacekeeping operations in the region, as appropriate.

255. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The situation in the Sudan is likely to remain volatile, with the possibility of further fragmentation of political and military dynamics. While a nationwide agreement on a cessation of hostilities may take time, there could be temporary, localized ceasefires;

(b) The international community will remain actively engaged in support of peace efforts in the Sudan, and the parties to the conflict will continue to engage in discussions with the Personal Envoy to advance a Sudanese-led political process.

256. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The mission supports activities to advance gender-related issues and provides support for greater civic engagement towards more inclusive peace and political processes.

257. In line with the United Nations Disability Inclusion Strategy, the mission will seek to promote disability inclusion internally by creating space for employment opportunities for qualified candidates. At the political level, it will advocate for inclusion of the views of persons with disabilities in decision-making platforms, as change agents for peace, security and sustainable development.

Programme performance in 2024

Increased sensitization of warring parties to protection of civilians issues

258. The Personal Envoy initiated dialogue with the parties on critical issues aimed at alleviating the impact of the war on the civilian population, notably strengthening the protection of civilians and improving humanitarian access. Further to the adoption by the Security Council of resolution 2736 (2024), the Personal Envoy convened an initial round of proximity talks in Switzerland in July focused on these issues, which were attended by representatives of both parties, establishing a format for future discussions. The talks provided an opportunity for engagement on concrete measures to improve the lives of civilians in the Sudan. The discussions also contributed to the development of options contained in the report of the Secretary-General on recommendations for the protection of civilians in the Sudan (S/2024/759). To strengthen the mission's outreach to and partnership with Sudanese civil society, in December the mission undertook a series of virtual consultations with representatives of Sudanese youth movements, women's groups and other civil society actors on the protection of civilians to inform future discussions with the warring parties and ensure that their outcome benefits local populations in the Sudan.

259. Progress towards the objective is presented in the performance measure below (see table 50).

Table 50
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Commitment by both warring parties to enhance the protection of civilians, including the implementation of the Jeddah Declaration of Commitment to Protect the Civilians of Sudan

Planned result for 2026

Increased coherence of mediation initiatives in support of peace and of the launch of an inclusive political process

Programme performance in 2024 and target for 2026

260. In 2024, the mission set up mechanisms to enhance the coordination of mediation initiatives on the Sudan. It encouraged information-sharing among partners and built support for collective efforts in favour of peace in the Sudan through the establishment of the Sudan Consultative Group, which brought together leading multilateral organizations and Member States involved in mediation efforts on three occasions. In addition to providing support to the meetings of the Group, the Personal Envoy convened a mediators' planning retreat in Djibouti on 25 and 26 July to further strengthen the coherence of international peace efforts.

261. In 2026, the mission will continue to engage with national, regional and international stakeholders to enhance the coherence and integration of mediation initiatives in support of the peace process and the launch of a political process, ensuring close linkages between peace and political efforts. The mission will engage with the parties to build confidence in mediation efforts and encourage them to engage in the peace process. The mission will also support inclusive and cohesive efforts to bring civilian stakeholders together to engage in a credible political process charting a way towards a negotiated political settlement.

262. Expected progress towards the objective is presented in the performance measure below (see table 51).

Table 51
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Establishment of the Sudan Consultative Group to coordinate mediation efforts and organization of the mediators' planning retreat	Enhanced coherence among stakeholders to advance harmonized mediation initiatives, leading to more impactful and inclusive peace and political processes	Enhanced coherence and harmonization of mediation initiatives, leading to an actionable road map for an inclusive peace and political process that reflects the aspirations of the Sudanese people Enhanced actions by the parties to support the protection of civilians and unhindered humanitarian access

Deliverables

263. Table 52 lists all deliverables of the mission.

Table 52
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**–**	**3**	**3**	**3**
1. Meetings of the Security Council	–	3	3	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**–**	**20**	**30**	**30**
2. Workshops and consultations on subjects relating to peace agreements and the political process	–	20	30	30
C. Substantive deliverables				
Good offices: provision of good offices with key stakeholders to support peace efforts and efforts to relaunch a political process.				
Consultation, advice and advocacy: consultation, advice and advocacy with national, regional and international stakeholders to enhance the coordination of mediation efforts and in support of international engagement to end the conflict in the Sudan; consultation and advice in support of advancing peace and dialogue; consultations in support of seeking an immediate cessation of hostilities as part of a negotiated solution leading to a sustainable resolution to the conflict; consultations, in close collaboration with the Resident Coordinator/Humanitarian Coordinator, to advocate for related key humanitarian and protection of civilians concerns; consultations in support of the political process with representatives of civil society organizations; consultations in support of the political process with women and youth representatives and women's and youth organizations.				
D. Communication deliverables				
External and media relations: press statements, interviews, video messages and briefings stressing the importance of political dialogue, the end of violence and human rights violations, humanitarian access and the role of women in the peace process; strategic plan to cover key activities of the mission; media monitoring and analysis of media trends, actions to address misinformation and disinformation, risks and opportunities and crisis communications management.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 53
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	–	–	919.4	1 753.8	834.4
Operational costs	–	–	363.0	310.9	(52.1)
Total (net of staff assessment)	**–**	**–**	**1 282.4**	**2 064.7**	**782.3**

Table 54
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*Inter national*	*National*	*Subtotal*	*Total*
Approved 2025	1	–	–	–	2	3	–	–	–	6	–	–	2	2	–	–	–	8
Proposed 2026	1	–	–	–	2	3	–	–	–	6	–	–	2	2	–	–	–	8
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

264. The proposed resources for 2026 for the Office of the Personal Envoy of the Secretary-General for the Sudan amount to $2,064,700 (net of staff assessment) and would provide for the salaries and common staff costs ($1,753,800) for the continuation of eight posts (1 Under-Secretary-General, 2 P-5, 3 P-4 and 2 Local level), as well as operational costs ($310,900) comprising the provision for official travel ($162,600), facilities and infrastructure ($63,900), ground transportation ($10,000), communications and information technology ($35,100), medical ($4,500) and other supplies, services and equipment ($34,800).

265. For 2026, no change is proposed to the number and levels of the posts.

266. A vacancy rate of zero per cent has been applied to the estimates for international posts on the basis of the actual vacancy rate in March 2025 and confirmed onboarding status, and a vacancy rate of 50 per cent has been applied to the estimates for national staff on the basis of the expected recruitment timeline for the posts.

267. The increase in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable mainly to increased requirements for civilian personnel, resulting from the application of a vacancy rate of zero per cent compared with the rate of 50 per cent applied in 2025 for international staff, and the application of the latest salary rates. The increase is offset in part by reduced requirements for official travel due to less travel to New York proposed for 2026, and the non-recurrent acquisition of computers.

Extrabudgetary resources

268. In 2025, extrabudgetary resources in the amount of $1,644,400 are currently projected, which will include a provision for five positions (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 Field Service) supporting overall management in the office of the Personal Envoy in Addis Ababa, critical expertise on developing political and mediation strategies for the Personal Envoy, developing communication strategies and media encounters for the Personal Envoy, and developing strategies for women's participation in the various activities undertaken by the Office of the Personal Envoy. The resources will also cover expenses related to the mediation efforts of the Personal Envoy and operational costs.

269. For 2026, extrabudgetary resources in the estimated amount of $898,300 would continue to provide for three positions (1 D-1, 1 P-3 and 1 Field Service), in the light of the unpredictability of voluntary contributions. The mission will aim to maintain personnel capacity and operational costs at levels comparable to the previous year.

Annex I

Summary of follow-up action taken to implement the decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions **A/79/7/Add.2**	
The Advisory Committee trusts that updated information on the regional work of the Office will be provided in the next budget submission (para. 10 (a)).	The Office of the Special Adviser to the Secretary-General on the Prevention of Genocide maintains active collaboration with various regional organizations. In 2024, it concluded several memorandums of understanding, including in Africa with the East African Community and a number of prevention partners. In addition, the deployment of new Political Affairs Officers (United Nations Volunteers) across regional United Nations presences has significantly enhanced the mission's participation in regional activities and improved communication channels with these organizations.
The Advisory Committee trusts that the vacant posts, including the long-vacant ones and the local posts, will be filled as soon as possible and that an update on the recruitment status will be provided to the General Assembly at the time of its consideration of the present report and in the next budget submission. The Committee also trusts that the Secretary-General will propose appropriate budgetary actions in the next budget submission for any long-vacant posts that have not been recruited (para. 11).	Information on the status of recruitment of long-vacant posts is presented in annex I of the supplementary information for each thematic cluster. The missions under cluster I make strong efforts to recruit and fill vacant posts in accordance with staff selection policy. Recruitment exercises, however, may be affected and inadvertently delayed due to external factors, including visa restrictions; the availability of qualified candidates in the duty stations; and temporary restrictions on hiring in efforts to mitigate financial challenges facing the Organization (i.e. liquidity pressure), which adversely impacts the missions' ability to fill vacant posts. Despite these challenges, missions will continue to make every effort to fill all current and future vacancies as expeditiously as possible.
The Advisory Committee trusts that more information on the complementarity and coordination among entities working on tackling hate speech across the United Nations, along with related resource implications, will be provided in the context of future budget proposals (para. 20).	The Office of the Special Adviser to the Secretary-General on the Prevention of Genocide is the United Nations system-wide focal point on hate speech and coordinates the implementation of the United Nations Strategy and Plan of Action on Hate Speech across the United Nations system. In this capacity, the Office coordinates and chairs the Working Group on Hate Speech, which comprises 19 United Nations entities that work on tackling hate speech from the perspective of their specific mandates. The Strategy and the Working Group enable the United Nations system to bring together its efforts under a common vision and strategic objectives, as outlined in the Strategy, and to ensure maximum impact across the United Nations system.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee trusts that information on support services provided by other entities to the special political missions under cluster I, along with related amounts and any efficiency gains, will be provided in the context of the next budget report (para. 21).	Building on best practices and maximum efficiency gains, the United Nations Peacekeeping Force in Cyprus (UNFICYP) provides administrative and logistical support (as part of its delegation of authority) to the Office of the Special Adviser to the Secretary-General on Cyprus at no charge in the areas of finance/budget, human resources management and logistics, including communications and information technology, and, also at no charge, the support of the UNFICYP spokesperson and gender adviser, and the security sections of both entities work in an integrated manner. Support services for the Office of the United Nations Representative to the Geneva International Discussions are provided by the United Nations Office at Geneva. The Office of the Special Envoy of the Secretary-General for Yemen continues to receive administrative support from the Kuwait Joint Support Office. The Economic and Social Commission for Asia and the Pacific (ESCAP) continues to be the primary service provider for the Office of the Special Envoy of the Secretary-General on Myanmar. With ESCAP being the main service provider, the mission benefits from the economy of scale from ESCAP, which provides services for entities in the Asia-Pacific region.
The Advisory Committee again trusts that special political missions under cluster I will take into consideration lessons learned and best practices from proven fundraising strategies, with a view to strengthening their efforts to obtain sufficient, predictable and sustained levels of voluntary contributions, including unearmarked funding, as necessary. The Committee trusts that an update will be provided in the next budget submission (see also A/78/7/Add.2, para. 25) (para. 22).	The missions under cluster I engage in different fundraising efforts to encourage donors to finance flagship initiatives to accelerate the implementation of their respective mandates. Despite these efforts, achieving significant success in this regard remains a challenge. For example, the Office of the Special Adviser to the Secretary-General on Cyprus successfully engaged in fundraising and obtained $100,000 from an external donor for a period of three years (2025–2027) to conduct island-wide opinion polls, enhancing its ability to deliver fact-based in-depth political analysis, with a special focus on the women and peace and security aspect of the Cyprus issue. The Office of the Special Adviser to the Secretary-General on the Prevention of Genocide has over the past several years issued regular global appeals for voluntary contributions, outlining its priorities and needs. The most recent global appeal was published in January 2024. The Office will continue this practice and continue its regular engagement with Member States on priorities and needs related to voluntary contributions. However, given the current global financial climate, the Office is encountering challenges in mobilizing additional resources to fully support its core activities.

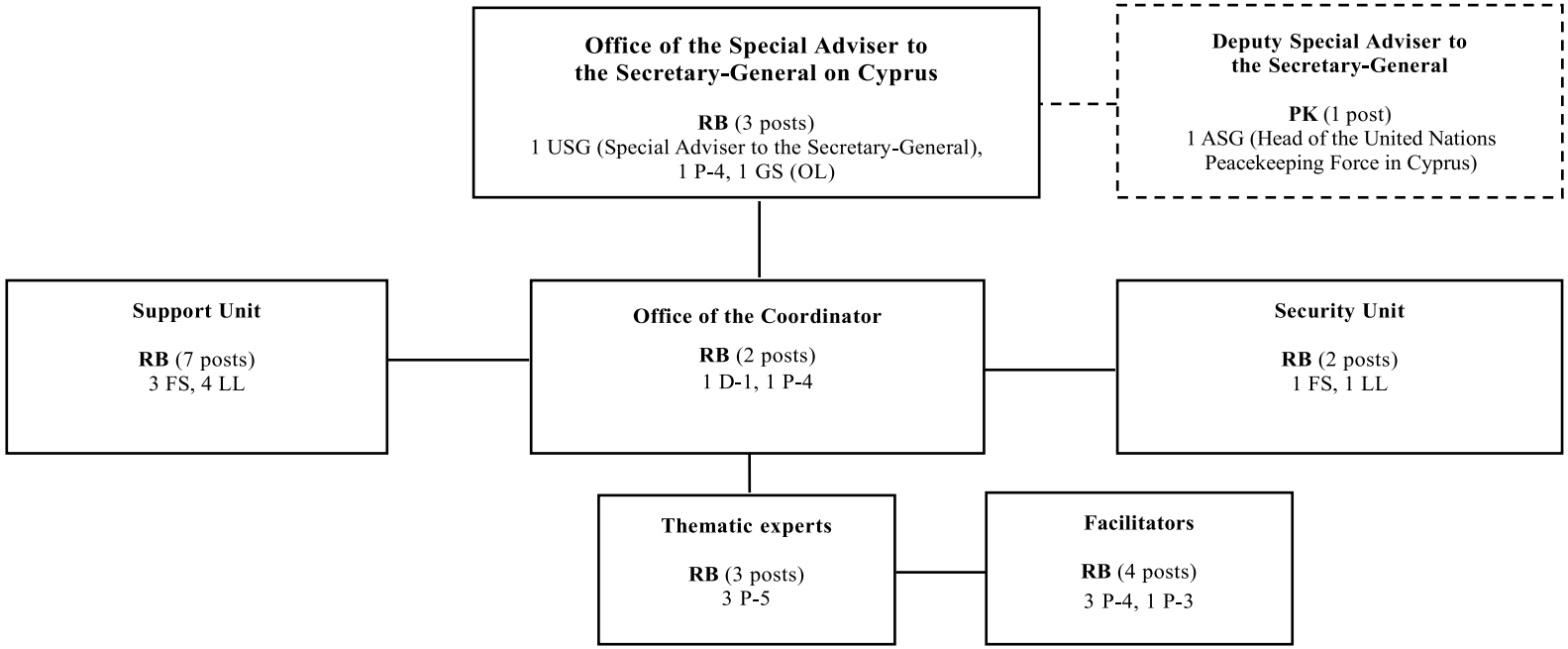
Brief description of the recommendation	*Action taken to implement the recommendation*
	The Office of the Special Envoy of the Secretary-General for the Great Lakes Region diligently engages with its primary donors to secure voluntary contributions in support of the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region. In addition to its ongoing efforts to enhance fundraising strategies, the Office will engage with other similar special political missions and other United Nations entities to exchange lessons learned and best practices. This collaboration will help to strengthen the Office's approach to obtaining sufficient, predictable and sustained levels of voluntary contributions, including unearmarked funding, as necessary. By leveraging insights from proven fundraising strategies, the Office aims to improve its approach and increase the level of voluntary contributions from current levels. The Office of the Special Envoy of the Secretary-General for Yemen has aligned its resource mobilization efforts. In addition, the Office has put in place improved internal reporting on resources management that takes into consideration all extrabudgetary funding portals.
The Advisory Committee again trusts that efforts will be intensified to achieve a more equitable geographical representation of Member States among the staff of the special political missions under thematic cluster I and that an update will be provided in future programme budget submissions (see also A/78/7/Add.2, para. 26) (para. 23).	Special political missions have taken measures to strengthen efforts to achieve equitable geographical representation in their workforce. In many missions, hiring managers are required to demonstrate, using the current data on geographical representation, the impact of such recommendations. The revised template of the selection memorandums now allows hiring managers to review, before a candidate is selected, whether the proposed selection improves the geographical representation of the mission. The data are also monitored on a quarterly basis through the management dashboard to guide the course of recruitment actions. The geographical representation, by country, of the international staff posts in all special political missions is provided centrally in annex XVIII to the report on estimates in respect of special political missions (A/80/6 (Sect. 3)/Add.1).
The Advisory Committee again trusts that efforts will be intensified to achieve gender balance among the staff of the special political missions under thematic cluster I and that an update will be provided in future programme budget submissions (see also A/78/7/Add.2, para. 26) (para. 24).	Special political missions have taken measures to strengthen efforts to achieve gender balance in their workforce. In many missions, hiring managers are required to demonstrate the impact of their hiring recommendation, using the current data on gender representation. The revised template of the selection memorandum allows hiring managers to review, before a candidate is selected, whether the proposed selection improves the gender representation of the mission. The data are also monitored on a quarterly basis through the management dashboard to guide the course of recruitment actions.

Brief description of the recommendation	*Action taken to implement the recommendation*
	For example, the Office of the Special Adviser to the Secretary-General on Cyprus is dedicated to promoting diversity and achieving gender parity within its international workforce. The Office of the Special Envoy of the Secretary-General for the Horn of Africa takes into consideration gender balance in all its recruitment processes. The mission will endeavour to continue advancing gender balance and will provide updates in future programme budget submissions. The Office of the Special Envoy of the Secretary-General for the Great Lakes Region is fully committed to advancing gender parity, prioritizes fostering an enabling environment that attracts women, promotes work/life balance policies and ensures that gender parity is a key consideration in recruitment and talent management. The Office of the Special Envoy of the Secretary-General for Yemen strives to achieve gender balance with its international recruitments, and all hiring managers are required to take this into consideration before making recommendations for selection.
A/79/7/Add.19	
The Advisory Committee trusts that updated information on the provision of operational and administrative support by the United Nations Office to the African Union to the Office of the Personal Envoy will be included in the next report of the Secretary-General (para. 17).	As from 1 January 2025, all administrative and operational support for the Office of the Personal Envoy of the Secretary-General for the Sudan is being provided by United Nations Office to the African Union, including human resources, financial and logistical support. The United Nations Office to the African Union continues to provide local administrative and logistical support services to the staff of the Office of the Personal Envoy, including office space, computer equipment, connectivity and associated technical support, local transportation support, security services, medical access to the United Nations Health Care Centre of the Economic Commission for Africa, host country support services and the requisitioning of low-value procurement goods and services. A memorandum between the United Nations Office to the African Union and the Office of the Personal Envoy is under consideration.

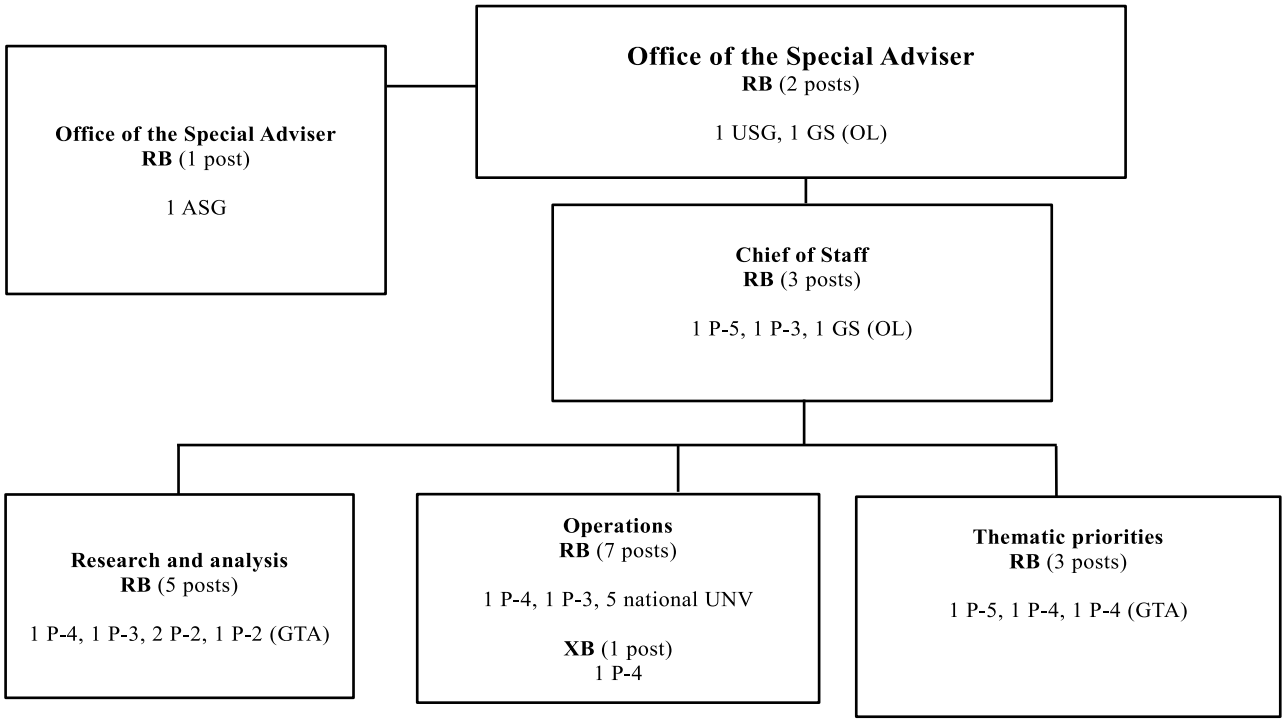
Annex II

Organizational structure and post distribution for 2026

A. Office of the Special Adviser to the Secretary-General on Cyprus



B. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide



C. Personal Envoy of the Secretary-General for Western Sahara

Office of the Personal Envoy

RB (2 posts)

1 USG, 1 P-3

D. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)

Office of the Special Envoy

RB (3 posts)

1 USG, 1 P-4, 1 GS (OL)

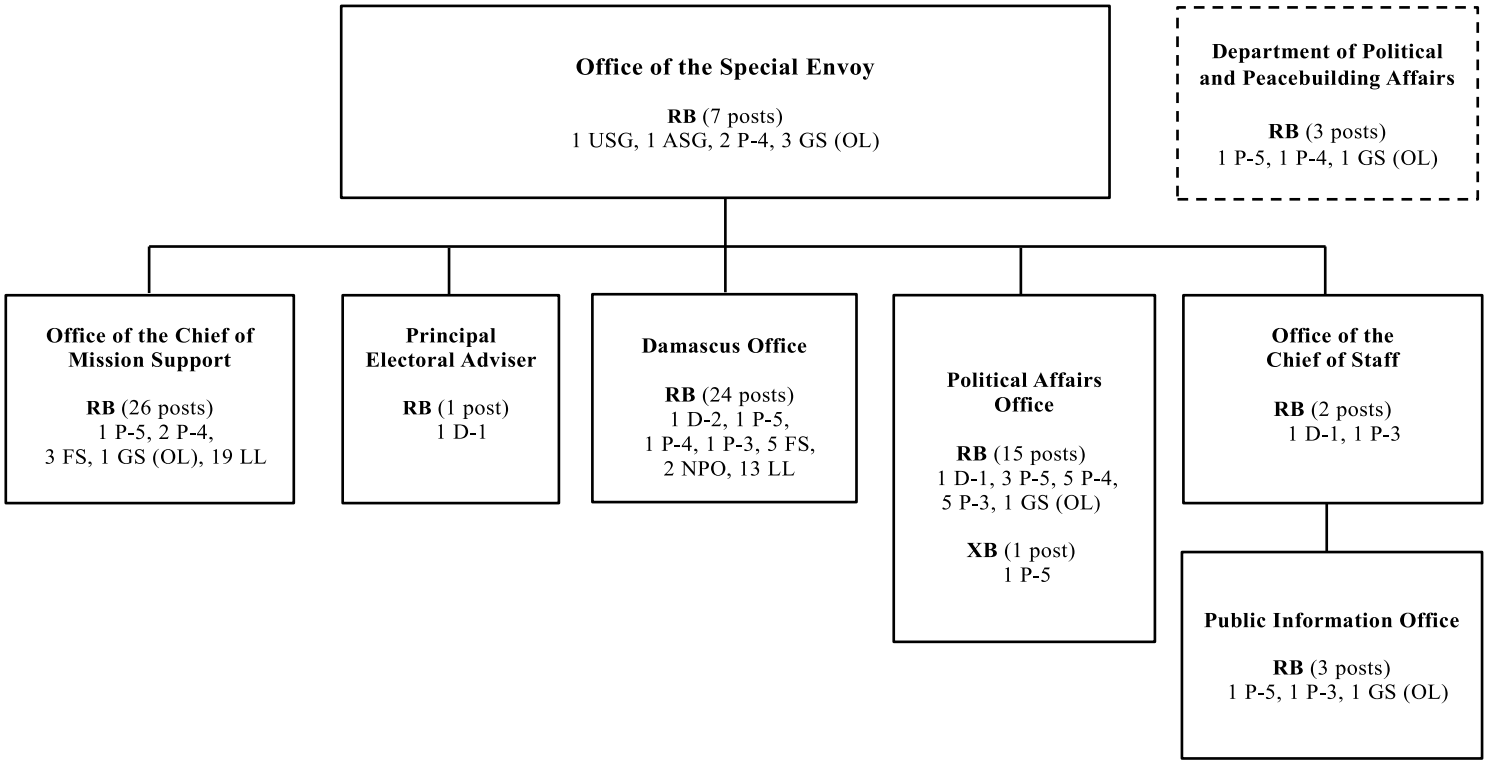
E. Office of the United Nations Representative to the Geneva International Discussions

Office of the United Nations Representative

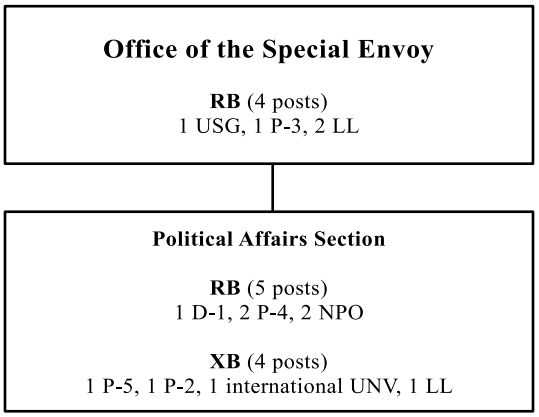
RB (7 posts)

1 ASG, 1 P-5, 2 P-4, 2 P-3, 1 GS (OL)

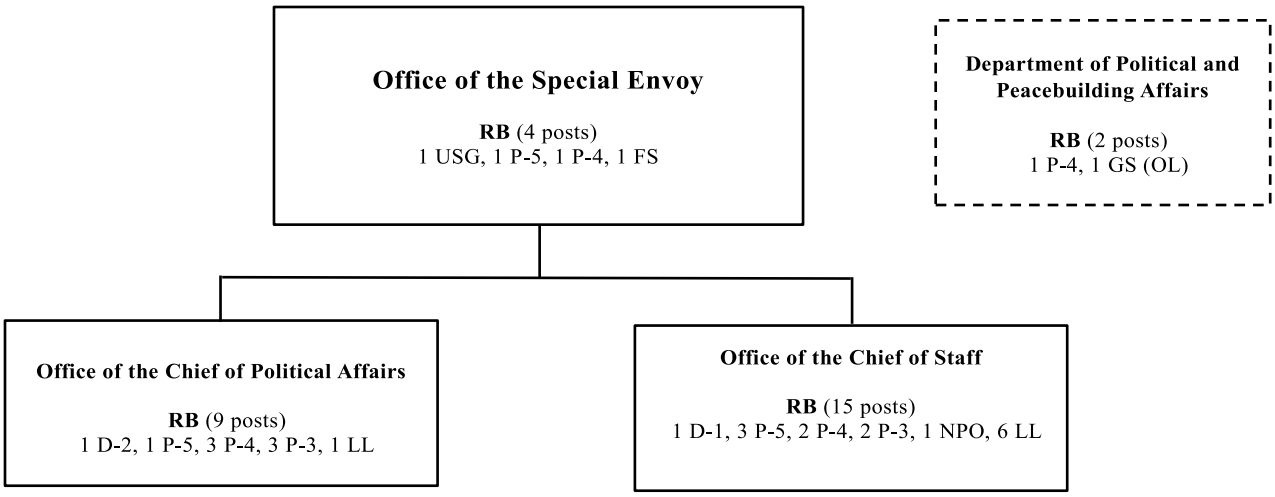
F. Office of the Special Envoy of the Secretary-General for Syria



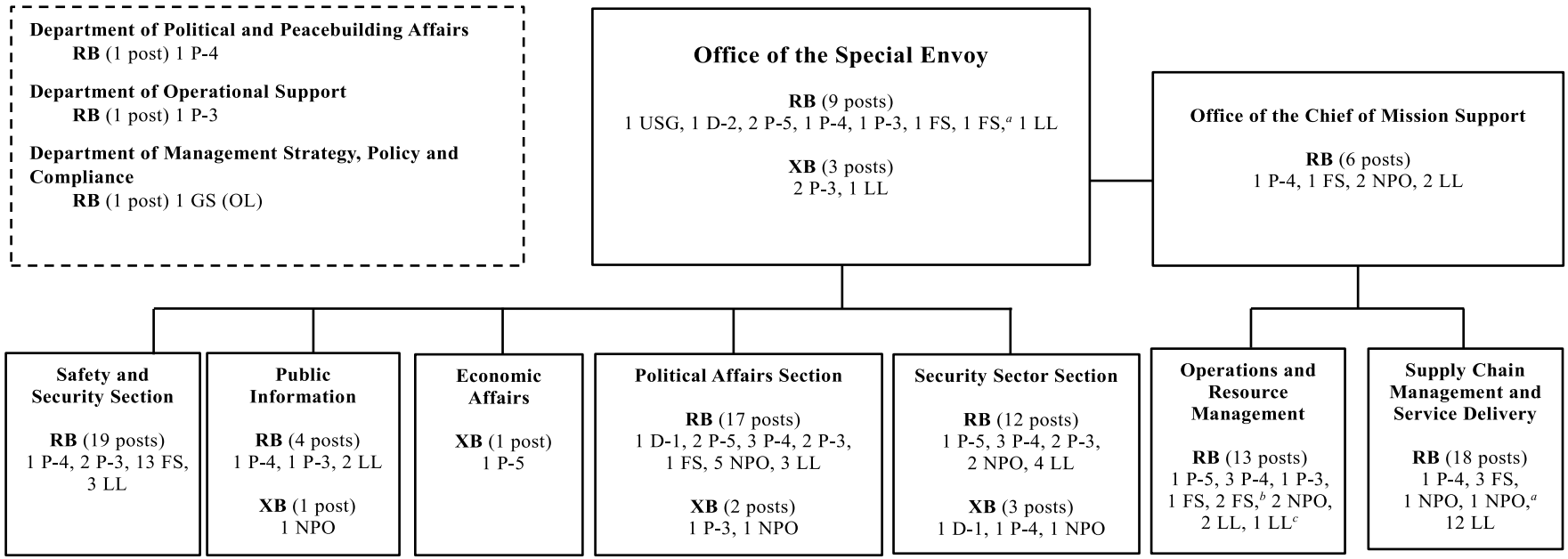
G. Office of the Special Envoy of the Secretary-General for the Horn of Africa



H. Office of the Special Envoy of the Secretary-General for the Great Lakes Region



I. Office of the Special Envoy of the Secretary-General for Yemen



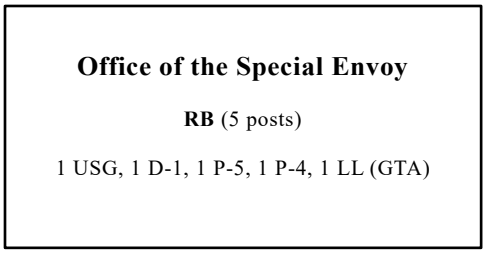
Note: The mission receives finance and human resources transactional support services from the Kuwait Joint Support Office and conduct and discipline services from the United Nations Interim Force in Lebanon.

[a] Reassignment.

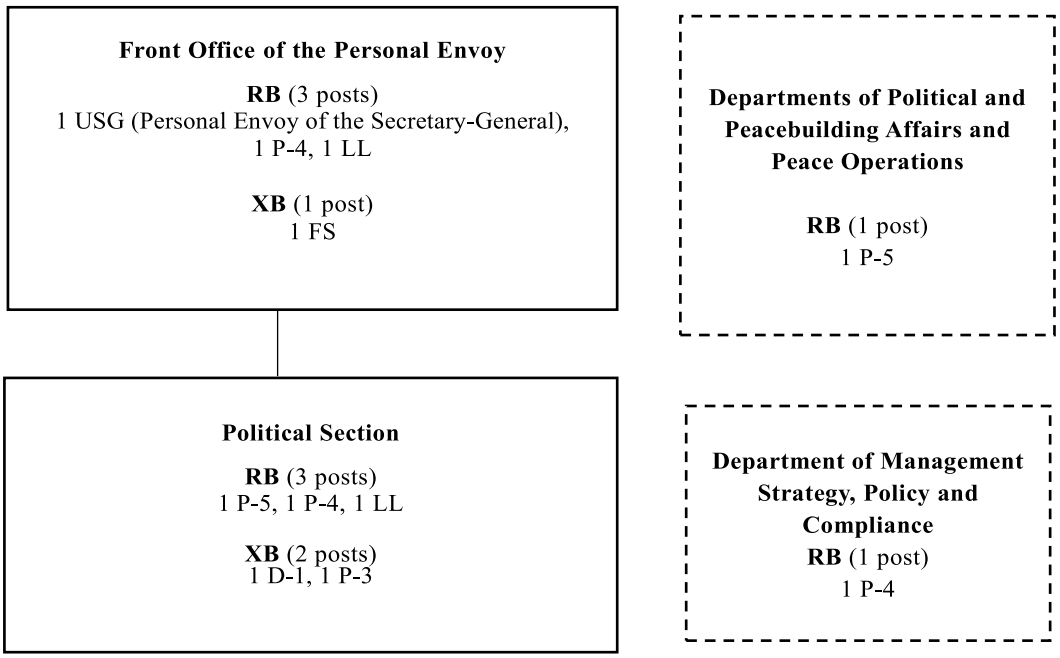
[b] Redeployment.

[c] Conversion.

J. Office of the Special Envoy of the Secretary-General on Myanmar



K. Office of the Personal Envoy of the Secretary-General for the Sudan



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service, GS (OL), General Service (Other level); GTA, general temporary assistance; LL, Local level; NPO, National Professional Officer; PK, peacekeeping; RB, regular budget; UNV, United Nations Volunteer; USG, Under-Secretary-General; XB, extrabudgetary.

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Special political missions

Thematic cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms

Summary

The present report contains the proposed resource requirements for 2026 for 14 special political missions grouped under the thematic cluster of sanctions monitoring teams, groups and panels, and other entities and mechanisms.

The proposed resource requirements for 2026 for special political missions grouped under this cluster amount to $37,950,600 (net of staff assessment).

* A/80/50.

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** The part consisting of the proposed programme plan for 2026 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution 77/267.

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

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I. Resource overview

1. The proposed resources for 2026 for the 14 continuing special political missions grouped under thematic cluster II amount to $37,950,600 (net of staff assessment). Tables 1 and 2 provide a comparison between the financial and human resources proposed for 2026 and such resources for 2025 as approved by the General Assembly in its resolution 79/258.

Table 1
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Estimate*	*2026 vs. 2025 Increase/(decrease)*
Mission	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Group of Experts on the Democratic Republic of the Congo	1 556.7	1 112.8	1 549.7	1 471.5	(78.2)
Panel of Experts on the Sudan	1 151.5	894.3	1 132.6	1 170.3	37.7
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	3 407.9	1 454.1	591.3	675.9	84.6
Panel of Experts on Libya	1 456.2	1 072.9	1 376.4	1 549.7	173.3
Panel of Experts pursuant to resolution 2745 (2024)	1 281.6	893.7	1 300.7	1 356.7	56.0
Panel of Experts on Yemen	2 307.7	1 985.3	2 389.0	2 660.7	271.7
Panel of Experts on South Sudan	1 246.0	897.5	1 435.4	1 524.1	88.7
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	6 516.9	5 729.2	6 158.1	6 003.3	(154.8)
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	711.1	718.5	729.8	770.3	40.5
Panel of Experts pursuant to resolution 2713 (2023)	1 963.2	1 611.3	1 960.2	2 101.0	140.8
Panel of Experts on Haiti	1 548.5	1 291.1	1 553.0	1 794.3	241.3
Office of the Focal Point for Delisting	–	–	774.8	680.7	(94.1)
Support to the Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	3 415.1	2 442.1	3 465.9	3 532.0	66.1
Counter-Terrorism Committee Executive Directorate	11 669.1	11 173.3	12 815.7	12 660.1	(155.6)
Total, continuing missions	**38 231.5**	**31 276.0**	**37 232.6**	**37 950.6**	**718.0**
Discontinuing and discontinued missions[a]					
Implementation of Security Council resolution 2231 (2015)	1 190.4	959.6	355.4	–	(355.4)
United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant	25 673.1	19 996.1	–	–	–
Total	**65 095.0**	**52 231.8**	**37 588.0**	**37 950.6**	**362.6**

[a] Includes the mission for the implementation of Security Council resolution 2231 (2015), whose mandate is set to expire in October 2025, and the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant, whose mandate expired in September 2024.

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

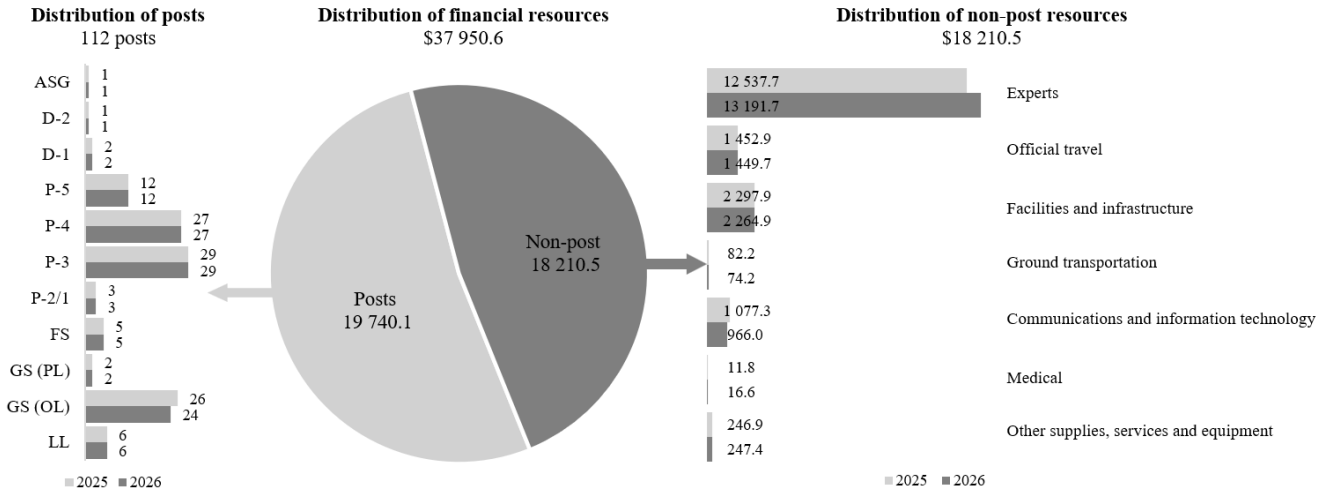
Table 2
Human resources

	Military observers/ advisers	*Military contingents*	*United Nations police*	*Government-provided personnel*	*International staff*[a]	*National staff*[b]	*United Nations Volunteers*[c]	*Total*
Group of Experts on the Democratic Republic of the Congo								
Approved 2025	–	–	–	–	2	–	–	2
Proposed 2026	–	–	–	–	2	–	–	2
Panel of Experts on the Sudan								
Approved 2025	–	–	–	–	1	–	–	1
Proposed 2026	–	–	–	–	1	–	–	1
Support to the Security Council Committee established pursuant to resolution 1718 (2006)								
Approved 2025	–	–	–	–	2	1	–	3
Proposed 2026	–	–	–	–	2	1	–	3
Panel of Experts on Libya								
Approved 2025	–	–	–	–	1	1	–	2
Proposed 2026	–	–	–	–	1	1	–	2
Panel of Experts pursuant to resolution 2745 (2024)								
Approved 2025	–	–	–	–	1	1	–	2
Proposed 2026	–	–	–	–	1	1	–	2
Panel of Experts on Yemen								
Approved 2025	–	–	–	–	6	2	–	8
Proposed 2026	–	–	–	–	6	2	–	8
Panel of Experts on South Sudan								
Approved 2025	–	–	–	–	1	2	–	3
Proposed 2026	–	–	–	–	1	2	–	3
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities								
Approved 2025	–	–	–	–	11	8	–	19
Proposed 2026	–	–	–	–	11	6	–	17
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)								
Approved 2025	–	–	–	–	1	1	–	2
Proposed 2026	–	–	–	–	1	1	–	2
Panel of Experts pursuant to resolution 2713 (2023)								
Approved 2025	–	–	–	–	1	5	–	6
Proposed 2026	–	–	–	–	1	5	–	6
Panel of Experts on Haiti								
Approved 2025	–	–	–	–	2	1	–	3
Proposed 2026	–	–	–	–	2	1	–	3
Office of the Focal Point for Delisting								
Approved 2025	–	–	–	–	2	1	–	3
Proposed 2026	–	–	–	–	2	1	–	3
Support to the Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction								
Approved 2025	–	–	–	–	3	3	–	6
Proposed 2026	–	–	–	–	3	3	–	6

	Military observers/ advisers	*Military contingents*	*United Nations police*	*Government-provided personnel*	*International staff*[a]	*National staff*[b]	*United Nations Volunteers*[c]	*Total*
Counter-Terrorism Committee Executive Directorate								
Approved 2025	–	–	–	–	46	8	–	54
Proposed 2026	–	–	–	–	46	8	–	54
Total								
Approved 2025	**–**	**–**	**–**	**–**	**80**	**34**	**–**	**114**
Proposed 2026	**–**	**–**	**–**	**–**	**80**	**32**	**–**	**112**
Net change	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**

[a] Includes staff in the Professional and higher categories and Field Service.
[b] Includes National Professional Officers, General Service staff in New York and Local level staff.
[c] Includes international and national United Nations Volunteers.

Figure I
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



2. The overall increase of $0.7 million for the 14 continuing special political missions is attributable primarily to: (a) increased requirements for expert fees due to the issuance of new fee ranges by the Office of Human Resources; (b) higher estimates for common staff costs based on recent expenditure experience of staff entitlements; and (c) the application of lower vacancy rates for civilian personnel. The increase was offset in part by: (a) reduced requirements for telecommunications and network services due to a reduced provision for subscriptions to the emergency satellite communicator service[1] and the removal of the provision for satellite telephone data and videoconference services based on utilization patterns; (b) the application of the most recent reduced standard rate for information and communications technology (ICT) for New York; and (c) the proposed abolishment of two posts as part of the effort of the Security Council Subsidiary Organs Branch of the Security Council Affairs Division to find efficiencies within its staffing levels. The resources reflect the expiration of the mandate, in October 2025, of the mission for the implementation of Security Council resolution 2231 (2015), for which provision was made for 10 months in 2025.

[1] The emergency satellite communicators are used by sanctions experts in the field to determine their location, enable communication in emergency situations and provide necessary assistance. The Department of Political and Peacebuilding Affairs decided to reduce the number of active subscriptions, employ the devices on an as-needed basis and allocate them more efficiently among experts.

3. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2024 and the actual vacancy rate as at 31 March 2025. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for 2026 and to ensure that the proposed vacancy rates are based, as much as possible, on actual rates.

4. For the sake of brevity, the present document will include a section on extrabudgetary resources only for those missions that have projected extrabudgetary resources in 2025 or 2026.

II. Cross-cutting information

Cooperation

5. To improve the effectiveness of sanctions imposed by the Security Council, the missions supporting sanctions committees will, as requested, engage with the Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues established pursuant to resolution 2744 (2024).

Gender perspective

6. Special political missions are guided by the relevant Security Council resolutions[2] on the women and peace and security agenda, by which the Council mandates the incorporation of a gender perspective into the political work of the United Nations, including in special political missions. The missions are also guided by General Assembly resolution 75/100 on the comprehensive review of special political missions, in which the Assembly reaffirmed the important role of women in the prevention and resolution of conflicts and in peacebuilding and recognized the importance of the equal and effective participation and the full involvement of women at all levels, at all stages and in all aspects of the peaceful settlement of disputes, conflict prevention and conflict resolution.

7. The sanctions monitoring teams, groups and panels, along with the mission supporting the Security Council Committee established pursuant to resolution 1718 (2006), integrate a gender perspective into their operational activities, deliverables and results, as appropriate, and as guided by the relevant Council resolutions. Gender balance is taken into consideration in the recruitment and rostering of experts, the Focal Point for Delisting and the Ombudsperson, as well in the recruitment of related staff. It is indicated in the terms of reference for experts in sanctions monitoring teams, groups and panels that experts are to incorporate gender perspectives into their substantive areas of responsibility. In addition, the Focal Point for Delisting will be examining delisting petitions in relation to relevant designation criteria, which may refer to sexual and gender-based violence. These missions are also guided by the gender strategy of the Department of Political and Peacebuilding Affairs, including in the provision of available gender training to staff and sanctions-specific gender training to all experts. To further diversify the geographical and gender composition of sanctions monitoring teams, groups and panels, the Department participated, in October 2024, alongside other Secretariat entities, in the Impactpool virtual career fair for women in senior roles, hosted by a career web platform specializing in humanitarian and international jobs. A total of 2,343 women registered for the career fair, of whom 459 (from countries across all regional groups) visited the Secretariat's virtual booth containing presentations, fact sheets, videos and information on job openings for sanctions experts. In addition, in May and June 2024, the Department briefed representatives of the Group of African States, the Group of Arab States, the Group of Eastern European States and the Group of Latin America and the Caribbean States on the recruitment process of members of sanctions monitoring teams, groups and panels.

[2] 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019).

Disability inclusion

8. In line with the United Nations Disability Inclusion Strategy, special political missions review the Strategy with a view to further advancing disability inclusion through inclusive messaging, awareness-raising and promoting the Strategy through their work, including in political and peace processes. The missions also support mitigating measures to overcome accessibility challenges, in addition to the efforts by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Evaluation activities

9. The Department of Political and Peacebuilding Affairs will support the biennial assessment by the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. Mission-specific evaluation activities are described, as applicable, under the specific missions in the present report.

III. Special political missions

1. Group of Experts on the Democratic Republic of the Congo

($1,471,500)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

10. The Group of Experts on the Democratic Republic of the Congo is responsible for monitoring the implementation of the arms embargo, asset freeze, travel ban and transport and customs measures, as well as for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolution 1533 (2004), and renewed in its subsequent resolutions, including, most recently, 2738 (2024). The sanctions regime is aimed at preventing individuals and entities from undermining the peace, stability or security of the Democratic Republic of the Congo.

Programme of work

Objective

11. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Democratic Republic of the Congo, which includes an arms embargo on all non-governmental entities and individuals operating in the territory of the Democratic Republic of the Congo, an asset freeze and a travel ban.

Strategy and external factors for 2026

12. To contribute to the objective, the Group of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution 1533 (2004) concerning the Democratic Republic of the Congo.

13. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.

14. With regard to cooperation with other entities, the mission cooperates with, among others, Member States and the International Conference on the Great Lakes Region to request information relevant to its investigations into the implementation and/or violations of the sanctions regime concerning the Democratic Republic of the Congo.

15. With regard to inter-agency coordination and liaison, the Group of Experts cooperates with, among others, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Group of Experts cooperates with the Mission, the Department of Safety and Security and the United Nations Development Programme (UNDP).

16. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Group of Experts;

(b) The security situation allows the Group of Experts to conduct missions, as needed.

Programme performance in 2024

Enhanced understanding by the Security Council and the Committee of the illegal exploitation of natural resources and the activities of armed groups in the Democratic Republic of the Congo

17. The Group of Experts reported on the activities of armed groups and criminal networks in destabilizing the Democratic Republic of the Congo through the illegal exploitation of or trade in natural resources. The Group of Experts recommended that neighbouring States investigate and prosecute individuals and criminal networks involved in the smuggling of minerals and that Member States raise awareness among relevant actors of the need to enforce mineral supply chain due diligence guidelines.

18. The above-mentioned work contributed to the Security Council and the Committee receiving updated information on the involvement of armed groups and criminal networks in the illicit exploitation of and trade in natural resources.

19. Progress towards the objective is presented in the performance measure below (see table 3).

Table 3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committee continued to receive updated information on the illicit exploitation of or trafficking in natural resources and considered adjusting the designations of individuals and/or entities	Security Council and the Committee received updated information on the illicit exploitation of or trafficking in natural resources and considered amendments to the list entries, and new designations	Security Council and the Committee continued to receive updated information on the illicit exploitation of or trafficking in natural resources and approved new designations

Planned result for 2026

Enhanced understanding by the Security Council and the Committee of the illegal activities of armed groups in the Democratic Republic of the Congo

Programme performance in 2024 and target for 2026

20. In 2024, the work of the Group of Experts contributed to the full implementation of the sanctions regime, which met the planned target. The Group of Experts reported on the involvement of individuals and entities in destabilizing activities in the Democratic Republic of the Congo through the illicit exploitation of and trafficking in natural resources. The Committee added six individuals to its sanctions list for having engaged in or provided support for acts that undermined the peace, stability or security of the Democratic Republic of the Congo.

Lessons learned and planned change

21. In view of the limited awareness by relevant stakeholders of the sanctions measures, the lesson for the Group of Experts was the need to strengthen consultations and outreach activities with Member

States and relevant stakeholders. In applying the lesson, the mission will continue to engage with regional Member States and support the Committee's outreach efforts.

22. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4).

Table 4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee considered information on individuals who had supported armed groups or criminal networks involved in destabilizing activities in the Democratic Republic of the Congo through the illicit exploitation of or trafficking in natural resources	Committee considered adjusting list entries of individuals and/or entities in connection with illicit exploitation of or trafficking in natural resources	Committee added new entries to its sanctions list and considered adjusting the designations of individuals and/or entities in connection with human rights violations and other illegal activities committed by armed groups	Committee considers new designations and adjusts designations of individuals and/or entities in connection with human rights violations and illegal activities committed by armed groups	Committee considers new designations and adjusts list entries of individuals and/or entities in connection with human rights violations and illegal activities committed by armed groups

Deliverables

23. Table 5 lists all deliverables of the mission.

Table 5
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**7**	**5**	**5**	**5**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	7	5	5	5
Substantive services for meetings (number of three-hour meetings)	**9**	**8**	**10**	**9**
2. Meetings of sanctions committee	7	5	8	7
3. Chair's briefings to Member States	2	3	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	**9**	**8**	**10**	**9**
4. Meetings of sanctions committee	7	5	8	7
5. Chair's briefings to Member States	2	3	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**7**	**13**	**7**
6. Induction seminar for new members of the Group of Experts and other training sessions	7	7	13	7
Fact-finding, monitoring and investigation missions (number of missions)	**15**	**15**	**14**	**15**
7. Missions to gather information relating to compliance with the sanctions regime	15	15	14	15

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Group of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Group of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Group of Experts.

External and media relations: press releases on the activities of the sanctions committee/Group of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Group of Experts through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 6
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	415.2	184.4	391.7	239.9	(151.8)
Operational costs	1 141.5	928.4	1 158.0	1 231.6	73.6
Total (net of staff assessment)	**1 556.7**	**1 112.8**	**1 549.7**	**1 471.5**	**(78.2)**

Table 7
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	2	–	–	2	–	–	–	–	–	–	–	2
Proposed 2026	–	–	–	–	–	–	2	–	–	2	–	–	–	–	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

24. The proposed resource requirements for the Group of Experts for 2026 amount to $1,417,500 (net of staff assessment) and would provide for the salaries and common staff costs ($239,900) for the continuation of two posts (P-3) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs ($1,231,600) comprising expert fees ($802,900) and travel ($264,600) of the six experts, official travel of staff ($24,000) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment ($140,100).

25. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of 50 per cent has been applied to the staff costs on the basis of the average vacancy rate in 2024.

26. The decrease in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to lower requirements for civilian personnel owing to the application of a higher vacancy rate compared with the rate of 16.7 per cent applied in 2025. The decrease is offset in part by increased requirements for expert fees.

2. Panel of Experts on the Sudan

($1,170,300)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

27. The Panel of Experts on the Sudan is responsible for monitoring the implementation of the arms embargo, asset freeze and travel ban, as well as for providing information relevant to the potential designation of individuals and entities. The mandate is defined in Security Council resolution 1591 (2005) and was renewed in its subsequent resolutions, including, most recently, 2772 (2025). The sanctions regime is one of the tools used by the Council to address the conflict in Darfur and is aimed at preventing threats to the stability in Darfur and the region, towards a peaceful settlement of the conflict in Darfur. In its resolution 2772 (2025), the Council extended the mandate of the mission until 12 March 2026.

Programme of work

Objective

28. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Sudan, which includes an arms embargo, an asset freeze and a travel ban, as well as to report on the possible threats to the peace and stability of Darfur, including the current conflict.

Strategy and external factors for 2026

29. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution 1591 (2005) concerning the Sudan.

30. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the Sudan sanctions regime.

31. With regard to cooperation with other entities, the Panel of Experts cooperates with, among others, Member States and the African Union.

32. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list, the Office for the Coordination of Humanitarian Affairs, the United Nations Children's Fund and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security, UNDP and the World Food Programme (WFP).

33. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2024

Committee received updated information on Darfuri armed groups in Darfur and Libya and on the impact of the wider conflict in the Sudan on Darfur

34. In 2024, the Panel of Experts reported on the strategies employed by the Rapid Support Forces to consolidate its control over Darfur, which included targeted attacks on internally displaced persons and widespread acts of conflict-related sexual violence. The Panel also reported on the Sudanese Armed Forces' presence being limited to isolated strongholds such as El Fasher and their reliance on indiscriminate and widespread airstrikes. The Panel observed that cross-border recruitment and the mobilization of transnational communities fuelled insecurity in Chad, Libya and South Sudan.

35. Progress towards the objective is presented in the performance measure below (see table 8).

Table 8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committee received updated information on Darfuri armed groups in Darfur and Libya, their financing and their integration in accordance with the Juba Agreement for Peace in the Sudan	Security Council and the Committee received updated information on Darfuri armed groups in Darfur and Libya, their financing and their integration in accordance with the Juba Agreement	Security Council and the Committee received updated information on Darfuri armed groups in Darfur and Libya, their financing and their integration in accordance with the Juba Agreement

Planned result for 2026

Updated information on the ongoing conflict in Darfur and its impact on the wider region

Programme performance in 2024 and target for 2026

36. In 2024, the work of the Panel contributed to the full implementation of the sanctions regime, which met the planned target. The information provided by the Panel enhanced the Security Council's and the Committee's understanding of the Darfuri armed groups' activities in Darfur and Libya, as well as of possible threats to the peace and stability of Darfur and the impact of the wider conflict in the Sudan on Darfur.

Lessons learned and planned change

37. The lesson for the Panel was the continued need to adapt its investigation methods owing to the security situation in the Sudan. While the Panel has been unable to travel to Darfur since the outbreak of the conflict, it benefited from its two visits to Port Sudan, the Sudan, and met Darfuri refugees in Chad, Kenya and Uganda. In applying the lesson, the Panel will continue to use its contacts to advance investigations and will report on the conflict, on peace initiatives to stop the conflict in Darfur and on its impact on the wider region.

38. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9).

Table 9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee received reporting from the Panel of Experts on activities of Darfuri armed groups in Libya and the Sudan	Security Council and the Committee received updated information on the Darfuri armed groups in Darfur and Libya and their integration	Security Council and the Committee received updated information on the Darfuri armed groups in Darfur and Libya and their integration following the signing of the Juba Agreement for Peace in the Sudan, and information on the impact of the wider conflict in the Sudan on Darfur	Security Council and the Committee receive updated information on the situation in Darfur, on Darfuri armed groups and on implementation of possible peace initiatives to address the current conflict in the Sudan	Security Council and the Committee receive updated information on the situation in Darfur, on Darfuri armed groups and on implementation of possible peace initiatives to address the current conflict in the Sudan

Deliverables

39. Table 10 lists all deliverables of the mission.

Table 10
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**6**	**6**	**5**	**5**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	6	6	5	5
Substantive services for meetings (number of three-hour meetings)	**7**	**4**	**4**	**5**
2. Meetings of sanctions committee	6	4	4	4
3. Chair’s briefings to Member States	1	–	–	1
Conference and secretariat services for meetings (number of three-hour meetings)	**8**	**4**	**5**	**5**
4. Meetings of sanctions committee	6	4	4	4
5. Special meetings on thematic and regional topics and capacity challenges of Member State	2	-	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**4**	**3**	**3**
6. Induction seminar for new members of the Panel of Experts and other training sessions	7	4	3	3
Publications (number of publications)	**1**	**–**	**–**	**–**
7. Implementation assistance notice and guidance document	1	–	–	–
Fact-finding, monitoring and investigation missions (number of missions)	**12**	**13**	**20**	**13**
8. Missions to gather information relating to compliance with the sanctions regime	12	13	20	13

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 11
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	203.2	185.0	212.9	214.1	1.2
Operational costs	948.3	709.4	919.7	956.2	36.5
Total (net of staff assessment)	**1 151.5**	**894.4**	**1 132.6**	**1 170.3**	**37.7**

Table 12
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	1	–	–	1	–	–	–	–	–	–	–	1
Proposed 2026	–	–	–	–	–	–	1	–	–	1	–	–	–	–	–	–	–	1
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

40. The proposed resource requirements for the Panel of Experts for 2026 amount to $1,170,300 (net of staff assessment) and would provide for the salaries and common staff costs ($214,100) for the continuation of one post (P-3) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs ($956,200) comprising expert fees ($626,900) and travel ($235,000) of the five experts, official travel of staff ($15,900) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment ($78,400).

41. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs on the basis of the average vacancy rate in 2024.

42. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to the increased requirements for expert fees. The increase is offset in part by lower requirements for telecommunications and network services and the application of the most recent ICT standard rates.

3. Support to the Security Council Committee established pursuant to resolution 1718 (2006)

($675,900)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

43. The Security Council Committee established pursuant to resolution 1718 (2006) oversees the implementation of the sanctions regime concerning the Democratic People's Republic of Korea. The sanctions regime is the most comprehensive and complex of all United Nations sanctions regimes in effect and is intended to ensure that the Democratic People's Republic of Korea abandons all nuclear weapons and its existing nuclear programme, as well as any other existing weapons of mass destruction and ballistic missile programmes, in a complete, verifiable and irreversible manner. The regime includes 26 sanctions measures. In addition to an arms embargo and an embargo relating to nuclear, ballistic missile and other weapons of mass destruction programmes, a travel ban and/or asset freeze on designated individuals and entities, it includes a range of maritime provisions for designating vessels for involvement in prohibited activities and restrictions on various commodity transfers, such as refined petroleum products, minerals, metals, heavy machinery, transportation vehicles, luxury goods, seafood, textiles and more. It also includes restrictions on transportation and on financial services, as well as on overseas workers. Furthermore, to ensure that the measures that it imposed do not have adverse humanitarian consequences for the civilian population, the Security Council adopted a wide range of humanitarian and other exemptions.

44. The support of the Secretariat is required in all areas of the Committee's mandate, including in specific areas in which the Secretariat has been mandated by the Security Council. Member States and other actors liaise directly with the Committee and the Secretariat for guidance on or assistance in implementing provisions of relevant resolutions. The Committee and the Secretariat receive a high volume of information on alleged violations of the sanctions measures, which were previously handled by the Panel of Experts. In addition, the Chair and the Committee may undertake increased outreach activities to promote better understanding and implementation of the relevant resolutions, including of the various exemptions processes. Moreover, the reopening of the borders of the Democratic People's Republic of Korea resulting in the ongoing and anticipated return of the international community and of the United Nations country team into the country is expected to lead to an increase in humanitarian and other exemptions and guidance requests to and from the Committee.

45. Furthermore, the Secretariat assists in responding to guidance and information requests from Member States, relevant international organizations and other entities on the various sanctions measures and their exemptions, which had previously been handled by the Panel.

Programme of work

Objective

46. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Democratic People's Republic of Korea, which includes an arms embargo, an embargo relating to nuclear, ballistic missile and other weapons of mass destruction programmes, an asset freeze, a travel ban, maritime and financial measures, a ban on petroleum products and crude oil, a coal ban and sanctions measures in other sectoral areas.

Strategy and external factors for 2026

47. To contribute to the objective, the mission will continue to support the work of the Security Council and the Committee in relation to the implementation of the sanctions regime with regard to the Democratic People's Republic of Korea.

48. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee conducive to overseeing and promoting the full implementation of the Council sanctions measures.

49. With regard to inter-agency coordination and liaison, the mission will continue to cooperate with the resident coordinator's office and the Office for the Coordination of Humanitarian Affairs and other United Nations agencies carrying out humanitarian assistance and relief activities in the Democratic People's Republic of Korea, including the Food and Agriculture Organization of the United Nations, UNDP, the United Nations Population Fund, the United Nations Children's Fund, WFP and the World Health Organization, as well as other non-United Nations agencies carrying out related activities. The mission will continue to facilitate the work of the United Nations agencies through regular and ad hoc briefings to the United Nations country team in the Democratic People's Republic of Korea. The mission will also continue to cooperate with other United Nations and non-United Nations entities carrying out activities involving the Democratic People's Republic of Korea in guiding them through the intricate sanctions measures and exemption procedures to ensure sanctions compliance. In the context of safety and security, information technology security and logistics, the mission cooperates with the Department of Safety and Security and the Office of Information and Communications Technology.

50. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States will comply with the resolutions of the Security Council and continue to cooperate with the sanctions committee;

(b) The Chair and the Committee are adequately supported to perform their functions as mandated by the Security Council.

Programme performance in 2024

Committee continues to carry out its work on overseeing sanctions implementation

51. In 2024, the mission supported the Committee as it continued to oversee sanctions implementation and ensured that the Committee continued to receive relevant information. The mission organized additional briefings to facilitate the exchange of views with relevant actors, including the Office for Disarmament Affairs, United Nations Office on Drugs and Crime (UNODC) and the Financial Action Task Force.

52. The above-mentioned work contributed to the Security Council's and the Committee's ability to oversee the implementation of sanctions as the Democratic People's Republic of Korea persisted in carrying out prohibited activities, including ballistic missile launches.

53. Progress towards the objective is presented in the performance measure below (see table 13).

Table 13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council, the Committee and Member States received from the mission administrative, procedural and substantial support for sanctions implementation through the mission's guidance, Committee meetings, the Chair's periodic reports to the Council and the Committee's open briefings to Member States	Security Council, the Committee and Member States received from the mission administrative, procedural and substantial support for sanctions implementation, including exemption and notification procedures, through the mission's guidance, Committee meetings, the Chair's periodic reports to the Council and the Committee's open briefings to Member States	Security Council, the Committee and Member States received from the mission administrative, procedural and substantial support for sanctions implementation, including exemption and notification procedures, through the mission's guidance, Committee meetings, the Chair's periodic reports to the Council and the Committee's open briefings to Member States

Planned result for 2026

Maintaining the continuous support to the Security Council Committee established pursuant to resolution 1718 (2006)

Programme performance in 2024 and target for 2026

54. In 2024, the mission's work contributed to the promotion of an understanding of the complex sanctions regime and the Committee's work, which met the planned target. The mission assisted the Security Council, the Committee, Member States and other stakeholders and facilitated the oversight of the implementation of the sanctions measures.

Lessons learned and planned change

55. The lesson for the mission was the need to ensure that the Committee had continued access to adequate information to enhance its understanding of sanctions implementation in the absence of a monitoring mechanism, especially given the breadth of the sanctions measures and the scope of potential actors. It was also important to raise awareness of the sanctions measures and promote compliance by encouraging Member States to report on their national implementation of the sanctions measures and responding to requests for guidance from various sanctions implementation partners, including Member States, and the United Nations and other humanitarian actors. In applying the lesson, the mission will strengthen its outreach activities by engaging Member States and other stakeholders. This will be achieved, among others, through open and regional group briefings, special meetings on important thematic and regional topics and implementation challenges faced by Member States.

56. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 14).

Table 14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced understanding of the complex sanctions regime and improved implementation at the international and other levels	Enhanced understanding of the complex sanctions regime and improved implementation at the international and other levels	Security Council and the Committee received support for carrying out their mandates in overseeing the implementation of sanctions by providing guidance to Member States and other relevant actors within and outside United Nations system	Continuous support provided to the Security Council and the Committee to oversee the implementation of resolution 1718 (2006) and subsequent resolutions, through the provision of guidance to Member States and other relevant actors within and outside United Nations system	Continuous support provided to the Security Council and the Committee to oversee the implementation of resolution 1718 (2006) and subsequent resolutions, through the provision of guidance to Member States and other relevant actors within and outside United Nations system

Deliverables

57. Table 15 lists all deliverables of the mission.

Table 15
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**25**	**13**	**4**	**5**
1. Reports to the Security Council and updates, and/or reports on outreach activities of the sanctions committee	25	13	4	5
Substantive services for meetings (number of three-hour meetings)	**7**	**7**	**12**	**12**
2. Meetings of sanctions committee	4	5	6	6
3. Chair’s briefings to Member States	2	2	4	4
4. Special meetings on important thematic and regional topics and capacity challenges of Member States	1	–	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	**6**	**7**	**12**	**12**
5. Meetings of sanctions committee	4	5	6	6
6. Chair’s briefings to Member States	2	2	4	4
7. Special meetings on important thematic and regional topics and capacity challenges of Member States	–	–	2	2
B. Generation and transfer of knowledge				
Fact-finding and monitoring missions (number of missions)	**–**	**–**	**1**	**1**
8. Chair or the sanctions committee’s missions and requests for information relating to compliance with the sanctions regime	–	–	1	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: consideration of individuals, entities and vessels to be listed; consultations with and advice to Member States on the implementation of the sanctions regime; and consultations and advice to broaden engagement with the sanctions regime with international, regional, subregional and other organizations.

Databases and substantive digital materials: archives of documents collected by the sanctions committee, including official correspondence from Member States, United Nations agencies and other governmental and non-governmental actors.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the sanctions committee; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee.

External and media relations: press releases on the activities of the sanctions committee.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 16
Financial resources
(Thousands of United States dollars)

	2024		2025	2026	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2026 vs. 2025 Increase/(decrease)
Category of expenditure	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel	–	–	–	–	–
Civilian personnel	960.1	735.0	507.4	604.4	97.0
Operational costs	2 447.8	719.1	83.9	71.5	(12.4)
Total (net of staff assessment)	**3 407.9**	**1 454.1**	**591.3**	**675.9**	**84.6**

Table 17
Human resources

	International staff										National staff				United Nations Volunteers			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	Subtotal	NPO	GS	LL	Subtotal	International	National	Subtotal	Total
Approved 2025	–	–	–	–	–	1	1	–	–	2	–	1[a]	–	1	–	–	–	3
Proposed 2026	–	–	–	–	–	1	1	–	–	2	–	1[a]	–	1	–	–	–	3
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] Principal level.

58. The proposed resource requirements for the mission for 2026 amount to $675,900 (net of staff assessment) and would provide for salaries and common staff costs ($604,400) for the continuation of three posts (1 P-4, 1 P-3 and 1 General Service (Principal level)) to provide substantive and administrative support to the sanctions committee in relation to the sanctions regime, and operational

costs ($71,500) comprising official travel of staff ($14,100) and other operational and logistical support requirements, including the rental of premises, communications and information technology services and other supplies, services and equipment ($57,400).

59. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for both international and national staff on the basis of the actual vacancy rate in March 2025.

60. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to higher requirements for civilian personnel, owing to the application of a lower vacancy rate compared with the rate of 13.9 per cent applied in 2025. The increase is offset in part by the termination of software licences for the analysis of complex and large volumes of data, the termination of the NK News subscription, reduced requirements for official travel based on planned activities to implement the mandate and the application of the most recent ICT standard rates.

4. Panel of Experts on Libya

($1,549,700)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

61. The Panel of Experts on Libya is responsible for monitoring the implementation of the arms embargo, asset freeze, travel ban and measures in relation to attempts to illicitly export petroleum, and for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolutions 1973 (2011), 2009 (2011) and 2017 (2011), and renewed in its subsequent resolutions, including, most recently, 2769 (2025). The sanctions regime is aimed at preventing and containing threats to the peace, security and stability of Libya, including obstructing or undermining the successful completion of the political transition. In its resolution 2733 (2024), the Council requested the Secretary-General to report on the implementation of the arms embargo on the high seas off the coast of Libya within 6 months and 11 months of the adoption of the resolution. The Secretary-General submitted his first report on 26 November 2024 (S/2024/858), while the second report was submitted on 25 April 2025 (S/2025/257).

62. In its resolution 2769 (2025), the Security Council decided to allow the frozen cash reserves of the Libyan Investment Authority to be invested in low-risk time deposits and in fixed financial instruments, subject to a notification and approval procedure by the sanctions committee concerning Libya, and requested the Panel of Experts to assess the effect and performance of those investments in their annual final reports.

Programme of work

Objective

63. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Libya, which includes an arms embargo, an asset freeze, a travel ban and measures in relation to attempts to illicitly export petroleum.

Strategy and external factors for 2026

64. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and to the Security Council Committee established pursuant to resolution 1970 (2011) concerning Libya, including an assessment of the performance of reinvestment of the Libyan Investment Authority's frozen cash reserves.

65. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.

66. With regard to cooperation with other entities, in the context of information-sharing, the Panel of Experts cooperates with, among others, Member States and the European Union, in particular its military operation in the Mediterranean.

67. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with the United Nations Support Mission in Libya, the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list, and other sanctions monitoring teams,

groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security and UNDP.

68. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions in the field;

(c) Proposals for investment and reinvestment of the Libyan Investment Authority frozen cash reserves are submitted.

Programme performance in 2024

Enhanced capacity of the Security Council and the Committee to address violations of the arms embargo

69. In its final report (S/2024/914), the Panel of Experts highlighted the unprecedented influence of armed groups over State institutions in western and eastern Libya. The Panel further recommended possible action that could enable the reinvestment of the Libyan Investment Authority's frozen assets as requested by the Council. The Panel also reported on continued violations of the arms embargo, on illicit fuel smuggling by armed groups and on human trafficking and migrant smuggling through Libyan territory involving Libyan armed actors. The Panel recommended clarification of the scope of the arms embargo and that additional individuals who met the sanctions designation criteria be considered for listing.

70. Progress towards the objective is presented in the performance measure below (see table 18).

Table 18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committee continued to receive information on instances of non-compliance with the arms embargo and considered follow-up action to address violations of the arms embargo	Security Council and the Committee received information on instances of non-compliance with the arms embargo and considered follow-up action on reported arms embargo violations, and possible listings of individuals and entities	Security Council and the Committee received information on instances of non-compliance with the assets freeze and the arms embargo, and on the possibility of reinvestment of the Libyan Investment Authority's frozen assets, and considered follow-up action

Planned result for 2026

Enhanced capacity of the Security Council and the Committee to address non-compliance with the asset freeze and the arms embargo

Programme performance in 2024 and target for 2026

71. In 2024, the work of the Panel of Experts contributed to the implementation of this sanctions regime, which met the planned target. The Panel reported on unprecedented levels of influence over State institutions exercised by armed groups in Libya, international human trafficking and smuggling networks, which utilized Libyan territory as a transit hub, on the violations of international humanitarian and human rights law, on terrorist elements active in southern Libya and on possible reinvestment of the Libyan Investment Authority's frozen assets. This enabled the Security Council and the Committee to consider follow-up action.

Lessons learned and planned change

72. The lesson for the Panel of Experts was the need for improved coordination and information-sharing with the Government of Libya, relevant international bodies and regional actors. In applying the lesson, the Panel will continue to enhance information exchange and improve cooperation among relevant stakeholders.

73. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19).

Table 19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee received information on instances of non-compliance with the arms embargo from the Panel of Experts and considered follow-up action	On the basis of information provided by the Panel of Experts, the Security Council and the Committee took follow-up action on reported arms embargo violations, including considering listings	On the basis of information provided by the Panel of Experts, the Security Council and the Committee took follow-up action on reported on non-compliance with the asset freeze and the arms embargo, and allowed for the possibility of reinvestment of some Libyan Investment Authority frozen assets	On the basis of information provided by the Panel of Experts, the Security Council and the Committee take follow-up action on reported violations of the arms embargo, international humanitarian and human rights laws, and human rights abuses, including considering listings	On the basis of information provided by the Panel of Experts, the Security Council and the Committee take follow-up action on non-compliance with the asset freeze and the arms embargo, violations of international humanitarian and human rights laws, and human rights abuses, including considering listings, and on possible reinvestment of the Libyan Investment Authority's frozen assets

Deliverables

74. Table 20 lists all deliverables of the mission.

Table 20
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**7**	**19**	**7**	**10**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	7	19	7	10
Substantive services for meetings (number of three-hour meetings)	**3**	**4**	**3**	**3**
2. Meetings of the sanctions committee	3	4	3	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Conference and secretariat services for meetings (number of three-hour meetings)	**3**	**4**	**3**	**3**
3. Meetings of the sanctions committee	3	4	3	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**7**	**7**	**7**
4. Induction seminar for new members of the Panel of Experts and other training sessions	7	7	7	7
Publications (number of publications)	**1**	**1**	**1**	**1**
5. Implementation assistance notice and guidance document	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**15**	**21**	**15**	**21**
6. Missions to gather information relating to compliance with the sanctions regime	15	21	15	21
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: archives of documents collected by the Panel of Experts.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.				
External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 21
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	302.7	107.8	174.7	275.4	100.7
Operational costs	1 153.5	965.2	1 201.7	1 274.3	72.6
Total (net of staff assessment)	**1 456.2**	**1 072.9**	**1 376.4**	**1 549.7**	**173.3**

Table 22
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	1	–	–	1	–	1[a]	–	1	–	–	–	2
Proposed 2026	–	–	–	–	–	–	1	–	–	1	–	1[a]	–	1	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

75. The proposed resource requirements for the Panel of Experts for 2026 amount to $1,549,700 (net of staff assessment) and would provide for salaries and common staff costs ($275,400) for the continuation of two posts (1 P-3 and 1 General Service (Other level)) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs ($1,274,300) comprising expert fees ($796,700) and travel ($333,800) of the six experts, official travel of staff ($16,800) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment ($127,000).

76. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for international staff, while a rate of 50 per cent has been applied for national staff, on the basis of the actual vacancy rate in March 2025 and the average vacancy rate in 2024, respectively.

77. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to higher requirements for civilian personnel, owing to the application of a lower vacancy rate for international staff compared with the rate of 45.8 per cent applied in 2025 and higher estimates for common staff costs, as well as increased requirements for expert fees. The increase is offset in part by lower requirements for telecommunications and network services and the application of the most recent ICT standard rates.

5. Panel of Experts pursuant to resolution 2745 (2024)

($1,356,700)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

78. The Panel of Experts pursuant to resolution 2745 (2024) is responsible for monitoring the implementation of the targeted arms embargo, asset freeze and travel ban, as well as for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolution 2127 (2013), and renewed in its subsequent resolutions, including, most recently, 2745 (2024), by which the Council changed the name of the Panel of Experts on the Central African Republic to the Panel of Experts pursuant to resolution 2745 (2024) and decided to lift the arms embargo on the Government of Central African Republic and to continue to apply the arms embargo to armed groups and associated individuals operating in the Central African Republic. The sanctions regime is aimed at preventing individuals and entities from undermining the peace, stability or security of the Central African Republic.

Programme of work

Objective

79. The objective, to which this mission contributes, is to ensure the full implementation of the 2745 sanctions regime, which includes a targeted arms embargo that no longer applies to the Government of the Central African Republic, as well as an asset freeze and a travel ban.

Strategy and external factors for 2026

80. To contribute to the objective, the Panel of Experts will continue to provide updated information to the Security Council and the Security Council Committee established pursuant to resolution 2745 (2024).

81. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime, in particular by non-governmental entities and individuals providing support to armed groups or criminal networks through the illicit exploitation of or trade in natural resources, including diamonds, gold, wildlife and wildlife products in or from the Central African Republic.

82. With regard to cooperation with other entities, in the context of information-sharing, the Panel of Experts cooperates with, among others, Member States, the African Union, the European Union Common Security and Defence Policy Advisory Mission in the Central African Republic, the Economic Community of Central African States, the International Conference on the Great Lakes Region and the Central African Economic and Monetary Community.

83. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list, the United Nations Institute for Disarmament Research, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and

other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security and UNDP.

84. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2024

Enhanced understanding by the Security Council and the Committee of the illicit activities of armed groups

85. The Panel of Experts reported on the increased involvement of armed group elements in mercenary activities in the Sudan, which has become their significant source of financing. In particular, the leaders of those armed groups active in the eastern Central African Republic have been instrumental in coordinating and leasing their personnel as mercenaries. In addition, the Panel reported on an increase in the use of advanced improvised explosive devices in targeted attacks on bases of the Armed Forces of the Central African Republic and of foreign forces.

86. Progress towards the objective is presented in the performance measure below (see table 23).

Table 23
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and arms embargo violations, and acted on Panel of Experts recommendations	Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and arms embargo violations	Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and arms embargo violations

Planned result for 2026

Better understanding by the Security Council and the Committee of the illicit exploitation of and trafficking in natural resources and sexual violence in conflict

Programme performance in 2024 and target for 2026

87. The work of the Panel of Experts contributed to the full implementation of the sanctions regime, which met the planned target. The Panel recommended that the Committee designate individuals involved in sexual and gender-based violence, arms trafficking and incitement to violence based on previous statements of case provided by the Panel. The Panel also documented arms embargo violations involving the use of advanced improvised explosive devices in targeted attacks by armed groups.

Lessons learned and planned change

88. The lesson for the Panel of Experts was to continue to enhance the collection and validation of information for its reports, given the limited access to some individuals, facilities and areas in the Central African Republic. In applying the lesson, the Panel will continue to use information, databases and subscriptions procured by the United Nations, including the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

89. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 24).

Table 24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee received comprehensive information on the illicit exploitation of and trafficking in natural resources, with recommendations for action	Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and acted on the Panel's recommendations	Security Council and the Committee received further updated relevant information on the illicit exploitation of and trafficking in natural resources and sexual violence in conflict and considered designating individuals and entities	Security Council and the Committee receive further updated relevant information on the illicit exploitation of and trafficking in natural resources and sexual violence in conflict, and consider designating individuals and entities	Security Council and the Committee receive further relevant information on the illicit activities of the armed groups, including arms trafficking

Deliverables

90. Table 25 lists all deliverables of the mission.

Table 25
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**8**	**4**	**4**	**3**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	8	4	4	3
Substantive services for meetings (number of three-hour meetings)	**10**	**5**	**10**	**8**
2. Meetings of sanctions committee	8	4	8	7
3. Chair's briefings to Member States	2	1	2	1
Conference and secretariat services for meetings (number of three-hour meetings)	**10**	**5**	**10**	**8**
4. Meetings of sanctions committee	8	4	8	7
5. Chair's briefings to Member States	2	1	2	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**12**	**7**	**6**
6. Induction seminar for new members of the Panel of Experts and other training sessions	7	12	7	6
Publications (number of publications)	**1**	**1**	**1**	**1**
7. Implementation assistance notice and guidance document	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**10**	**8**	**10**	**9**
8. Missions to gather information relating to compliance with the sanctions regime	10	8	10	9

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbale on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 26
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	290.0	223.4	322.4	336.6	14.2
Operational costs	991.6	670.3	978.3	1 020.1	41.8
Total (net of staff assessment)	**1 281.6**	**893.7**	**1 300.7**	**1 356.7**	**56.0**

Table 27
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	1	–	–	1	–	1[a]	–	1	–	–	–	2
Proposed 2026	–	–	–	–	–	–	1	–	–	1	–	1[a]	–	1	–	–	–	2
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] Other level, unless otherwise stated.

91. The proposed resource requirements for the Panel of Experts for 2026 amount to $1,356,700 (net of staff assessment) and would provide for salaries and common staff costs ($336,600) for the continuation of two posts (1 P-3 and 1 General Service (Other level)) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs ($1,020,100) comprising expert fees ($642,800) and travel ($248,500) of the five experts, official

travel of staff ($33,200) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment ($95,600).

92. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for both international and national staff on the basis of the actual vacancy rate in March 2025 and the average vacancy rate in 2024, respectively.

93. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to increased requirements for expert fees and higher estimates for common staff costs. The increase is offset in part by the reduced provision for the rental of vehicles, lower requirements for telecommunications and network services and the application of the most recent ICT standard rates.

6. Panel of Experts on Yemen

($2,660,700)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

94. The Panel of Experts on Yemen is responsible for monitoring the implementation of the asset freeze, travel ban and targeted arms embargo on designated individuals and entities, as well as for providing information relevant to the potential designation of such individuals and entities. The mandate is defined in Security Council resolution 2140 (2014), as modified in resolution 2216 (2015) and extended, most recently, in resolution 2758 (2024). The sanctions regime is aimed at preventing and containing threats to the peace, security and stability of Yemen.

Programme of work

Objective

95. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Yemen, which includes a targeted arms embargo, an asset freeze and a travel ban.

Strategy and external factors for 2026

96. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution 2140 (2014).

97. The above-mentioned work is expected to result in the enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.

98. With regard to cooperation with other entities, in the context of information-sharing, the Panel of Experts cooperates with, among others, Member States, the Combined Maritime Forces and the International Criminal Police Organization (INTERPOL).

99. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list, the World Bank, the International Monetary Fund, WFP, the United Nations Verification and Inspection Mechanism for Yemen and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Office of the Special Envoy of the Secretary-General for Yemen, the Department of Safety and Security and UNDP.

100. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2024

Further enhanced awareness of the trafficking in arms and materiel for use in some military applications

101. In 2024, the Panel of Experts reported that the Houthis had received weapons, training, technical assistance and financial support from various actors, including a regional country, and from armed groups active in several regional countries. The Panel provided detailed information on the diverse military materiel and technology acquired by the Houthis by way of illegal transfers by land and sea, including components of complex weapons and electro-optical surveillance systems, and small arms and light weapons.

102. Progress towards the objective is presented in the performance measure below (see table 28).

Table 28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and Committee awareness of the use of commercially available civilian components in some military applications in Yemen resulted in enhanced vigilance with regard to the export of such items	Security Council and the Committee received comprehensive information from the Panel of Experts on the trafficking in arms and related materiel	Security Council and the Committee received comprehensive information from the Panel of Experts on the trafficking in arms and related materiel, including sources, types and scale of violations of the arms embargo

Planned result for 2026

Further enhanced awareness of the trafficking in arms and commercial components for use in certain military applications

Programme performance in 2024 and target for 2026

103. In 2024, the work of the Panel of Experts contributed to the full implementation of the sanctions regime, which met the planned target. The Panel reported on potential smuggling activities between the Houthis and Al-Shabaab in Somalia. The Panel will continue to provide information on the trafficking in arms and dual-use materiel that could be adapted for military application.

Lessons learned and planned change

104. The lesson for the Panel of Experts was the need to further enhance information collection on arms and related material used by the Houthis and their potential cooperation with Al-Shabaab. In applying the lesson, the Panel will continue to engage with Member States and relevant stakeholders to conduct inspections, collect data and use databases and subscriptions procured by the United Nations to strengthen its analysis.

105. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29).

Table 29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee awareness of the use of commercially available civilian components in certain military applications in Yemen resulted in enhanced vigilance with regard to the export of such items	Security Council and the Committee received comprehensive information from the Panel of Experts on the trafficking in arms and related materiel	Security Council and the Committee received comprehensive information from the Panel of Experts on the trafficking in arms and related materiel	Security Council and the Committee receive comprehensive information from the Panel of Experts on the trafficking in arms and related materiel	Security Council and the Committee continue to receive comprehensive information from the Panel of Experts on the trafficking in arms and related materiel

Deliverables

106. Table 30 lists all deliverables of the mission.

Table 30
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
2. Meetings of sanctions committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
3. Meetings of sanctions committee	4	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**12**	**7**	**7**
4. Induction seminar for new members of the Panel of Experts and other training sessions	7	12	7	7
Publications (number of publications)	**1**	**–**	**1**	**1**
5. Implementation assistance notice and guidance document	1	–	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**20**	**17**	**20**	**20**
6. Missions to gather information relating to compliance with the sanctions regime	20	17	20	20
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: archives of documents collected by the Panel of Experts.				

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 31
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	1 011.8	1 066.3	1 045.0	1 297.4	252.4
Operational costs	1 295.9	919.0	1 344.0	1 363.3	19.3
Total (net of staff assessment)	**2 307.7**	**1 985.3**	**2 389.0**	**2 660.7**	**271.7**

Table 32
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	1	–	5	6	–	–	2	2	–	–	–	8
Proposed 2026	–	–	–	–	–	–	1	–	5	6	–	–	2	2	–	–	–	8
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

107. The proposed resource requirements for the Panel of Experts for 2026 amount to $2,660,700 (net of staff assessment) and would provide for the salaries and common staff costs ($1,297,400) for the continuation of eight posts (1 P-3, 5 Field Service and 2 Local level) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs ($1,363,300) comprising expert fees ($725,000) and travel ($232,500) of the five experts, official travel of staff ($65,300) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services, medical services and other supplies, services and equipment ($340,500).

108. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for both international and national staff on the basis of the actual vacancy rate in March 2025 and the average vacancy rate in 2024, respectively.

109. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to higher requirements for international staff owing to the application of a lower vacancy rate compared with the rate of 13.9 per cent applied in 2025 and higher estimates for common staff costs. as well as increased requirements for expert fees. The increase is offset in part by lower requirements in the telecommunications and network services and the application of the most recent ICT standard rates.

7. Panel of Experts on South Sudan

($1,524,100)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

110. The Panel of Experts on South Sudan is responsible for monitoring the implementation of the arms embargo, asset freeze and travel ban, as well as for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolution 2206 (2015), and renewed in its subsequent resolutions, including, most recently, 2731 (2024). The sanctions regime is aimed at, but not limited to, targeting spoilers of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, which was signed on 12 September 2018. On 15 April 2025, following a request by the Council in its resolution 2731 (2024), the Secretary-General provided the Council with an assessment of the progress achieved on the key benchmarks established in resolution 2577 (2021) (S/2025/231).

Programme of work

Objective

111. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning South Sudan, which includes a territorial arms embargo, an asset freeze and a travel ban.

Strategy and external factors for 2026

112. To contribute to the objective, the Panel of Experts will provide updated information, including on the potential impacts of elections currently scheduled for December 2026, on the overall situation in South Sudan, to the Security Council and the Security Council Committee established pursuant to resolution 2206 (2015) concerning South Sudan.

113. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime, including actions or policies that have the purpose of impeding the conduct or legitimacy of free and fair elections in South Sudan.

114. With regard to cooperation with other entities, in the context of information-sharing, the Panel of Experts cooperates with, among others, Member States, the African Union and the Intergovernmental Authority on Development.

115. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with the United Nations Mission in South Sudan, the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety and security, information technology security and logistics, the Panel cooperates with the Mission, the Department of Safety and Security and UNDP.

116. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2024

Committee members receive an update on the implementation of the Revitalized Agreement and on the progress made in the implementation of the key benchmarks of the arms embargo

117. The Panel of Experts provided the Security Council and the Committee with information on the progress, and the lack thereof, made in implementing the Revitalized Agreement, focusing on transitional security arrangements and preparations for South Sudan's first election since its independence, planned for December 2024. That information was timely, given that the elections were meant to mark a significant milestone in the country's transitional period, while the implementation of the transitional security arrangements was seen as crucial for ensuring the successful organization of the elections.

118. Progress towards the objective is presented in the performance measure below (see table 33).

Table 33
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committee received updated information on the progress made in implementation of the Revitalized Agreement and the benchmarks for the adjustment of the arms embargo	Security Council and the Committee received updated information on the progress made in implementation of the Revitalized Agreement and reviewed the arms embargo based on the progress achieved on the key benchmarks	Security Council and the Committee received updated information on the progress made in implementation of the Revitalized Agreement and reviewed the arms embargo based on the progress achieved on the key benchmarks

Planned result for 2026

Update on the implementation of the Revitalized Agreement and on the progress of implementation of the arms embargo key benchmarks

Programme performance in 2024 and target for 2026

119. In 2024, the work of the Panel of Experts contributed to the full implementation of the sanctions regime, which met the planned target. The Panel's reporting deepened the Committee's understanding of progress made and challenges in the implementation of the Revitalized Agreement. It also contributed to the Security Council's decision in its resolution 2731 (2024) to maintain the arms embargo. The Council also reiterated its readiness to review the arms embargo measures on the basis of the progress achieved on the key benchmarks.

Lessons learned and planned change

120. The lesson for the Panel of Experts was the continued need to enhance the collection and validation of information for its reports, given the limited access to some individuals, facilities and areas in South Sudan owing to the security situation. In applying the lesson, the Panel will continue to use relevant communication technologies, databases and subscriptions provided by the United Nations,

and corroborate information with confidential sources in locations accessible to the Panel, including outside of South Sudan.

121. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 34).

Table 34
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee received information on the progress achieved on the established key benchmarks and considered the review of the arms embargo	Security Council and the Committee reviewed the arms embargo on the basis of updated information regarding progress achieved on the established key benchmarks	Security Council and the Committee further reviewed the arms embargo on the basis of updated information regarding progress in implementing the Revitalized Agreement and the established key benchmarks	Security Council and the Committee further review the arms embargo on the basis of updated information regarding progress in implementing the Revitalized Agreement and on the established key benchmarks	Security Council and the Committee further review the arms embargo on the basis of updated information regarding progress in implementing the Revitalized Agreement, including electoral preparations, and on the established key benchmarks

Deliverables

122. Table 35 lists all deliverables of the mission.

Table 35
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**15**	**11**	**15**	**14**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	15	11	15	14
Substantive services for meetings (number of three-hour meetings)	**7**	**5**	**7**	**7**
2. Meetings of sanctions committee	5	4	5	5
3. Chair’s briefings to Member States	2	1	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	**7**	**5**	**7**	**7**
4. Meetings of sanctions committee	5	4	5	5
5. Chair’s briefings to Member States	2	1	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**15**	**13**	**13**
6. Induction seminar for new members of the Panel of Experts and other training sessions	7	15	13	13
Publications (number of publications)	**1**	**1**	**1**	**1**
7. Implementation assistance notice and guidance document	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**10**	**6**	**10**	**10**
8. Missions to gather information relating to compliance with the sanctions regime	10	6	10	10

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: archives of documents collected by the Panel of Experts.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.				
External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 36
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	279.6	295.7	431.9	459.1	27.2
Operational costs	966.4	601.8	1 003.5	1 065.0	61.5
Total (net of staff assessment)	**1 246.0**	**897.5**	**1 435.4**	**1 524.1**	**88.7**

Table 37
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	1	–	–	1	–	2[a]	–	2	–	–	–	3
Proposed 2026	–	–	–	–	–	–	1	–	–	1	–	2[a]	–	2	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

123. The proposed resource requirements for the Panel of Experts for 2026 amount to $1,524,100 (net of staff assessment) and would provide for salaries and common staff costs ($459,100) for the continuation of three posts (1 P-3 and 2 General Service (Other level)) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs ($1,065,000) comprising expert fees ($646,800) and travel ($267,400) of the five experts, official travel of staff ($40,200) and other operational and logistical support requirements, including the

rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment ($110,600).

124. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for both international and national staff on the basis of the average vacancy rate in 2024 and the actual vacancy rate in March 2025, respectively.

125. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to increased requirements for civilian personnel resulting from higher estimates for common staff costs and increased requirements for expert fees. The increase is offset in part by lower requirements for telecommunications and network services and the application of the most recent ICT standard rates.

8. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities

($6,003,300)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

126. The Analytical Support and Sanctions Monitoring Team, which supports the work of both the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities (ISIL (Da'esh) and Al-Qaida Sanctions Committee), and the Security Council Committee established pursuant to resolution 1988 (2011), is responsible for assisting in and reporting on the implementation of the asset freezes, travel bans and targeted arms embargoes on designated individuals and entities. The mandate is derived from the priorities established in the relevant Council resolutions, including resolution 1267 (1999), which was renewed in its subsequent resolutions, including, most recently, 2734 (2024), 2761 (2024) and 2763 (2024). The sanctions regimes are aimed at strengthening the Council's response to threats to international peace and security caused by terrorist acts and at contributing to the peace, stability and security of Afghanistan.

Programme of work

Objective

127. The objective, to which this mission contributes, is to ensure the full implementation of sanctions regimes concerning Da'esh, Al-Qaida and the Taliban, which include targeted arms embargoes, asset freezes and travel bans.

Strategy and external factors for 2026

128. To contribute to the objective, the Monitoring Team will provide updated information to the Security Council, the ISIL (Da'esh) and Al-Qaida Sanctions Committee and the Security Council Committee established pursuant to resolution 1988 (2011).

129. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committees to take follow-up action on alleged violations of the sanctions regimes.

130. With regard to cooperation with other entities, in the context of information-sharing, the Monitoring Team cooperates with, among others, Member States, the International Air Transport Association, the International Civil Aviation Organization, the World Customs Organization, the Financial Action Task Force and INTERPOL.

131. With regard to inter-agency coordination and liaison, the Monitoring Team cooperates with, among others, the Counter-Terrorism Committee Executive Directorate, the Office of Counter-Terrorism, the mission assisting the Security Council Committee established pursuant to resolution 1540 (2004), the Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009), the Focal Point for Delisting to support the review of petitioners' exemptions requests, UNODC, the United

Nations Assistance Mission in Afghanistan and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety and security, information technology security and logistics, the Monitoring Team cooperates with the Department of Safety and Security, the Office of Information and Communications Technology, United Nations field missions and UNDP, as appropriate.

132. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Monitoring Team;

(b) The security situation allows the Monitoring Team to conduct missions, as needed.

Programme performance in 2024

Enhanced analysis to follow an evolving threat

133. To assist in addressing the global terrorism threat posed by Da'esh and Al-Qaida and the threat posed by the Taliban to the peace, stability and security of Afghanistan, and to fully implement sanctions measures, the Monitoring Team submitted nine reports to the Security Council or the Committees in 2024, providing analysis on evolving global terrorism threats, and two reports on the situation in Afghanistan. The Monitoring Team gathered information from Member States, including the de facto authorities in Afghanistan, regional organizations and other stakeholders, and used databases and subscriptions procured by the United Nations to conduct research.

134. Progress towards the objective is presented in the performance measure below (see table 38).

Table 38
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban, and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban, and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban, and the Committees considered exemptions, amendments to listings and new designations

Planned result for 2026

Strengthened analysis to follow an evolving threat

Programme performance in 2024 and target for 2026

135. Through its engagement with Member States and with other stakeholders, the Monitoring Team met the planned target. In 2024, the Committees considered new designations and removed one individual from the Da'esh and Al-Qaida sanctions list. The Committee also approved amendments to the entries of six individuals and one entity on the Da'esh and Al-Qaida sanctions list. In 2024, the Committees also approved exemptions from existing sanctions measures.

Lessons learned and planned change

136. The lesson for the Monitoring Team was the continued need to seek efficiencies in planning in-person meetings with Member States, regional organizations and other stakeholders to gather sensitive and confidential information and to provide tailored training to Member States on sanctions implementation. In applying the lesson, the Monitoring Team will continue to optimize its visits,

regional meetings and participation in multilateral meetings to sustain in-person confidential discussions with Member States, regional organizations and other stakeholders. The Monitoring Team will continue to hold virtual meetings using communication technology and benefit from databases and subscriptions procured by the United Nations for research.

137. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 39).

Table 39
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban; and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban; the Committees considered exemptions and amendments to listings; and the Council and Committees considered new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban; the Committees considered exemptions and amendments to listings; and the Council and Committees considered new designations	Security Council and the Committees have comprehensive information on the terrorist threat and the Taliban; the Committees consider exemptions and amendments to listings; and the Council and Committees consider new designations	Security Council and the Committees have comprehensive information on the terrorist threat, the Taliban and violations of standing humanitarian exemptions; the Committees consider exemptions and amendments to listings; and the Council and Committees consider new designations

Deliverables

138. Table 40 lists all deliverables of the mission.

Table 40
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**12**	**11**	**14**	**12**
1. Reports to the Security Council and updates, monthly reports, country visit reports and/or reports on outreach activities to the sanctions committees	12	11	14	12
Substantive services for meetings (number of three-hour meetings)	**33**	**27**	**25**	**25**
2. Meetings of sanctions committees	20	11	12	12
3. Chair’s briefings to Member States	3	3	3	3
4. Regional meetings for security and intelligence services on the threat posed by Da’esh and Al-Qaida and the implementation of the sanctions regime	10	13	10	10
Conference and secretariat services for meetings (number of three-hour meetings)	**33**	**27**	**25**	**25**
5. Meetings of sanctions committees	20	11	12	12
6. Chair’s briefings to Member States	3	3	3	3
7. Regional meetings for security and intelligence services on the threat posed by Da’esh and Al-Qaida and the implementation of the sanctions regime	10	13	10	10

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**97**	**62**	**95**	**100**
8. Regional workshops on the implementation of relevant resolutions	90	46	90	90
9. Induction seminar for new members of the Monitoring Team and other training sessions	7	16	5	10
Fact-finding and monitoring missions (number of missions)	**35**	**45**	**40**	**40**
10. Missions to gather information relating to compliance with the sanctions regime	35	45	40	40
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of sanctions regimes; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: implementation, dissemination and maintenance of the enhanced data model and archives of documents collected by the Monitoring Team.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Monitoring Team; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committees/Monitoring Team.				
External and media relations: press releases on the activities of the sanctions committees/Monitoring Team.				
Digital platforms and multimedia content: dissemination of information on the activities and mandates of the sanctions committees/Monitoring Team through their websites.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 41
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	3 193.8	2 925.1	2 832.8	2 652.4	(180.4)
Operational costs	3 323.1	2 804.1	3 325.3	3 350.9	25.6
Total (net of staff assessment)	**6 516.9**	**5 729.2**	**6 158.1**	**6 003.3**	**(154.8)**

Table 42
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	1	4	6	–	–	11	–	8[a]	–	8	–	–	–	19
Proposed 2026	–	–	–	–	1	4	6	–	–	11	–	6[a]	–	6	–	–	–	17
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**	**–**	**–**	**–**	**(2)**

[a] Other level, unless otherwise stated.

139. The proposed resource requirements for the Monitoring Team for 2026 amount to $6,003,300 (net of staff assessment) and would provide for salaries and common staff costs ($2,652,400) for the continuation of 17 posts (1 P-5, 4 P-4, 6 P-3 and 6 General Service (Other level)) to provide substantive and administrative support to the sanctions regimes, and operational costs ($3,350,900) comprising expert fees ($2,178,100) and travel of experts ($401,700), official travel of staff ($89,200) and other operational and logistical support requirements, including the rental of premises, communications and information technology services and other supplies, services and equipment ($618,900).

140. For 2026, the following changes are proposed to the number and level of posts for the mission, reflecting efforts to enhance operational efficiency and streamline functions through consolidation and the improved use of technology:

(a) Abolishment of one Administrative Assistant (General Service (Other level)) post in New York, by leveraging digital tools and redistributing functions to avoid duplication;

(b) Abolishment of one Administrative Assistant (General Service (Other Level)) post in New York, by consolidating towards a more integrated and flexible allocation of human resources, while maintaining service delivery standards.

141. A vacancy rate of 14.4 per cent has been applied to the staff costs for international staff, while a rate of 38.5 per cent has been applied for national staff, both on the basis of the average vacancy rate in 2024.

142. The decrease in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to: (a) the abolishment of two General Service (Other Level) posts and the associate operational provisions; (b) the application of a higher vacancy rate for national staff compared with 2025; (c) lower requirements for telecommunications and network services; (d) the application of most recent ICT standard rates; and (e) the discontinuation of the subscription to the British Broadcasting Corporation Monitoring service as cost avoidance because comparable content is accessible through an alternative subscription already available to the Monitoring Team. The decrease is offset in part by increased requirements for expert fees and the application of a lower vacancy rate for international staff compared with the rate of 17.5 per cent applied in 2025.

9. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)

($770,300)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

143. The Office of the Ombudsperson to the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities is responsible for reviewing delisting requests from individuals or entities inscribed on the related sanctions list. The mandate is defined in Security Council resolution 1904 (2009), and it was renewed in its subsequent resolutions, including, most recently, 2734 (2024).

Programme of work

Objective

144. The objective, to which this mission contributes, is to provide an independent review of delisting requests of individuals, entities and undertakings on the Da'esh and Al-Qaida sanctions list. In doing so, it ensures that listed individuals, entities and undertakings have access to fair and clear procedures for the administration of requests for removal (delisting) from the sanctions list.

Strategy and external factors for 2026

145. To contribute to the objective, the Office will fairly and expeditiously consider and process all requests for delisting and travel to interview each petitioner in person in the petitioner's country of residence, whenever possible.

146. The above-mentioned work is expected to result in informed decision-making by the Committee on the Ombudsperson's analysis and recommendation on the delisting request contained in a comprehensive report on each case.

147. With regard to cooperation with other entities, including in the context of information-sharing, the Office cooperates with, among others, Member States, the European Union, academic institutions, think tanks and international law associations.

148. With regard to inter-agency coordination and liaison, the Office cooperates with, among others, UNDP, OHCHR, the Counter-Terrorism Committee Executive Directorate, the Office of Counter-Terrorism, the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism, and the Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities. In the context of safety and security, information technology security and logistics, the Office cooperates with the Department of Safety and Security, the Office of Information and Communications Technology and UNDP.

149. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Office;

(b) The security situation allows the Office to conduct missions, as needed.

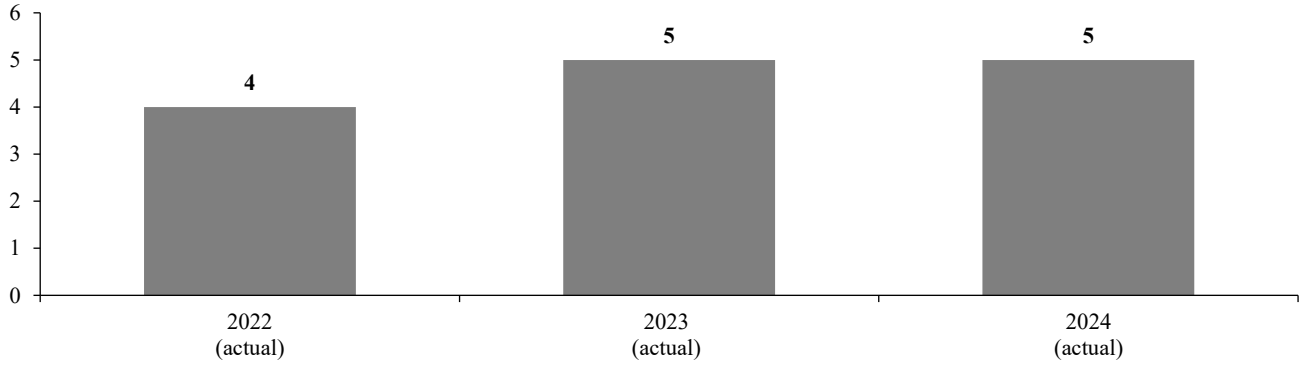
Programme performance in 2024

Fair and expeditious review of delisting requests

150. In 2024, the Ombudsperson advanced consideration of all petitions before the Office, which included the presentation of four cases to the Committee, the submission of five comprehensive reports to the Committee and interviews with three petitioners, and the counsels of two petitioners. The Ombudsperson also undertook extensive inquiries and independent research to gather information on each petition, including from Member States and the Monitoring Team. Two new petitions were accepted by the Office in 2024, bringing the total number of accepted petitions since its inception to 111. The above-mentioned work contributed to the Committee receiving comprehensive reports from the Office on time.

151. Progress towards the objective is presented in the performance measure below (see figure II).

Figure II
Performance measure: number of comprehensive reports received by the ISIL (Da'esh) and Al-Qaida Sanctions Committee



Planned result for 2026

Ensuring fair and expeditious review of delisting requests

Programme performance in 2024 and target for 2026

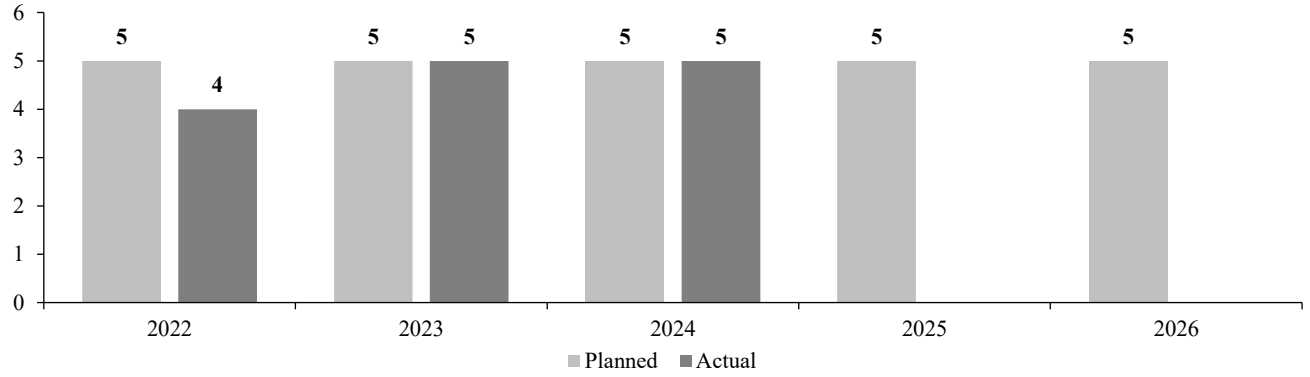
152. In 2024, the Ombudsperson independently reviewed delisting requests of individuals, entities and undertakings on the Da'esh and Al-Qaida sanctions list, which met the planned target. Furthermore, the Office conducted extensive outreach activities to raise awareness of its work through its engagement with Member States, regional organizations, academic institutions, think tanks and international law associations. In July 2024, the Office published a booklet to raise awareness of its work.

Lessons learned and planned change

153. The lesson for the Office was the need to increase awareness of its work and mandate. In applying the lesson, the Office will further strengthen its outreach efforts, including by translating the informational booklet into the five other official languages of the United Nations, distributing it to all relevant stakeholders, and informing all listed individuals and entities of the mandate of the Ombudsperson and of the procedure for submitting a delisting request.

154. Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure III).

Figure III
Performance measure: number of comprehensive reports received by the ISIL (Da'esh) and Al-Qaida Sanctions Committee



Deliverables

155. Table 43 lists all deliverables of the mission.

Table 43
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**7**	**7**	**7**	**7**
1. Biannual report of the Office of the Ombudsperson to the Security Council	2	2	2	2
2. Comprehensive reports by the Ombudsperson to the sanctions committee[a]	5	5	5	5
Substantive services for meetings (number of three-hour meetings)	**6**	**5**	**6**	**6**
3. Presentations of comprehensive reports by the Ombudsperson to the sanctions committee	5	4	5	5
4. Ombudsperson's briefings to Member States	1	1	1	1
Conference and secretariat services for meetings (number of three-hour meetings)	**6**	**5**	**6**	**6**
5. Presentations of comprehensive reports by the Ombudsperson to the sanctions committee	5	4	5	5
6. Ombudsperson's briefings to Member States	1	1	1	1
B. Generation and transfer of knowledge				
Fact-finding missions (number of missions)	**5**	**4**	**5**	**5**
7. Missions to gather information relating to delisting requests	5	4	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with Member States and petitioners on delisting requests; advice on delisting procedures; and advocacy on due process.				
Databases and substantive digital materials: archives of documents collected by the Ombudsperson; and development of database search tool.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Ombudsperson; fact sheets and information booklet on the work and mandate of the special political mission; and periodic updates to the Historical Guide of the Ombudsperson Process.				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the Ombudsperson through the Office's website.				

[a] The reports are strictly confidential and never published.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 44
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	337.4	389.0	359.0	372.7	13.7
Operational costs	373.7	329.5	370.8	397.6	26.8
Total (net of staff assessment)	**711.1**	**718.5**	**729.8**	**770.3**	**40.5**

Table 45
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	1	–	–	–	1		–	1[a]	–	1	–	–	2
Proposed 2026	–	–	–	–	–	1	–	–	–	1		–	1[a]	–	1	–	–	2
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] Other level, unless otherwise stated.

156. The proposed resource requirements for the Office for 2026 amount to $770,300 (net of staff assessment) and would provide for salaries and common staff costs ($372,700) for the continuation of two posts (1 P-4 and 1 General Service (Other level)) to provide substantive and administrative support to the Ombudsperson, and operational costs ($397,600) comprising fees ($258,800) and travel ($28,400) of the Ombudsperson, official travel of staff ($34,300) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology and other supplies, services and equipment ($76,100).

157. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for both international and national staff on the basis of the average vacancy rate in 2024.

158. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to increased requirements for civilian personnel resulting from higher estimates for common staff costs and increased requirements for expert fees. The increase is offset in part by the lower requirements in the telecommunications and network services and the application of the most recent ICT standard rates.

10. Panel of Experts pursuant to resolution 2713 (2023)

($2,101,000)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

159. The Panel of Experts pursuant to resolution 2713 (2023) is responsible for monitoring the implementation of the asset freeze, the travel ban, the targeted arms embargo and the territorial arms embargo focused on Al-Shabaab, the charcoal ban and the improvised explosive device components restrictions, as well as for providing information relevant to the designation of individuals and entities. Its mandate is referenced in Security Council resolution 2444 (2018), which was renewed in its subsequent resolutions, including, most recently, 2776 (2025). The sanctions regime is aimed at supporting the efforts of the Somali authorities to deliver stability and security in Somalia, to prevent any flows of weapons and ammunition to Al-Shabaab and other actors intent on undermining peace and security in Somalia and the region, and to disrupt the activities of Al-Shabaab, including its finances.

160. On 15 October 2024, following the request by the Security Council in its resolution 2713 (2023), the Secretary-General provided an update (S/2024/751) on the progress made against each indicator set out in the benchmarks contained in the technical assessment report (S/2022/698) and set an additional benchmark related to the safe management of chemical precursors associated with improvised explosive device manufacture and disposal. By its resolution 2776 (2025), the Council requested the Secretary-General to submit by 1 November 2025 a technical assessment regarding the arms embargo targeting Al-Shabaab.

Programme of work

Objective

161. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Al-Shabaab, which includes an asset freeze, a travel ban, targeted and territorial arms embargoes, a charcoal ban and improvised explosive device components restrictions.

Strategy and external factors for 2026

162. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee pursuant to resolution 2713 (2023) concerning Al-Shabaab.

163. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.

164. With regard to cooperation with other entities, in the context of information-sharing, the Panel of Experts cooperates with, among others, Member States, INTERPOL, the African Union and the European Union. It also cooperates with the African Union Support and Stabilization Mission in Somalia.

165. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the United Nations Transitional Assistance Mission in Somalia, the United Nations Support Office in Somalia, the United Nations Office at Nairobi, UNODC, other sanctions monitoring teams, groups and panels, as appropriate, and the Focal Point for Delisting to support the review of petitioners' requests to be removed from the Committee's sanctions list. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security and security

teams of the United Nations Office at Nairobi, the United Nations Transitional Assistance Mission in Somalia, the United Nations Support Office in Somalia and UNDP.

166. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2024

Enhanced capacity of the Security Council, the Committee and Member States to counter Al-Shabaab financing

167. In 2024, in its final report (S/2024/748), the Panel of Experts assessed that Al-Shabaab continued to sustain a solid financial base through sophisticated business strategies. The Panel reported that Al-Shabaab used both licit and illicit means to generate revenue, including through checkpoints, extortion, forced taxation and the use of third-party businesses.

168. Progress towards the objective is presented in the performance measure below (see table 46).

Table 46
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Security Council and the Committee received information from the Panel of Experts on the finances of Al-Shabaab, as well as recommendations on how to disrupt them	Security Council and the Committee received information from the Panel of Experts on Al-Shabaab's financing and efforts to disrupt it	Security Council and the Committee received information from the Panel of Experts on Al-Shabaab's financing and efforts to disrupt it

Planned result for 2026

Enhanced capacity of the Security Council, the Committee and Member States to degrade the threat posed by Al-Shabaab

Programme performance in 2024 and target for 2026

169. In 2024, the work of the Panel of Experts contributed to the implementation of the sanctions regime concerning Al-Shabaab, which met the planned target. Furthermore, in its final report (S/2024/748), the Panel reported on the threat of Al-Shabaab, the threat posed by Da'esh in Somalia and the reemergence of piracy off the coast of Somalia. The Panel also contributed to an assessment provided to the Security Council and the Committee on weapons and ammunition management by the Government of the Federal Republic of Somalia and by the federal member states. The Panel's work and the assessment of the progress made against the weapons and ammunition management benchmarks are expected to contribute to the full implementation of the sanctions regime concerning Al-Shabaab.

Lessons learned and planned change

170. The lesson for the Panel of Experts was the need to gain access to and document in a timely manner weapons captured from Al-Shabaab and in the possession of the Government of the Federal Republic of Somalia, the federal member states and neighbouring countries. In applying the lesson, the Panel will continue to engage and cooperate with the Government, the federal member states and the relevant national, regional and international stakeholders, and use databases and subscriptions procured by the United Nations.

171. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 47).

Table 47
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Security Council and the Committee received a detailed analysis of Al-Shabaab's revenue sources, as well as specific recommendations on how to reduce the group's finances	Panel of Experts focused on Al-Shabaab's use of the banking system of Somalia and the Security Council or the Committee considered designating individuals involved in the financing of the group	Security Council and the Committee continued to receive from the Panel of Experts information on exploitation by Al-Shabaab of the banking system in Somalia and on violations of the arms embargo and human rights by Al-Shabaab, and the Council and the Committee continued to consider new designations	Security Council and the Committee continue to receive from the Panel of Experts information on exploitation of the banking system of Somalia and on violations of the arms embargo and human rights by Al-Shabaab, and the Council and the Committee continue to consider new designations	Security Council and the Committee continue to receive from the Panel of Experts information on exploitation of the banking system of Somalia and on violations of the arms embargo and human rights by Al-Shabaab, and the Council and the Committee continue to consider new designations

Deliverables

172. Table 48 lists all deliverables of the mission.

Table 48
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**8**	**3**	**8**	**6**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	8	3	8	6
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
2. Meetings of sanctions committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
3. Meetings of sanctions committee	4	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**7**	**7**	**7**
4. Induction seminar for new members of the Panel of Experts and other training sessions	7	7	7	7
Publications (number of publications)	**1**	**1**	**1**	**1**
5. Implementation assistance notice and guidance document	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**33**	**34**	**33**	**33**
6. Missions and requests for information relating to compliance with the sanctions regime	33	34	33	33

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 49
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	453.5	479.3	446.8	526.9	80.1
Operational costs	1 509.7	1 132.0	1 513.4	1 574.1	60.7
Total (net of staff assessment)	**1 963.2**	**1 611.3**	**1 960.2**	**2 101.0**	**140.8**

Table 50
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	1	–	–	1		–	1[a]	4	5	–	–	6
Proposed 2026	–	–	–	–	–	–	1	–	–	1		–	1[a]	4	5	–	–	6
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] Other level, unless otherwise stated.

173. The proposed resource requirements for the Panel of Experts for 2026 amount to $2,101,000 (net of staff assessment) and would provide for salaries and common staff costs ($526,900) for the continuation of six posts (1 P-3, 1 General Service (Other level) and 4 Local level) to provide substantive, administrative, security and logistical support in relation to the sanctions regime, and operational costs ($1,574,100) comprising expert fees ($1,134,100) and travel ($208,900) of the six

experts, official travel of staff ($38,500) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services, medical and other supplies, services and equipment ($192,600).

174. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent and 1.7 per cent has been applied to the staff costs for international staff and national staff, respectively, on the basis of the average vacancy rate in 2024.

175. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to increased requirements for civilian personnel resulting from higher estimates for common staff costs and increased requirements for expert fees. The increase is offset in part by the reduced provisions for United Nations Office at Nairobi support services in Nairobi provided to experts, lower requirements for telecommunications and network services and the application of the most recent ICT standard rates.

11. Panel of Experts on Haiti

($1,794,300)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

176. The Panel of Experts on Haiti is responsible for monitoring the implementation of the travel ban, asset freeze and territorial arms embargo, as well as for providing information relevant to the potential designation of individuals and entities. The mandate is referenced in Security Council resolution 2653 (2022), which was renewed in its subsequent resolutions, including, most recently, 2752 (2024). The sanctions regime is aimed at, but not limited to, supporting the efforts of the Haitian authorities to deliver stability and security in Haiti, counter gang violence and criminal activities and prevent human rights abuses.

177. On 1 October 2024, following a request by the Security Council in its resolution 2700 (2023), the Secretary-General provided the Council with an assessment of the progress achieved on the key benchmarks modified in the same resolution (S/2024/711). By its resolution 2752 (2024), the Council requested the Secretary-General to provide an update by 1 October 2025 on progress made against the key benchmarks.

Programme of work

Objective

178. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Haiti, which includes a travel ban, an asset freeze and a territorial arms embargo.

Strategy and external factors for 2026

179. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution 2653 (2022) concerning Haiti.

180. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.

181. With regard to cooperation with other entities, in line with paragraph 22 of resolution 2653 (2022), the Panel of Experts will cooperate with, among others, Member States, in particular neighbouring countries, and regional and subregional organizations, such as the Caribbean Community, including the Eminent Persons Group appointed by the Caribbean Community, the Organization of American States and the multinational security support mission in Haiti.

182. With regard to inter-agency coordination and liaison, the Panel of Experts will cooperate with, among others, the United Nations Integrated Office in Haiti (BINUH), the Multinational Security Support Mission in Haiti, the Focal Point for Delisting to support the review of petitioners' requests to be removed from sanctions list, UNODC and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel will cooperate with the Department of Safety and Security, BINUH and UNDP.

183. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

(b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2024

Committee members receive information on gang dynamics, arms trafficking and the illicit exploitation of natural resources

184. In 2024, the Panel of Experts submitted interim (S/2024/253) and final (S/2024/704) reports to the Security Council with substantive information on the security situation in Haiti, including gang dynamics, their activities and leadership, and individuals who met the designation criteria, including those supporting the gangs. The Panel also provided information on arms trafficking into Haiti and recommended, among others, strengthening the territorial arms embargo. The Panel also recommended an update to the sanctions designation criteria to target individuals or armed groups engaged in activities that destabilized the situation in Haiti through the illicit exploitation of or trade in natural resources.

185. Progress towards the objective is presented in the performance measure below (see table 51).

Table 51
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Establishment of a group of 4 experts to assist the Committee in carrying out its mandate, gather, examine and analyse relevant information, provide an interim and a final report to the Security Council, and assist the Committee in refining and updating information on listed individuals and entities	Security Council and the Committee received the mandated reports and information on individuals and/or entities meeting the designation criteria The Council adjusted the sanctions measures on the basis of the recommendation of the Panel of Experts, and the Committee designated additional individuals	Security Council and the Committee received information on individuals and/or entities meeting the designation criteria The Council adjusted sanctions measures on the basis of the recommendation of the Panel of Experts, and the Committee designated additional individuals

Planned result for 2026

Full implementation of the sanctions regime concerning Haiti

Programme performance in 2024 and target for 2026

186. The Panel of Experts contributed to the full implementation of the sanctions regime, which met the planned target. Following the Panel's recommendations, the Security Council strengthened the territorial arms embargo and included designation criteria in relation to the illicit exploitation of or trade in natural resources. The Panel also provided the Committee with information on individuals who met the designation criteria, following which the Committee added two individuals to its sanctions list.

Lessons learned and planned change

187. The lesson for the Panel of Experts was that, owing to the volatile security environment in Haiti that prevented the Panel from spending substantial time on the ground, it had to adjust the approach in conducting its investigations. In applying the lesson, the Panel will revise its investigative

methodology, while ensuring that it meets the highest investigative standards. The Panel will continue to work with BINUH and the Department of Safety and Security to implement all necessary security risk mitigation measures.

188. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see table 52).

Table 52
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Establishment of a group of four experts, which will assist the Committee in carrying out its mandate, gather, examine and analyse relevant information, provide an interim and a final report to the Security Council, and assist the Committee in refining and updating information on listed individuals and entities	Security Council and the Committee receive the mandated reports and information on individuals and/or entities meeting the designation criteria	Security Council and the Committee received information on individuals and/or entities threatening the peace, security or stability of Haiti and designated additional individuals	Security Council and the Committee continue to receive information on individuals and/or entities threatening the peace, security or stability of Haiti and consider designating additional individuals and entities	Security Council and the Committee continue to receive information on individuals and/or entities threatening the peace, security or stability of Haiti and consider designating additional individuals and entities

Deliverables

189. Table 53 lists all deliverables of the mission.

Table 53
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**5**	**6**	**5**	**5**
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	5	6	5	5
Substantive services for meetings (number of three-hour meetings)	**7**	**5**	**7**	**7**
2. Meetings of sanctions committee	5	3	5	5
3. Chair’s briefings to Member States	2	2	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	**7**	**5**	**7**	**7**
4. Meetings of sanctions committee	5	3	5	5
5. Chair’s briefings to Member States	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**9**	**7**	**7**
6. Induction seminar for new members of the Panel of Experts and other training sessions	7	9	7	7
Fact-finding, monitoring and investigation missions (number of missions)	**10**	**12**	**10**	**12**
7. Missions to gather information relating to compliance with the sanctions regime	10	12	10	12

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; and consultations and advice to broaden engagement with international, regional, subregional and other organizations.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 54
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	428.8	499.4	403.3	622.4	219.1
Operational costs	1 119.7	791.7	1 149.7	1 171.9	22.2
Total (net of staff assessment)	**1 548.5**	**1 291.1**	**1 553.0**	**1 794.3**	**241.3**

Table 55
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	1	–	1	–	–	2	–	1[a]	–	1	–	–	–	3
Proposed 2026	–	–	–	–	1	–	1	–	–	2	–	1[a]	–	1	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

190. The proposed resource requirements for the Panel of Experts for 2026 amount to $1,794,300 (net of staff assessment) and would provide for the salaries and common staff costs ($622,400) for the continuation of three posts (1 P-5, 1 P-3 and 1 General Service (Other level)), and operational costs ($1,171,900) comprising expert fees ($526,800) and travel ($225,200) of the four experts, official travel of staff ($171,700) and travel of Close Protection Officers ($178,700) from various United Nations entities to support the experts while travelling in Haiti, and other operational and logistical

support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment ($248,200).

191. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for both international and national staff on the basis of the average vacancy rate in 2024 and the actual vacancy rate in March 2025, respectively.

192. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to higher requirements for civilian personnel, owing to the application of a lower vacancy rate compared with the rate of 33.3 per cent applied in 2025 and increased requirements for expert fees. The increase is offset in part by the lower requirements for telecommunications and network services and the application of most recent ICT standard rates.

12. Office of the Focal Point for Delisting

($680,700)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

193. The mandate of the Office of the Focal Point for Delisting derives from Security Council resolution 1730 (2006), in which the Council adopted a delisting procedure and requested the Secretary-General to establish a Focal Point. The mandate was extended in its subsequent resolutions 2083 (2012), 2161 (2014) and 2255 (2015) and, most recently, strengthened in resolution 2744 (2024). The Focal Point is mandated to review delisting requests from individuals, groups, undertakings or entities designated on the lists of the sanctions committees established by the Council, excluding the sanctions list of the ISIL (Da'esh) and Al-Qaida Sanctions Committee which falls under the purview of the Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009). The Focal Point is also mandated to deal with requests for travel ban and asset freeze exemptions, and communications related to cases of false or mistaken identity and post-delisting challenges, from specific listed individuals or entities.

Programme of work

Objective

194. The objective, to which this mission contributes, is to provide an independent review of delisting requests submitted by, or on behalf of, an individual, group, undertaking or entity designated on the lists of the sanctions committees established by the Security Council (the petitioner), excluding the ISIL (Da'esh) and Al-Qaida Sanctions Committee, in accordance with annex I to resolution 2744 (2024).

Strategy and external factors for 2026

195. To contribute to the objective, the Focal Point will carry out the tasks set out in the delisting procedures detailed in annex I to resolution 2744 (2024), which provides an outline of the process for information-gathering, dialogue and committee discussion and decision upon receipt of a delisting request, and in other relevant resolutions.

196. The above-mentioned work is expected to result in strengthened due process of Security Council sanctions, through fair and clear delisting procedures, and the timely processing of requests for delisting, travel ban and asset freeze exemptions, as well as communications related to cases of false or mistaken identity and post-delisting challenges.

197. With regard to cooperation with other entities at the global, regional and local levels, including in the context of information-sharing, the Focal Point will cooperate with Member States, such as members of the Security Council, and the designating State(s) and State(s) of residence and nationality or incorporation of the petitioners.

198. With regard to inter-agency coordination and liaison, the Focal Point will cooperate with any relevant sanctions committee's groups or panels of experts or monitoring teams, as well as any relevant United Nations envoys engaged in negotiations and peace processes relevant to the sanctions. In the context of safety and security, information technology security and logistics, the Focal Point will also cooperate with the Department of Safety and Security, the Office of Information and Communications Technology and UNDP.

199. To improve the effectiveness of sanctions imposed by the Security Council, the Focal Point will, as requested, engage with the Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues established pursuant to resolution 2744 (2024).

200. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States comply with the resolutions of the Security Council and cooperate with the mission;

(b) The security situation allows the mission to conduct missions, as needed;

(c) Petitioners and other relevant actors are aware of the new delisting procedure outlined in resolution 2744 (2024).

Programme performance in 2024

Strengthen due process by ensuring fairer procedures for petitioners

201. By its resolution 2744 (2024), the Security Council requested the Secretary-General to appoint the Focal Point to implement the strengthened mandate of the mission. The activities in 2024 focused on the recruitment of the Focal Point in coordination with the Office of Legal Affairs and in consultation with the Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues, on recruitment outreach activities to attract a wide pool of candidates, the review of the sanctions committees' guidelines and the establishment of the Office and its operational readiness.

202. Progress towards the objective is presented in the performance measure below (see table 56).

Table 56
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues received a list of candidates for the position of the Focal Point for its consideration and approval

Planned result for 2026

Strengthened due process through well-informed decision-making on delisting requests

Programme performance in 2024 and target for 2026

203. While the Office of the Focal Point for Delisting has been established, the Focal Point could not be appointed by the due date, which did not meet the planned target. In 2024, the Secretariat undertook the recruitment of the Focal Point and presented candidates to the Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues for its consideration and approval. The Secretariat also conducted outreach activities to Member States, international organizations and non-governmental organizations, providing briefings on the new delisting procedures and recruitment process of the Focal Point. It also informed current petitioners of procedural changes and their right to elect to withdraw their petitions without prejudice and resubmit them for consideration under the revised delisting procedure.

204. The Focal Point supports sanctions committees in their consideration of delisting requests. Upon receipt of a delisting request, the Focal Point verifies that the petition properly addresses the original designation criteria and engages with petitioners and relevant stakeholders to gather relevant information. The Focal Point then summarizes all relevant information in a confidential comprehensive report articulating the principal arguments in respect of the delisting request. This report assists the relevant committee in its decision-making process, thereby contributing to the strengthening of due process. The Focal Point also submits two biannual reports on the mission's activities to the Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues and participates in various international and regional forums to raise awareness of the new delisting procedure.

Lessons learned and planned change

205. The lesson for the mission was the need to prepare outreach activities to disseminate information to the petitioners about the new procedure outlined in annex I of resolution 2744 (2024). In applying the lesson, the mission will conduct briefings to Member States on the new delisting procedure and prepare an informational booklet to be posted on the mission's website.

206. Expected progress towards the objective is presented in the performance measure below (see table 57).

Table 57
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Focal Point could not be appointed by the due date	Relevant sanctions committees consider delisting requests as informed by confidential comprehensive reports of the Focal Point	Relevant sanctions committees consider delisting requests as informed by confidential comprehensive reports of the Focal Point, and Member States are briefed on the Focal Point's activities and new delisting procedure

Deliverables

207. Table 58 lists all deliverables of the mission.

Table 58
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**–**	**12**	**12**
1. Reports to the Security Council on the activities of the Focal Point	–	–	2	2
2. Comprehensive reports on delisting requests by the Focal Point to the sanctions committees[a]	–	–	10	10
Substantive services for meetings (number of three-hour meetings)	**–**	**–**	**13**	**13**
3. Presentations of comprehensive reports by the Focal Point to relevant sanctions committees	–	–	10	10

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
4. Briefings by the Focal Point to Member States	–	–	1	1
5. Briefings by the Focal Point to the Informal Working Group of the Security Council on General United Nations Security Council Sanctions Issues	–	–	2	2
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**–**	**–**	**5**	**5**
6. Travel ban and asset freeze exemption requests, mistaken identity and other requests, and technical amendments of narrative summaries	–	–	5	5
Fact-finding missions (number of missions)	**–**	**–**	**3**	**3**
7. Missions to gather information relating to delisting requests	–	–	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with Member States, groups or panels of experts or monitoring teams, United Nations entities and petitioners on delisting, travel ban and asset freeze exemption requests, and requests related to mistaken identity; advice on delisting procedures; and advocacy on due process related to delisting requests.				
Databases and substantive digital materials: archives of documents collected during information-gathering in response to delisting requests.				
D. Communication deliverables				
Outreach programmes, special events and information materials: fact sheets, information booklet and outreach on the work of the Focal Point.				
Digital platforms and multimedia content: Focal Point website.				

[a] The reports are strictly confidential and will not be published.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 59
Financial resources
(Thousands of United States dollars)

	2024[a]		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	–	–	389.6	293.5	(96.1)
Operational costs	–	–	385.2	387.2	2.0
Total (net of staff assessment)	**–**	**–**	**774.8**	**680.7**	**(94.1)**

[a] For 2024, resources of $65,600 were committed under the unforeseen and extraordinary expenses certified by the Secretary-General as related to the maintenance of peace and security, under the terms of General Assembly resolution 78/255.

Table 60
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	1	1	–	–	2	–	1[a]	–	1	–	–	–	3
Proposed 2026	–	–	–	–	–	1	1	–	–	2	–	1[a]	–	1	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

208. The estimated resource requirements for the Office for 2026 amount to $680,700 (net of staff assessment) and would provide for salaries and common staff costs ($293,500) three posts (1 P-4, 1 P-3 and 1 General Service (Other level)) to provide procedural, substantive and administrative support to the Focal Point, and operational costs ($387,200) comprising fees ($228,000) and travel ($28,400) of the Focal Point, official travel of staff ($39,500) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology, and other supplies, services and equipment ($91,300).

209. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of 50.0 per cent has been applied to the staff costs for both international and national staff on the basis of the actual vacancy rate in March 2025.

210. The decrease in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to lower requirements for civilian personnel costs, owing to the application of an overall higher vacancy rate compared with the 50 per cent applied for the two newly established posts and 8.5 per cent approved in 2025 for one post redeployed from the Department of Political and Peacebuilding Affairs proposed programme budget for 2025 to this special political mission, removal of non-recurrent requirements for ICT approved in 2025 and the application of the most recent ICT standard rates. The decrease is offset in part by the increased requirements for expert fees.

13. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction

($3,532,000)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

211. The mission in support of the Security Council Committee established pursuant to resolution 1540 (2004) is responsible for the provision of substantive, administrative and logistical support to assist the Committee in achieving the aims of the resolution. The mandate derives from Council resolution 1540 (2004) and from its subsequent resolutions, including, most recently, 2663 (2022).

212. In line with resolution 2663 (2022), by which the Security Council extended the Committee's mandate until 30 November 2032, the mission assists interested Member States in their national implementation efforts through country-specific visits and dialogues, national round tables, workshops and peer reviews, with the objective of building capacity, facilitating technical assistance and identifying and disseminating effective practices for the implementation of resolution 1540 (2004). The mission further supports the activities of the Committee through the organization of regional and subregional workshops on the implementation of the resolution and through country-specific missions and activities, cooperation between international and regional bodies, and the facilitation of outreach and effective partnerships with civil society and the private sector.

Programme of work

Objective

213. The objective, to which this mission contributes, is to prevent non-State actors from developing, acquiring, manufacturing, possessing, transporting, transferring or using nuclear, chemical or biological weapons and their means of delivery.

Strategy and external factors for 2026

214. To contribute to the objective, the mission will:

(a) Facilitate assistance to Member States, upon their request, which includes support for national reviews of the status of implementation of resolution 1540 (2004) and the development of national implementation action plans, and capacity-building and awareness-raising activities for the implementation of resolution 1540 (2004);

(b) Promote regional cooperation on the implementation of resolution 1540 (2004) by conducting regional and subregional activities, including training for points of contact for resolution 1540 (2004), peer review and outreach workshops;

(c) Follow up on the 2022 comprehensive review of the status of implementation of resolution 1540 (2004), conduct activities to raise awareness and support implementation of the outcome of the review and mobilize resources to effectively support the renewed mandate of the Committee.

215. The above-mentioned work is expected to result in:

(a) Enhanced national capacity to implement resolution 1540 (2004);

(b) An increased number of reports and national implementation action plans submitted to the Committee;

(c) Increased awareness and visibility of resolution 1540 (2004) and the risks posed by non-State actors acquiring access to weapons of mass destruction and their means of delivery;

(d) Increased cooperation among regional peers in implementing resolution 1540 (2004);

(e) Successful implementation of the outcome of the 2022 comprehensive review of the status of implementation of resolution 1540 (2004).

216. With regard to cooperation with other entities, the mission cooperates with Governments, international, regional and subregional organizations and civil society organizations to raise awareness of the requirements of resolution 1540 (2004) and to facilitate assistance to Member States, upon their request, to build capacity and draft legislation in order to enhance implementation of the resolution.

217. With regard to inter-agency coordination and liaison, the mission works closely with other relevant United Nations entities, such as UNODC, the Office of Counter-Terrorism, the United Nations Interregional Crime and Justice Research Institute and the International Atomic Energy Agency. The mission also cooperates with the Security Council Committee established pursuant to resolution 1373 (2001) concerning counter-terrorism and its Executive Directorate, as well as the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities, as well as the Analytical Support and Sanctions Monitoring Team supporting that Committee.

218. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The proliferation of weapons of mass destruction and their means of delivery to non-State actors remains a threat to international peace and security;

(b) The political environment in the Security Council continues to enable the Committee to reach consensus on the implementation of planned activities;

(c) Member States continue to cooperate with the Committee;

(d) Member States will have the need for assistance to implement resolution 1540 (2004).

219. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate, and is guided by the gender policy of the Office for Disarmament Affairs.

220. The mission, in support of the Committee, promotes diversity and inclusion and ensures inclusive programming throughout its work, including the inclusion of disability perspectives and other reinforcing factors, such as gender and age. The mission promotes an inclusive work environment that enables all stakeholders to participate fully and effectively in disarmament forums and processes.

Programme performance in 2024

Strengthened Member State cooperation and engagement in effective assistance collaboration following the open briefing on resolution 1540 (2004)

221. In 2024, the mission successfully convened its first open briefing as mandated in resolution 2663 (2022). The briefing enhanced Member States' awareness of and engagement in the Committee's activities and facilitated cooperation and the sharing of experiences in the implementation of the resolution.

222. Progress towards the objective is presented in the performance measure below (see table 61).

Table 61
Performance measure: enhanced engagement of Member States in implementing resolution 1540 (2004), as demonstrated by increased information exchange and efforts to address identified needs following the open briefing

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	As mandated in resolution 2663 (2022), the open briefing for Member States and international, regional, and subregional organizations was successfully convened

Planned result for 2026

Enhanced regional cooperation on implementing resolution 1540 (2004)

Programme performance in 2024 and target for 2026

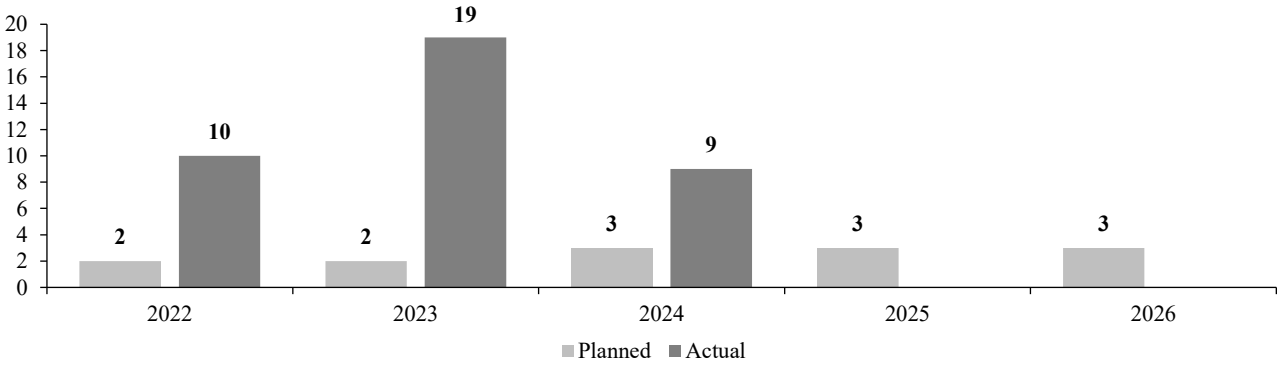
223. In 2024, the mission contributed to providing support to Member States by conducting nine regional workshops that promoted a regional approach towards the full implementation of resolution 1540 (2004), which exceeded the planned target of three workshops. The workshops contributed to the high rate of points of contact appointments and engagement for resolution 1540 (2004) in promoting national implementation efforts.

Lessons learned and planned change

224. The lesson for the mission was that ensuring sustainable implementation required national ownership and active participation at the national and regional levels. In applying the lesson, the mission will ensure an integrated approach to capacity-building efforts that align national priorities with the objectives of resolution 1540 (2004), expand its partnerships with regional organizations and entities to build synergies, and enhance mechanisms for continuous feedback for improvements in activities.

225. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see figure IV).

Figure IV
Performance measure: number of regional workshops that enhance Member States' capacity to implement resolution 1540 (2004)



Deliverables

226. Table 62 below lists all deliverables of the mission.

Table 62
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
Security Council:				
1. Annual programme of work of the Committee	1	1	1	1
2. Annual review of the implementation of resolution 1540 (2004)	1	1	1	1
3. Final document on the comprehensive review of the status of implementation of resolution 1540 (2004)	–	–	–	–
Substantive services for meetings (number of meetings)	**8**	**7**	**8**	**8**
4. Meetings of the Committee	4	7	4	4
5. Meetings of the working groups of the Committee	4	–	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**28**	**9**	**9**
6. National workshops	5	17	5	5
7. Regional workshops	2	9	3	3
8. Civil society outreach and engagement	1	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: full-membership open consultations of the Security Council on resolution 1540 (2004); full-membership open briefings; and advice on the implementation of resolution 1540 (2004) upon request by Member States.				
Databases and substantive digital materials: maintenance of database containing a list of points of contact, assistance requests received by the Committee, submitted national reports, national implementation action plans and other documentation.				
D. Communication deliverables				
Outreach programmes, special events and information materials: organization of and presentations at outreach events on preventing non-State actors from acquiring weapons of mass destruction in the context of resolution 1540 (2004), including addressing civil society, such as academia and industry.				
Digital platforms and multimedia content: updates to and maintenance of the website of the Committee.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 63
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	865.7	702.2	966.8	959.1	(7.7)
Operational costs	2 549.4	1 739.8	2 499.1	2 572.9	73.8
Total (net of staff assessment)	**3 415.1**	**2 442.1**	**3 465.9**	**3 532.0**	**66.1**

Table 64
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	1	–	2	–	–	3	–	3[a]	–	3		–	–	6
Proposed 2026	–	–	–	–	1	–	2	–	–	3	–	3[a]	–	3		–	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

227. The proposed resource requirements for the mission for 2026 amount to $3,532,000 (net of staff assessment) and would provide for salaries and common staff costs ($959,100) for the continuation of six posts (1 P-5, 2 P-3 and 3 General Service (Other level)), and operational costs ($2,572,900) comprising expert fees ($1,991,800) and travel ($158,600) of the nine experts of the Committee, official travel of the members of the Committee and staff ($124,600), facilities and infrastructure ($228,200), communications and information technology ($55,200), and other supplies, services and equipment ($14,500).

228. For 2026, no change is proposed to the number and level of posts for the mission. A vacancy rate of zero per cent has been applied to the staff costs for international staff and a rate of 33.3 per cent has been applied for national staff, on the basis of the actual vacancy rate in March 2025 and the average vacancy rate in 2024, respectively.

229. The increase in the requirements for 2026 compared with the appropriation for 2025 is attributable primarily to the increased requirements for expert fees, lower vacancy rate for international staff compared with the rate of 6.7 per cent applied in 2025 and a new requirement for conference costs related to the 1540 Committee open consultations. The increase is offset in part by the application of a higher vacancy rate for national staff compared with the rate of 6.7 per cent applied in 2025 and the application of the most recent ICT standard rates.

Extrabudgetary resources

230. In 2025, extrabudgetary resources in the amount of $1,000,000 will be used for activities in support of the implementation of resolution 1540 (2004), including facilitation of the participation of Member States in events relating to the resolution and country-specific activities. The resources will also cover the continuous work of two Regional Coordinators (P-4) stationed in Africa and Asia, along with a Political Affairs Officer (P-3) responsible for project implementation globally.

231. In 2026, extrabudgetary resources in the amount of $1,000,000 are projected to be used to organize or support a number of activities relating to resolution 1540 (2004), including facilitation of the participation of Member States in events relating to the resolution and country-specific activities. The resources will also cover the continuous work of the two Regional Coordinators (P-4) and the Political Affairs Officer (P-3).

14. Counter-Terrorism Committee Executive Directorate

($12,660,100)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

232. The Counter-Terrorism Committee Executive Directorate is mandated to support the Counter-Terrorism Committee in its work to monitor, promote and facilitate the implementation by Member States of the relevant Security Council resolutions on terrorism. The mandate derives from Council resolution 1373 (2001), which was renewed in its subsequent resolutions, including, most recently, 2617 (2021), by which the Council extended the mandate until 31 December 2025. In addition, the United Nations Global Counter-Terrorism Strategy and the 2022 Delhi Declaration on countering the use of new and emerging technologies for terrorist purposes set forth several tasks for the Executive Directorate with respect to facilitating the delivery of technical assistance, assessing the capacities of Member States to counter the use of new and emerging technologies for terrorist purposes, including by developing a set of non-binding guiding principles, compiling good practices, producing a gaps analysis and promoting good counter-terrorism practices.

Programme of work

Objective

233. The objective, to which this mission contributes, is to enhance and consolidate Member States' counter-terrorism legislation and policies, institutions and operations by ensuring the full and effective implementation by Member States of Security Council resolution 1373 (2001) and other relevant Council resolutions, to inform the efforts of United Nations entities and other implementing agencies to provide related capacity-building and technical assistance and to analyse new and emerging terrorism threats, trends and challenges.

Strategy and external factors for 2026

234. To contribute to the objective, the Executive Directorate will:

(a) Assist Member States in identifying and addressing implementation and capacity gaps in accordance with the requirements of Security Council resolution 1373 (2001) and subsequent Council resolutions on terrorism, through assessment visits and stocktaking assessment tools such as the electronic detailed implementation survey and the overview of implementation assessment, and make technical recommendations to Member States on ways to strengthen their implementation of the relevant resolutions;

(b) Strengthen the effectiveness, timeliness and impact, as well as the transparency and inclusivity, of assessments conducted by the Executive Directorate on behalf of the Committee, including relating to countering the financing of terrorism through targeted and focused follow-up visits as complements to its comprehensive assessments, as well as to annual assessments of gaps and areas requiring more action to implement key provisions of Security Council resolutions relating to countering the financing of terrorism for the purpose of designing targeted technical assistance by relevant partners;

(c) Organize follow-up meetings at the Committee level and in other bilateral and multilateral settings to highlight the priority technical assistance needs of visited Member States, and to facilitate the delivery of technical assistance;

(d) Contribute to identifying and assessing emerging issues, trends and developments relating to relevant resolutions and in support of action 23 of the Pact for the Future, the Global Digital Compact and the Declaration on Future Generations. In this respect, it will prepare and publish analytical materials, reference tools and guidelines and promote Security Council and Committee policy papers, international standards, codes and effective practices;

(e) Integrate and promote in the Executive Directorate's work the non-binding guiding principles on threats posed by the use of unmanned aircraft systems for terrorist purposes, preventing, detecting and disrupting the use of new and emerging financial technologies for terrorist purposes and countering the use of ICT for terrorist purposes, which were prepared in accordance with the Delhi Declaration.

235. The above-mentioned work is expected to result in the strengthening of Member States' capacities to:

(a) Combat terrorism and violent extremism conducive to terrorism and achieve the full and effective implementation of resolution 1373 (2001) and other relevant resolutions;

(b) Take action on recommendations in Committee visit reports and other assessments and provide technical assistance and/or share effective practices with other Member States, as appropriate;

(c) Operationalize their obligations pursuant to resolution 1373 (2001) and other relevant resolutions by facilitating acceptance and understanding of the international effective practices, techniques and tools available to combat terrorism.

236. With respect to cooperation with other entities, the Executive Directorate cooperates with a wide range of international, regional and subregional organizations such as the Financial Action Task Force and its regional bodies, the Organization of Islamic Cooperation, the Council of Europe, the European Union and the Regional Anti-Terrorist Structure of the Shanghai Cooperation Organization to raise awareness of international requirements on counter-terrorism at the national and regional levels. It leverages and diversifies its Global Counter-Terrorism Research Network to convene policymakers and researchers and engages and enhances its partnerships with civil society organizations, think tanks, academic organizations and the private sector to assist the Committee in identifying national, regional and thematic challenges and developments.

237. With respect to inter-agency coordination and liaison, the Executive Directorate works closely with other United Nations entities, within the framework of the United Nations Global Counter-Terrorism Coordination Compact. The Executive Directorate enhanced its efficiency by chairing or co-chairing Global Compact working groups and by sharing the Committee's recommendations and consented reports with the Compact. The Executive Directorate will continue to collaborate with the Office of Counter-Terrorism and UNODC on relevant issues. It works closely with other subsidiary bodies of the Security Council and their expert groups to enhance information-sharing. It maintains strong cooperation with OHCHR and the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism.

238. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Consent of Member States to receive assessment visits and subsequently brief the Committee on progress made in implementing Committee recommendations:

(b) Ability to organize and conduct visits in accordance with United Nations safety and security measures;

(c) Participation of technical experts from international and regional organizations in country visit assessments conducted by the Executive Directorate on behalf of the Committee;

(d) Commitment of implementing partners to deliver technical assistance pursuant to Committee findings;

(e) The Counter-Terrorism Committee adopts the non-binding guiding Principles on countering the use of ICT for terrorist purposes.

239. The Executive Directorate integrates a gender perspective into its operational activities, deliverables and results, as appropriate, and works with the Working Group on Adopting a Gender-Sensitive Approach to Preventing and Countering Terrorism.

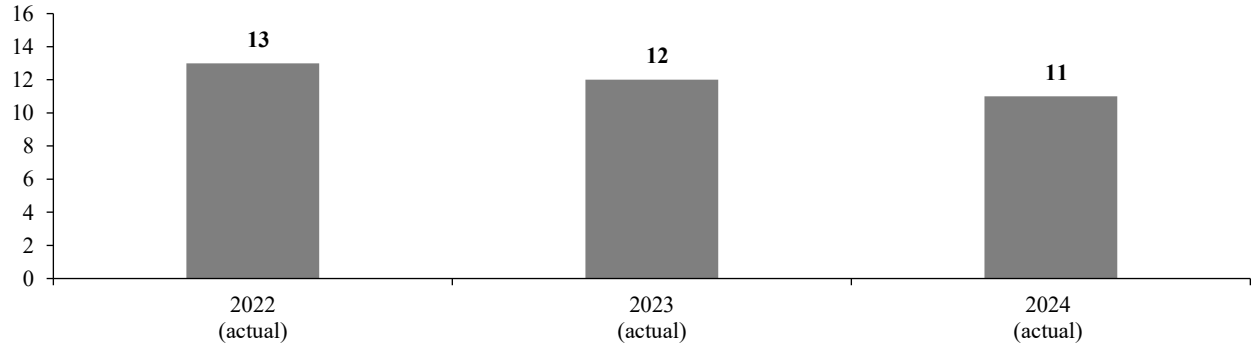
Programme performance in 2024

Road maps to improve the capacity of Member States to counter terrorism and violent extremism conducive to terrorism

240. In 2024, the Committee adopted reports on visits to seven States (Chile, Democratic Republic of the Congo, Latvia, Republic of Korea, Spain, Thailand and Uzbekistan). The Executive Directorate completed 8 overview of implementation assessments and electronic detailed implementation surveys and 26 capacity-building workshops, meetings, consultations and activities. It also facilitated technical assistance and developed 11 road maps for select beneficiaries (Benin, Cambodia, Costa Rica, Côte d'Ivoire, Gabon, Guatemala, Kyrgyzstan, Mauritania and Senegal) as part of several capacity-building programmes spearheaded by the Office of Counter-Terrorism to enhance Member States' compliance with relevant Security Council resolutions and international standards. On the basis of the road maps, beneficiaries developed legislative, operational and technological measures to operationalize Advance Passenger Information and Passenger Name Record systems. Authorities in Senegal utilized a road map developed by the Executive Directorate to better address the threat posed by unmanned aircraft systems for terrorist purposes, including through enhanced data-gathering on the threat, amended legislative and regulatory frameworks relevant to unmanned aircraft systems and enhanced information exchange mechanisms. The road maps also served as blueprints for other partners to tailor future capacity-building assistance.

241. Progress towards the objective is presented in the performance measure below (see figure V).

Figure V
Performance measure: number of Member States adopting national road maps to counter terrorism and violent extremism conducive to terrorism



Planned results for 2026

Result 1: Member States utilize Executive Directorate assessments and analysis to identify and respond to terrorism threats, trends and challenges to better implement Security Council resolution 1373 (2001) and subsequent Council resolutions

Programme performance in 2024 and target for 2026

242. The Executive Directorate contributed to the identification of counter-terrorism trends, including through the production of 5 publications, which did not meet the planned target of 10 publications.

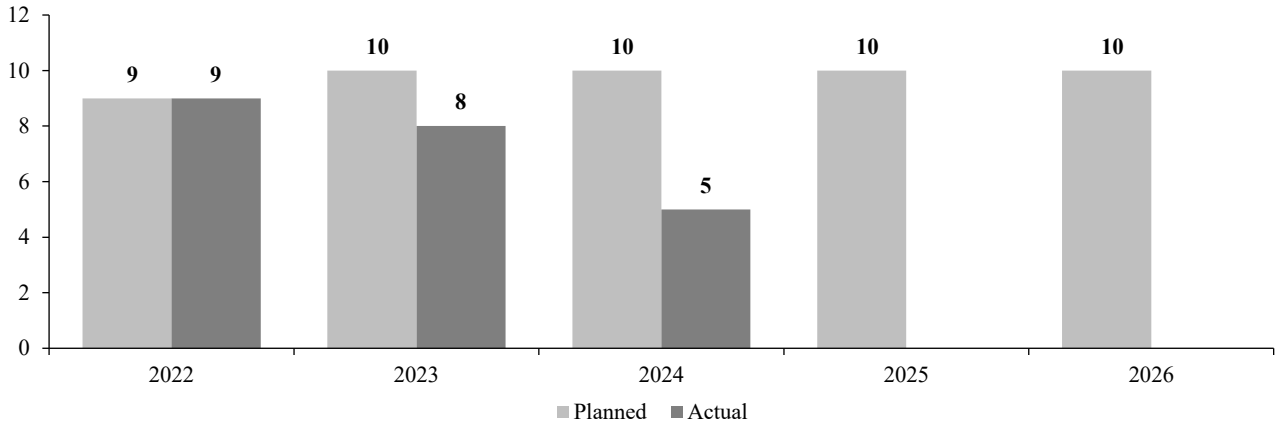
The target was not met owing to a combination of factors, including inadequate staffing. The Executive Directorate did nevertheless provide advice on several thematic areas such as border control and law enforcement, human rights and countering the financing of terrorism, including promotion of the non-binding guiding principles on threats posed by unmanned aircraft systems for terrorist purposes.

243. In 2026, the Executive Directorate intends to develop 10 publications to promote international standards and good practices. It will further enhance the use of its overview of implementation assessment and electronic detailed implementation surveys data to identify emerging trends and issue technical guidance.

244. Expected progress towards the objective and the target for 2026 are presented in the performance measure below (see figure VI).

Figure VI

Performance measure: Member States examine their own national counter-terrorism measures in the light of updated technical materials and guidance on the implementation of relevant Security Council resolutions



Result 2: Member States have access to strengthened assessment reports with action-orientated recommendations

Proposed programme plan for 2026

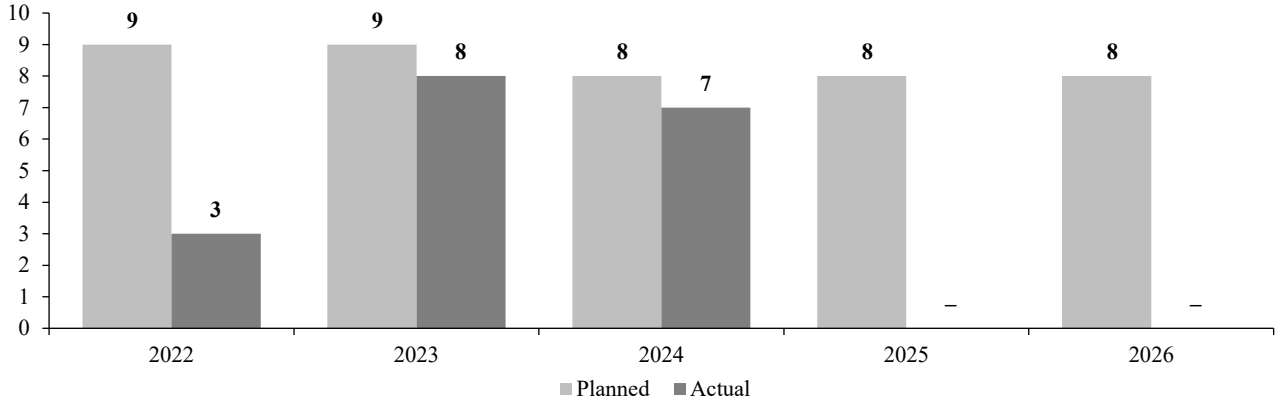
245. In August 2024, the Committee agreed on action to strengthen the assessment process regarding effectiveness, timeliness, inclusivity and transparency. Since then, a greater number of Member States have provided written feedback on steps taken to implement the Committee's recommendations, attended that portion of the Committee session at which its preliminary assessment and observation is presented and provided oral briefings to the Committee at its plenaries.

Lessons learned and planned change

246. The lesson for the Executive Directorate was the need to further improve its methodology to enhance the effectiveness, timeliness and impact of its assessments. In applying the lesson, the Executive Directorate will, among others, frame recommendations in assessments to make them more actionable, share a matrix of technical assistance needs with potential donors and implementing agencies, upon approval by the visited Member State, and request Member State feedback on steps taken to implement recommendations within 12 months of receiving the final report.

247. Expected progress towards the objective is presented in the performance measure below (see figure VII).

Figure VII
Performance measure: number of Member States assessment reports adopted by the Counter-Terrorism Committee



Deliverables

248. Table 65 below lists all deliverables of the mission.

Table 65
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**18**	**12**	**18**	**18**
1. Meetings of the Counter-Terrorism Committee	11	9	11	11
2. Briefings to Member States	7	3	7	7
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**10**	**6**	**10**	**10**
3. Reports on trends and developments relating to the implementation of Security Council resolutions on counter-terrorism	5	5	5	5
4. Guidance, compendiums and good practice documents	5	1	5	5
Fact-finding, monitoring and investigation missions (number of missions)	**15**	**8**	**15**	**15**
5. Assessment visits relating to the implementation of Security Council resolutions on counter-terrorism	15	8	15	15
C. Substantive deliverables				
Consultation, advice and advocacy: facilitation of technical assistance delivery and capacity-building activities (approximately 25 per year) relating to the implementation of all relevant United Nations counter-terrorism resolutions and development of guidelines for Member States to assist them in responding to new and emerging challenges.				
Databases and substantive digital materials: database on stocktaking of Member States' implementation of Security Council resolutions on counter-terrorism.				
D. Communication deliverables				
External and media relations: fact sheets, folders, publications and flash drives to be distributed to Member States, the media, civil society and non-governmental organizations to promote the work of the Committee and the Executive Directorate.				
Digital platforms and multimedia content: maintenance and updating of the Committee's website, newsletter and all social media platforms.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 66
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	9 857.4	9 983.4	11 041.6	10 886.2	(155.4)
Operational costs	1 811.7	1 189.5	1 774.1	1 773.9	(0.2)
Total (net of staff assessment)	**11 669.1**	**11 173.3**	**12 815.7**	**12 660.1**	**(155.6)**

Table 67
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	1	1	2	9	20	10	3	–	46	–	8[a]	–	8	–	–	–	54
Proposed 2026	–	1	1	2	9	20	10	3	–	46	–	8[a]	–	8	–	–	–	54
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Comprising one Principal level and seven Other level.

249. The proposed resource requirements for the Executive Directorate for 2026 amount to $12,660,100 (net of staff assessment) and would provide for salaries and common staff costs ($10,886,200) for the continuation of 54 posts (1 Assistant Secretary-General, 1 D-2, 2 D-1, 9 P-5, 20 P-4, 10 P-3, 3 P-2, 1 General Service (Principal level) and 7 General Service (Other level)) and operational costs ($1,773,900) comprising official travel of mission staff ($742,400), facilities and infrastructure ($830,600), communications and information technology ($189,900) and other supplies, services and equipment ($11,000).

250. For 2026, no change is proposed to the number and levels of the posts for the Executive Directorate. Vacancy rates of 14.0 and 8.3 per cent have been applied, respectively, to the staff costs for international staff and national staff on the basis of the average vacancy rate in 2024.

251. The decrease in the requirements proposed for 2026 compared with the appropriation for 2025 is attributable primarily to lower requirements for civilian personnel due to the application of a higher vacancy rate for international staff compared with the rate of 9.6 per cent applied for 2025 and the application of the most recent ICT standard rates.

Extrabudgetary resources

252. In 2025, extrabudgetary resources in the amount of $719,900 are projected to be used to support the activities and relevant initiatives aimed at promoting the implementation of resolutions 1373 (2001), 1624 (2005), 2178 (2014), 2396 (2017), 2462 (2019), 2482 (2019), 2617 (2021) and 2713 (2023), including projects in the areas of countering terrorist use of ICT, security sector oversight in Asia,

artificial intelligence and human rights in counter-terrorism, and legal cooperation and data protection.

253. In 2026, extrabudgetary resources in the amount of $1,000,000 are projected to be used to organize meetings in accordance with the programme of work approved by the Committee and support international cooperation in counter-terrorism, in particular a project in the area of forensics and biometrics in Africa.

254. The increase in the estimates projected for 2026 compared with the estimates for 2025 is attributable primarily to the anticipated implementation of a new project.

15. United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant

Liquidation activities

255. The mandate of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD) was defined in Security Council resolution 2379 (2017) and extended in subsequent resolutions of the Council. In its resolution 2697 (2023), the Council, at the request of the Government of Iraq, decided to extend the mandate of UNITAD until 17 September 2024 only.

256. The administrative liquidation of UNITAD, including the disposal of assets, was carried out from 18 September to 31 December 2024 and was facilitated by the United Nations Assistance Mission for Iraq.

257. The General Assembly, by its resolution 78/253, appropriated an amount of $25.7 million for 2024. UNITAD incurred $20.0 million in expenditure for the period, representing a resource utilization rate of 78 per cent, as result of the closure of the mission in September, while provision was made in the budget for a 12-month period.

Table 68
Financial resources
(Thousands of United States dollars)

	2024		
	Appropriation	*Expenditure*	*Variance Surplus/(deficit)*
Category of expenditure	*(1)*	*(2)*	*(4)=(2)-(1)*
Military and police personnel	–	–	–
Civilian personnel	18 925.3	16 882.8	2 042.5
Operational costs	6 747.8	3 113.3	3 634.5
Total (net of staff assessment)	**25 673.1**	**19 996.1**	**5 677.0**

258. The process for the drawdown and liquidation of property of UNITAD was guided by the principles of and policies contained in financial rule 105.23.[3] The assets of UNITAD, with a total capitalized value/acquisition value of $12,304,751 (corresponding net book value/operational value of $5,350,308), were disposed of as at 31 December 2024, of which 96.7 per cent has been transferred to the United Nations Assistance Mission for Iraq, the United Nations Support Office in Somalia and the United Nations Mission in South Sudan, while the rest were written off or sold locally.

[3] According to the rule:
Property, plant and equipment, inventories and intangible assets of the United Nations that are declared surplus, unserviceable or obsolete following a recommendation by a review body shall be disposed of, transferred or sold after competitive bidding, unless the review body:
(a) Estimates that the sales value is less than an amount to be specified by the Under-Secretary-General for Management;
(b) Considers that the exchange of property in partial or full payment for replacement equipment or supplies is in the best interest of the Organization;
(c) Deems it appropriate to transfer surplus property from one project or operation for use in another and determines the fair market value at which the transfer(s) shall be effected;
(d) Determines that the destruction of the surplus or unserviceable material will be more economical or is required by law or by the nature of the property;
(e) Determines that the interests of the United Nations will be served through the disposal of the property by gift or by sale at a nominal price to an intergovernmental organization, a Government or governmental agency or some other non-profit organization.

259. A summary of the final disposition of all assets is reflected in table 69.

Table 69
Summary of the final disposition of the assets
(Thousands of United States dollars)

Disposal method	*Capitalized value/acquisition value*	*Net book value/operational value*	*Percentage*
Sale	92.2	0.0	0.7
Transfer	11 904.0	5 318.1	96.7
Subtotal	**11 996.2**	**5 318.1**	**97.5**
Written off	308.6	32.2	2.5
Total	**12 304.8**	**5 350.3**	**100**

Annex I

Summary of follow-up action taken to implement the decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.3)	
The Advisory Committee notes that the sanctions regime pursuant to Security Council resolution 1718 (2006) is supported exclusively by the Security Council Committee established pursuant to resolution 1718 (2006). Taking into consideration the anticipated workload and complexity of the sanctions regime, the Committee recommends that the General Assembly request the Secretary-General to conduct an evaluation of the support arrangements for the Security Council Committee established pursuant to resolution 1718 (2006), including capacities within the Department of Political and Peacebuilding Affairs, and that information thereon be provided in future budget reports (para. 11).	Taking into account the complexity of this sanctions regime, as detailed in paragraphs 43 to 45 above, the significantly increased workload of the mission and upon completion of evaluation of the current support arrangement, the Secretariat assesses that the Department of Political and Peacebuilding Affairs lacked the in-house capacity to provide the support required by the 1718 sanctions committee and its Chair. Consequently, the Secretariat concludes that the existing support arrangement through the established special political mission remains appropriate and adequate.
The Advisory Committee trusts that updated information on the recruitment status of vacant positions will be provided to the General Assembly during the consideration of the present report and in the next budget submission (para. 14).	Missions under cluster II make concerted efforts to recruit and fill vacant posts[a] in accordance with the staff selection policy. Recruitment exercises, however, may be affected and delayed by external factors, including visa restrictions, the availability of qualified candidates in the duty stations and temporary hiring restrictions as a result of efforts to mitigate financial challenges facing the Organization that have an adverse impact on the missions' ability to fill vacant posts. These challenges notwithstanding, missions remain committed to filling all current and future vacancies as expeditiously as possible.
The Advisory Committee trusts that efforts will be made to achieve a more equitable geographical representation of Member States among the civilian staff and experts in thematic cluster II and that updated information thereon will be included in all future budget submissions. (para. 24).	The Secretariat is committed to advancing equitable geographical representation in geographical posts and recruiting staff on as wide a geographical basis as possible for all non-geographical posts in accordance with Article 101.3 of the Charter of the United Nations. The intention going forward is to fill future vacant geographical posts as set forth in the administrative instruction on the staff selection system (ST/AI/2010/3/Rev.3), including making every effort to select candidates from unrepresented and underrepresented Member States, in particular from outside the Organization. In this connection, at an organizational level, the Secretariat continues to take measures to make progress on this important mandate, including targeted talent outreach, purposeful

Brief description of the recommendation	*Action taken to implement the recommendation*
	partnerships with Member States and the resident coordinators and United Nations information centres and overhauling the staff selection process to ensure that it is effective, efficient, fair and inclusive. To this end, the Department of Political and Peacebuilding Affairs nominated a D-1 staff member to join the United Nations advisory board on purposeful partnerships to contribute to the implementation of the "purposeful partnership" arrangement between the Secretariat and Member States and help to build talent pipelines that have become essential in identifying and attracting potential candidates from underrepresented Member States proactively. To achieve a more equitable geographical representation among consultants working as Security Council sanctions experts, the Secretariat organized outreach events (in-person or hybrid format) for Member States and United Nations regional groups to promote applications from those groups.
The Advisory Committee trusts that efforts will continue to be made to improve the gender balance of the civilian staff and experts under thematic cluster II entities and that updated information regarding gender representation and the related recruitment efforts will be provided in the context of all future budget submissions. (para. 25).	To enhance gender balance, missions within cluster II have taken steps to integrate gender perspectives into their operational activities and have actively engaged in virtual career fairs aimed at specific regions and demographic groups for both staff and experts, as detailed in paragraphs 6 and 7 above.
The Advisory Committee takes note of the pending review of the rates for experts and trusts that that updated information will be provided in the next budget report (see also A/78/7/Add.3, para. 18) (para. 26).	The review of experts' rates was finalized in December 2024, with the updated rates applied to all new contracts effective 17 January 2025 and reflected in the 2026 budget submission.
Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.20)	
The Advisory Committee, without prejudice to the independence of the Focal Point for Delisting, encourages coordination with the Office of the Ombudsperson established pursuant to resolution 1904 (2009) to seek efficiencies and synergies in the performance of administrative duties and research support and trusts that the Secretary-General will report thereon in the next budget submission (para. 14).	The Secretariat considered that seeking efficiencies and synergies in the performance of administrative duties and research support between the Ombudsperson's and the Focal Point's Offices could blur operational boundaries, thereby increasing the risk of compromising their independence, impartiality and the handling of sensitive or confidential information. To maintain both Offices' independence, impartiality and stringent confidentiality requirements, it is essential that a clear distinction be made between the two, with each supported by its own dedicated staff. These requirements are fundamental to the credibility and effectiveness of both Offices and to upholding the standards for due process.

[a] There was one long-vacant post for missions under cluster II at the time of preparation of the present report, which will be provided in the supplementary information.

Annex II

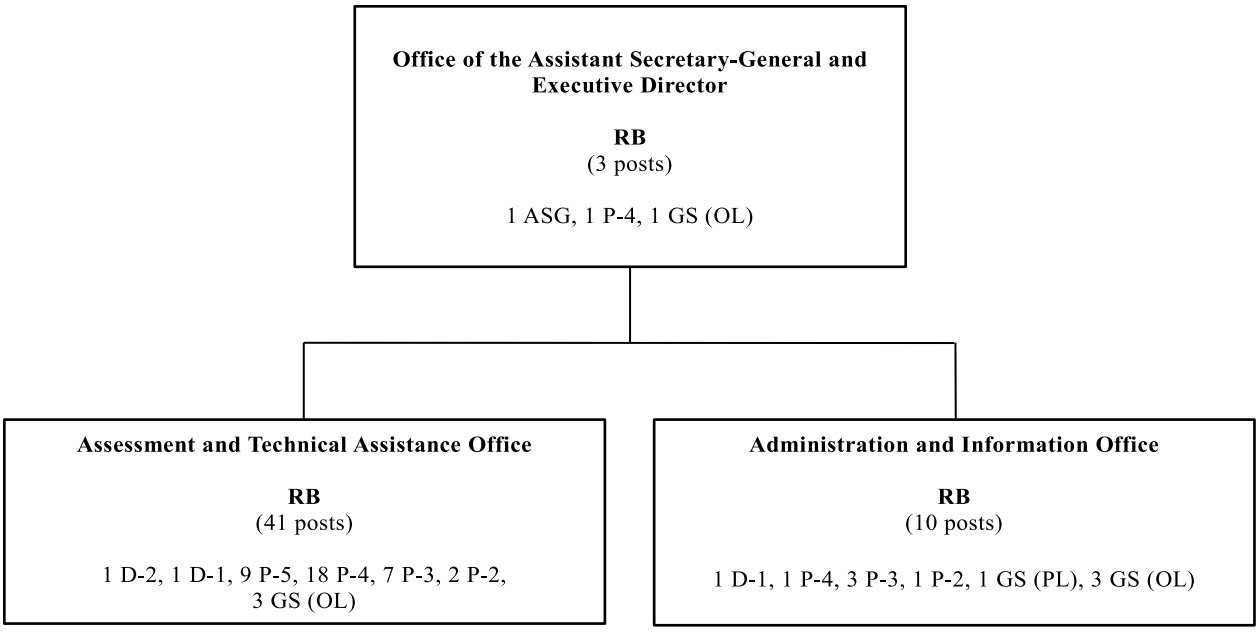
Organizational structure and post distribution for 2026

A. Sanctions monitoring teams, groups and panels, and other entities and mechanisms[a]

Group of Experts on the Democratic Republic of the Congo **RB** (2 posts) 2 P-3	**Panel of Experts on the Sudan** **RB** (1 post) 1 P-3	**Support to the Security Council Committee established pursuant to resolution 1718 (2006)** **RB** (3 posts) 1 P-4, 1 P-3, 1 GS (PL)	**Panel of Experts on Libya** **RB** (2 posts) 1 P-3, 1 GS (OL)	**Panel of Experts pursuant to resolution 2745 (2024)** **RB** (2 posts) 1 P-3, 1 GS (OL)
Panel of Experts on Yemen **RB** (8 posts) 1 P-3, 5 FS, 2 LL	**Panel of Experts on South Sudan** **RB** (3 posts) 1 P-3, 2 GS (OL)	**Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities** **RB** (17 posts) 1 P-5, 4 P-4, 6 P-3, 6 GS (OL)		**Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)** **RB** (2 posts) 1 P-4, 1 GS (OL)
Panel of Experts pursuant to resolution 2713 (2023) **RB** (6 posts) 1 P-3, 1 GS (OL), 4 LL	**Panel of Experts on Haiti** **RB** (3 posts) 1 P-5, 1 P-3, 1 GS (OL)	**Office of the Focal Point for Delisting** **RB** (3 posts) 1 P-4, 1 P-3, 1 GS (OL)	**Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction** **RB** (6 posts) 1 P-5, 2 P-3, 3 GS (OL) **XB** (3 posts): 2 P-4, 1 P-3	

[a] Group/Panels of Experts, Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities, Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009), Office of the Focal Point for Delisting and other support mechanisms of Security Council committees.

B. Counter-Terrorism Committee Executive Directorate



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

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Proposed programme budget for 2026

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Special political missions

Thematic cluster III: regional offices, offices in support of political processes and other missions

Summary

The present report contains the proposed resource requirements for 2026 for 10 special political missions grouped under the thematic cluster of regional offices, offices in support of political processes and other missions.

The proposed resource requirements for 2026 for special political missions grouped under this cluster amount to $384,906,000 (net of staff assessment).

* A/80/50.

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** The part consisting of the proposed programme plan for 2026 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution 77/267.

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

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I. Resource overview

1. The proposed resource requirements for 2026 for the 10 special political missions grouped under thematic cluster III amount to $384,906,000 (net of staff assessment). Tables 1 and 2 provide a comparison between the financial and human resources proposed for 2026 and such resources for 2025 as approved by the General Assembly in its resolution 79/258.

Table 1
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Estimate*	*2026 vs. 2025 Increase/(decrease)*
Mission	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(2)*
UNOWAS	15 900.1	14 699.8	15 702.1	15 960.2	258.1
UNTMIS	101 136.8	92 411.2	100 177.3	97 616.4	(2 560.9)
United Nations Regional Centre for Preventive Diplomacy for Central Asia	3 233.2	3 222.3	3 555.7	3 458.8	(96.9)
United Nations support for the Cameroon-Nigeria Mixed Commission	3 821.7	3 022.7	3 719.4	3 706.4	(13.0)
Office of the United Nations Special Coordinator for Lebanon	11 303.4	10 716.0	11 122.4	11 604.3	481.9
UNOCA	8 410.5	7 695.3	7 868.1	8 329.2	461.1
UNSMIL	87 763.6	85 563.5	90 588.7	90 432.2	(156.5)
United Nations Verification Mission in Colombia	78 336.7	80 104.5	86 582.3	86 953.1	370.8
UNMHA	33 640.2	28 873.4	31 002.1	30 040.5	(961.6)
BINUH	36 540.1	33 718.2	35 705.0	36 804.9	1 099.9
Total, continuing missions	**380 086.3**	**360 027.0**	**386 023.1**	**384 906.0**	**(1 117.1)**
Discontinuing and discontinued missions[a]					
UNITAMS	22 162.6	17 834.7	–	–	–
Total	**402 248.9**	**377 861.6**	**386 023.1**	**384 906.0**	**(1 117.1)**

Abbreviations: BINUH, United Nations Integrated Office in Haiti; UNITAMS, United Nations Integrated Transition Assistance Mission in the Sudan; UNMHA, United Nations Mission to Support the Hudaydah Agreement; UNOCA, United Nations Regional Office for Central Africa; UNOWAS, United Nations Office for West Africa and the Sahel; UNSMIL, United Nations Support Mission in Libya; UNTMIS, United Nations Transitional Assistance Mission in Somalia.

[a] Includes UNITAMS, the mandate of which expired in September 2024.

Table 2
Human resources

	Military observer/ advisers	*Military contingents*	*United Nations police*	*Government-provided personnel*	*International staff*[a]	*National staff*[b]	*United Nations Volunteers*[c]	*Total*
UNOWAS								
Approved 2025	1	–	1	–	49	31	–	82
Proposed 2026	1	–	1	–	49	31	–	82
UNTMIS								
Approved 2025	–	625	12	20	166	129	19	971
Proposed 2026 (1 January–31 October 2026)	–	625	12	20	157	129	17	960
Proposed 2026 (1 November–31 December 2026)	–	–	–	–	8	–	–	8
United Nations Regional Centre for Preventive Diplomacy for Central Asia								
Approved 2025	–	–	–	–	8	22	–	30
Proposed 2026	–	–	–	–	8	22	–	30
United Nations support for the Cameroon-Nigeria Mixed Commission								
Approved 2025	1	–	–	–	9	2	–	12
Proposed 2026	1	–	–	–	9	2	–	12
Office of the United Nations Special Coordinator for Lebanon								
Approved 2025	–	–	–	–	18	65	–	83
Proposed 2026	–	–	–	–	21	67	–	88
UNOCA								
Approved 2025	–	–	–	–	33	16	1	50
Proposed 2026	–	–	–	–	33	16	1	50
UNSMIL								
Approved 2025	–	234	–	7	276	139	6	662
Proposed 2026	–	234	–	7	276	139	6	662
United Nations Verification Mission in Colombia								
Approved 2025	188	–	–	–	181	218	183	770
Proposed 2026	188	–	–	–	181	218	183	770
UNMHA								
Approved 2025	75	–	–	5	71	92	–	243
Proposed 2026	75	–	–	5	71	92	–	243
BINUH								
Approved 2025	–	–	48	3	107	73	4	235
Proposed 2026	–	–	48	3	106	73	4	234
Total								
Approved 2025	**265**	**859**	**61**	**35**	**918**	**787**	**213**	**3 138**
Proposed 2026	**265**	**859**	**61**	**35**	**911**	**789**	**211**	**3 131**
Net change	**–**	**–**	**–**	**–**	**(7)**	**2**	**(2)**	**(7)**

(Footnotes on following page)

(Footnotes to table 2)

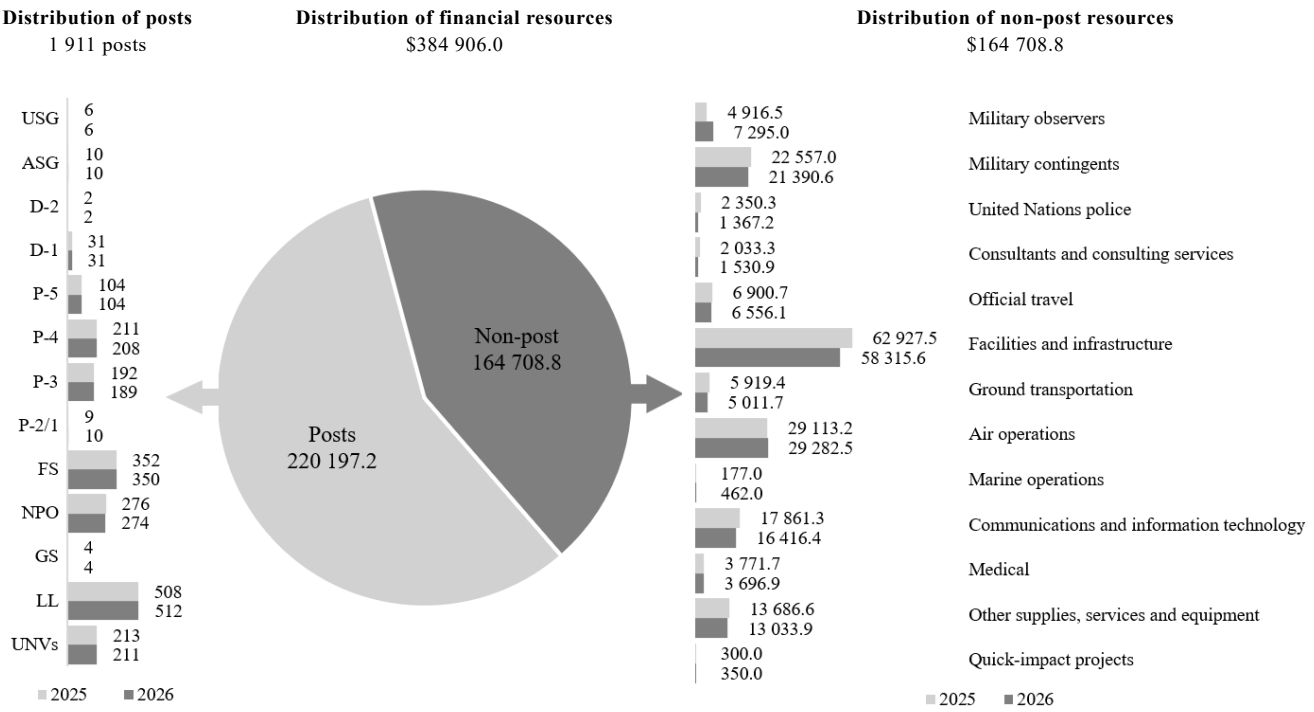
Abbreviations: UNOWAS, United Nations Office for West Africa and the Sahel; UNTMIS, United Nations Transitional Assistance Mission in Somalia; UNOCA, United Nations Regional Office for Central Africa; UNSMIL, United Nations Support Mission in Libya; UNMHA, United Nations Mission to Support the Hudaydah Agreement; BINUH, United Nations Integrated Office in Haiti; UNITAMS, United Nations Integrated Transition Assistance Mission in the Sudan.

[a] Includes staff in the Professional and higher categories and Field Service.

[b] Includes National Professional Officers, General Service staff and Local level staff.

[c] Includes international and national United Nations Volunteers.

Figure I
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



2. The overall decrease of $1.1 million for the 10 special political missions is attributable primarily to: (a) the planned drawdown of the United Nations Transitional Assistance Mission in Somalia (UNTMIS) and adjustments made to mission activities and services to cover only the 10-month period up to 31 October 2026, in accordance with second phase of the mission transition as outlined in Security Council resolution 2753 (2024), and the proposed abolishment of 11 posts as from 1 January 2026; (b) reduced requirements for National Professional Officers in the United Nations Mission to Support the Hudaydah Agreement (UNMHA) due to the application of higher vacancy rates and the abolishment of two National Professional Officer posts and the establishment of two Local level posts instead; (c) the application of higher vacancy rates for United Nations police officers in the United Nations Integrated Office in Haiti (BINUH); (d) reduced requirements for consultants due to the higher reliance on in-house expertise in the United Nations Office for West Africa and the Sahel (UNOWAS) and the United Nations Verification Mission in Colombia, as well as lower estimates for travel for civilian observers relating to the United Nations support to the Cameroon-Nigeria Mixed Commission; (e) lower requirements for ground transportation due to reduced rental costs in the United Nations Verification Mission in Colombia with the implementation of the UN Fleet lease contract for the soft-skin fleet; and (f) reduced requirements for communications and information technology equipment and its maintenance through the deprioritization of non-essential activities in some missions. The decrease was offset in part by

additional requirements for military observers owing to an increase in the mission subsistence allowance rates and the application of lower vacancy rates in UNMHA and the United Nations Verification Mission in Colombia, for air operations in the United Nations Verification Mission in Colombia to support mandate implementation in the locations outside Bogotá and ensure connectivity between locations, and for the construction of a new road and parking area, a fuel station, infrastructure networks and other security enhancements in the United Nations Support Mission in Libya (UNSMIL) complex.

3. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2024 and the actual vacancy rate as at 31 March 2025. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for 2026 and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions, or posts and positions proposed for reassignment.

4. For the sake of brevity, the present document will include a section on extrabudgetary resources only for those missions that have projected extrabudgetary resources in 2025 or 2026.

II. Cross-cutting information

Gender perspective

5. Special political missions are guided by Security Council resolutions[1] on the women and peace and security agenda and mandate the incorporation of a gender perspective into the political work of the United Nations, including in special political missions. The missions are also guided by General Assembly resolution 75/100 on the comprehensive review of special political missions, in which the Assembly reaffirmed the important role of women in the prevention and resolution of conflicts and in peacebuilding and recognized the importance of the equal and effective participation and the full involvement of women at all levels, at all stages and in all aspects of the peaceful settlement of disputes, conflict prevention and conflict resolution.

6. Specific examples of how special political missions integrate a gender perspective into their operational activities, deliverables and results are given under the individual missions in the present report.

Disability inclusion

7. In line with the United Nations Disability Inclusion Strategy, special political missions review the Strategy with a view to further advancing disability inclusion through inclusive messaging, awareness-raising and promoting the Strategy through their work, including in political and peace processes. The missions also support mitigating measures to overcome accessibility challenges, in addition to the efforts undertaken by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Evaluation activities

8. The Department of Political and Peacebuilding Affairs will support the biennial assessment by the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. Mission-specific evaluation activities are described, as applicable, under the specific missions in the present report.

[1] Resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 2122 (2013), 2242 (2015), 1960 (2010), 2106 (2013), 2467 (2019) and 2493 (2019).

III. Special political missions

1. United Nations Office for West Africa and the Sahel

($15,960,200)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

9. The United Nations Office for West Africa and the Sahel (UNOWAS) is responsible for conflict prevention and ensuring sustainable peace and security in West Africa and the Sahel. Its mandate derives from the exchanges of letters between the Secretary-General and the President of the Security Council (S/2016/88 and S/2016/89, S/2016/1128 and S/2016/1129, S/2019/1009 and S/2020/85 and S/2023/70 and S/2023/71), as well as Council resolution 2349 (2017). The mission's current mandate will expire on 31 January 2026.

10. UNOWAS is mandated to monitor political developments in West Africa and the Sahel and carry out good offices to support conflict prevention, peacebuilding, sustaining peace and mediation efforts in the subregion, mindful of the sustainable development context; enhance regional and subregional partnerships to address cross-border and cross-cutting threats to peace and security; support, through political advocacy and playing a convening role, the implementation of the United Nations integrated strategy for the Sahel; and promote good governance, respect for the rule of law, human rights and gender mainstreaming in conflict prevention, management and resolution.

Programme of work

Objective

11. The objective, to which this mission contributes, is to achieve peace and security in West Africa and the Sahel.

Strategy and external factors for 2026

12. To contribute to the objective, the mission will:

(a) Strengthen its early warning and conflict prevention and resolution action with relevant partners, with a focus on West African countries undergoing political transitions and those scheduled to hold elections in 2026; de-escalate crises relating to governance-related challenges; lead regional and international diplomatic engagements to build consensus on regional responses; support regional solutions to cross-cutting threats to peace and security; and monitor and assess political developments in the region;

(b) Enhance partnerships with regional institutions, civil society organizations and United Nations entities to address regional peace and security challenges, focusing on root causes of instability and insecurity in the region, while reinforcing the peace-security-development nexus; and conduct high-level advocacy to facilitate humanitarian assistance and access to critical social services by populations affected by conflict and insecurity;

(c) Accelerate the implementation of the women and peace and security and youth, peace and security agendas through the promotion of involvement of women and young people in political

and decision-making processes and mediation initiatives; and advance the promotion of good governance and respect for human rights and the rule of law;

(d) Intensify its analytical work, including on governance and the adverse implications of climate change.

13. The above-mentioned work is expected to result in:

(a) Prevention and mitigation of conflicts through consensual political processes, including in countries undergoing political transitions;

(b) Strengthened regional and subregional cross-border responses and coherent, comprehensive and integrated approaches to challenges relating to climate change, transnational organized crime, illicit trafficking, farmer and herder dynamics, intercommunal violence, terrorism, violent extremism and humanitarian access;

(c) Mainstreaming of gender and of youth participation into conflict prevention, management and resolution activities;

(d) Strengthened initiatives to address violations of human rights and international humanitarian law and improve security sector governance.

14. With regard to cooperation with other entities, UNOWAS works with the African Union, the Economic Community of West African States (ECOWAS), the Mano River Union, the Lake Chad Basin Commission, the Accra Initiative, the Liptako-Gourma Authority, the Gulf of Guinea Commission, the African Development Bank, national human rights institutions and other civil society groups in the region to strengthen and harmonize regional capacities for conflict prevention and resolution, peacebuilding and sustaining peace; advance good governance and respect for human rights and the rule of law and the participation of women and young people in political and decision-making processes; and support regional responses to address climate change and cross-border threats to peace and security.

15. With regard to inter-agency coordination and liaison, UNOWAS collaborates with the Development Coordination Office and resident coordinators, humanitarian coordinators, United Nations country teams, United Nations agencies, funds and programmes based in Dakar and across the region and other United Nations partners to create political space for humanitarian access and developmental initiatives. Working with the Special Coordinator for Development in the Sahel, UNOWAS promotes the United Nations integrated strategy for the Sahel and supports cost-effective, innovative approaches. It coordinates with the United Nations Regional Office for Central Africa (UNOCA) on transregional issues affecting West and Central Africa, including terrorism in the Lake Chad Basin, farmer-herder conflicts, climate security, piracy and maritime security in the Gulf of Guinea.

16. In relation to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Demand for UNOWAS good offices to facilitate political dialogue and defuse political tensions, and to support countries undergoing political transitions and institutional reforms;

(b) Heads of State and Governments of West Africa, ECOWAS, the Lake Chad Basin Commission, the Mano River Union, the African Union, the Gulf of Guinea Commission and the Accra Initiative demonstrate the political will for sustained support to regional peace and security mechanisms and a commitment to mobilizing the resources required to address challenges to peace and stability;

(c) ECOWAS early warning and response mechanisms and other regional conflict prevention instruments are operational at the national and regional levels;

(d) The international community remains committed to supporting the countries of the region and regional and subregional organizations in addressing governance and security challenges;

(e) Peacebuilding and peace consolidation efforts by regional and subregional organizations and other partners continue;

(f) Political and technical-level engagements with UNOCA in support of the Gulf of Guinea Commission and the Interregional Coordination Centre for Maritime Safety and Security in the Gulf of Guinea continue;

(g) Political commitment on the part of national, regional and international partners to work with the United Nations in the context of the United Nations integrated strategy for the Sahel;

(h) Governments in the region remain willing to engage with UNOWAS and other partners to improve human rights and rule of law.

Programme performance in 2024

Conducive environment for peaceful and inclusive electoral processes in West Africa and the Sahel

17. In 2024, UNOWAS led initiatives to prevent conflict and defuse electoral tensions in Ghana, Mauritania and Senegal, in collaboration with national and regional partners. With regard to the December 2024 elections in Ghana, the mission promoted an inclusive, transparent process through stakeholder engagement and support for the "I Pledge for Peace" campaign led by the National Peace Council. During the March 2024 elections in Senegal, UNOWAS engaged with political and electoral stakeholders to ensure peaceful elections. With respect to the June 2024 presidential election in Mauritania, the mission engaged with political and electoral stakeholders, advocating for dialogue to address challenges, strengthen social cohesion and promote national dialogue and electoral reforms.

18. Progress towards the objective is presented in the performance measure below (see table 3).

Table 3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Return of key stakeholders to the Inter-Party Advisory Committee to create conditions for peaceful and inclusive elections in Ghana	Return of key stakeholders to the Inter-Party Advisory Committee to create conditions for peaceful and inclusive elections in Ghana	"I Pledge for Peace" campaign rolled out and related agreement signed in Ghana ahead of the elections Inclusive and peaceful elections held in Mauritania and results accepted by all parties In the March 2024 elections in Senegal, UNOWAS engaged with political and electoral stakeholders to ensure peaceful elections and the mission's preventive diplomacy contributed to the harmonization of messages and readiness for dialogue by all stakeholders, leading to peaceful elections, the outcome of which was accepted by all

Planned results for 2026

Result 1: enhanced political dialogue throughout West Africa and the Sahel

Programme performance in 2024 and target for 2026

19. In 2024, UNOWAS led 38 high-level engagements to enhance dialogue and facilitate rapprochement between ECOWAS and countries undergoing a political transition, namely, Burkina Faso, Guinea, Mali and the Niger. Those efforts improved bilateral relations and donor engagement, as well as reduced tensions. In response to the announced withdrawal of Burkina Faso, Mali and the Niger from ECOWAS, the mission promoted dialogue to rebuild trust, preserve regional integration and strengthen cooperation on peace and security. This created a conducive environment for dialogue, eased tensions and prevented a further deterioration in the security situation.

20. In 2026, UNOWAS will continue to foster political consensus, stability and social cohesion, supporting inclusive governance, rule of law and human rights throughout West Africa and the Sahel. The mission will advocate for regional security cooperation to address threats to peace and human security, prioritizing nationally led peacebuilding and prevention initiatives, aligned with the Pact for the Future.

21. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4).

Table 4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced bilateral and regional dialogue between ECOWAS and the countries undergoing a political transition	Enhanced bilateral and regional dialogue between ECOWAS and the countries undergoing a political transition	Enhanced bilateral and regional dialogue between ECOWAS and the countries undergoing a political transition	Sustained dialogue and continued diplomatic relations in West Africa and the Sahel	Sustained dialogue and continued diplomatic relations in West Africa and the Sahel

Result 2: enhanced regional and subregional partnerships to respond to cross-border and cross-cutting security challenges

Programme performance in 2024 and target for 2026

22. In 2024, UNOWAS worked with regional and subregional partners to strengthen peace and security in West Africa and the Sahel and to safeguard regional integration. It signed memorandums of understanding with ECOWAS and the Mano River Union, which enhanced existing regional partnerships and supported the evaluation of the Yaoundé Architecture for maritime safety and security in the Gulf of Guinea. In response to the weakening of regional security cooperation mechanisms, the mission advocated for continued support for the Accra Initiative, the preservation of the Multinational Joint Task Force in the Lake Chad Basin and the full implementation of Security Council resolution 2719 (2023). In addition, the mission fostered cooperation and peaceful dialogue between coastal States and Sahelian countries to contain the spread of terrorism and violent extremism.

Lessons learned and planned change

23. The key lesson learned for the mission was the importance of regional ownership in ensuring effective lasting security arrangements. A major challenge was the trust deficit between some member States, hindering cooperation on security matters. UNOWAS promoted various security approaches, with successful models from the Multinational Joint Task Force and the Lake Chad

Basin regional stabilization strategy offering valuable insights. Going forward, the mission will work to bridge trust gaps, promote ownership of security initiatives and encourage integrated multidimensional responses to regional security challenges.

24. Expected progress towards the objective is presented in the performance measure below (see table 5).

Table 5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Confidence-building and trust-strengthening regional security and governance mechanisms and arrangements	Strengthened regional security and governance mechanisms and arrangements

Deliverables

25. Table 6 lists all deliverables of the mission.

Table 6
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**3**	**2**	**3**
1. Reports of the Secretary-General to the Security Council	2	3	2	3
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**3**
2. Meetings of the Security Council	2	2	2	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**17**	**20**	**17**	**20**
3. Workshops on peace and security, including terrorism, violent extremism conducive to terrorism, transnational organized crime, human rights and the implementation of Security Council resolution 1325 (2000) and subsequent resolutions on women's rights	17	20	17	20
Technical materials (number of materials)	**6**	**8**	**6**	**8**
4. Issue papers on peace and security, human rights, gender and young people	6	8	6	8
Fact-finding, monitoring and investigation missions (number of missions)	**27**	**25**	**27**	**30**
5. Advocacy and support for integrated subregional and cross-border responses on cross-cutting threats to peace and security, in particular election-related instability and challenges related to governance deficits, security sector reform, transnational organized crime, illicit trafficking, terrorism and violent extremism conducive to terrorism; consultations on human rights during political and electoral processes; and advocacy for the effective implementation of the United Nations integrated strategy for the Sahel and advocacy for enhanced strategic cooperation and coordination in the Sahel in fulfilment of the objectives of the integrated strategy	27	25	27	30

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Good offices: provision of good offices, including jointly with ECOWAS and the African Union, on conflict prevention across countries of West Africa and the Sahel, taking into account human rights and gender aspects.

Consultation, advice and advocacy: monitoring missions to West Africa and the Sahelian countries to analyse developments and emerging threats and identify entry points for early warning and conflict prevention activities; monitoring missions to the countries of the region to support United Nations initiatives to sustain peace; and pre- and post-electoral missions to countries conducting elections in West Africa and the Sahel to monitor tensions related to the electoral process.

D. Communication deliverables

Outreach programmes, special events and information materials: digital and print, information campaigns, brochures, flyers, and information notes to promote the good offices and the mission's activities while enhancing visibility of the mission.

External and media relations: media encounters, briefings, press conferences, press releases, statements and op-eds.

Digital platforms and multimedia content: dissemination of information and promotion of the good offices and the activities of the mission through its website and social media.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 7
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	113.5	49.4	108.9	107.0	(1.9)
Civilian personnel	10 229.3	10 783.9	10 505.3	11 153.9	648.6
Operational costs	5 557.3	3 866.5	5 087.9	4 699.3	(388.6)
Total (net of staff assessment)	**15 900.1**	**14 699.8**	**15 702.1**	**15 960.2**	**258.1**

Table 8
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	1	–	2	9	16	13	1	6	49	9	–	22[a]	31	–	–	–	80
Proposed 2026	1	1	–	2	9	16	13	1	6	49	9	–	22[a]	31	–	–	–	80
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Includes one general temporary assistance position.

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

26. The proposed resource requirements for 2026 for UNOWAS amount to $15,960,200 (net of staff assessment) and would provide for the deployment of one military adviser and one police adviser ($107,000), salaries and common staff costs ($11,153,900) for 49 international posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 D-1, 9 P-5, 16 P-4, 13 P-3, 1 P-2 and 6 Field Service) and 31 national posts (9 National Professional Officer and 22 Local level, the latter of which includes 1 general temporary assistance position), and operational costs ($4,699,300), comprising costs for official travel ($788,000), facilities and infrastructure ($209,300), ground transportation ($97,400), air operations ($2,153,200), communications and information technology ($620,000) and other supplies, services and equipment ($831,400).

27. In 2026, no change is proposed to the number and levels of the posts.

28. The mission's approved 2025 staffing table includes one general temporary assistance position. It is proposed that this position, Finance and Budget Assistant (Local level), be continued in 2026 to support and maintain internal control over the financial transactions of the mission.

29. Vacancy rates of 15.6 per cent for international posts and 0.8 per cent for Local level posts and positions, based on the actual average vacancy rates in 2024, and zero per cent for National Professional Officer posts, based on the actual vacancy rate in March 2025, have been applied to the estimates. A vacancy rate of zero per cent has been applied to the estimates for military and police advisers on the basis of the actual vacancy rate in March 2025.

30. The increase in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to increased requirements for civilian personnel, due to: (a) the application of the most recent salary rates for international staff; and (b) the application of a lower vacancy rate of zero per cent compared with the rate of 8.3 per cent applied in 2025 for National Professional Officers. The increase is offset in part by: (a) the non-provisioning of resources for consultants and consulting services in 2026 due to the use of in-house capacity; (b) reduced requirements for air operations in line with historical flight hour utilization rates; (c) reduced requirements for official travel; (d) reduced requirements for other services for meeting and workshop facilitation services; and (e) lower requirements for communications and information technology due to lower estimated costs of software licences and fees, as well as less printing and fewer reproductions and magazine subscriptions for public information and publication services.

Extrabudgetary resources

31. In 2025, extrabudgetary resources amounting to $447,100 are estimated, as follows:

(a) Voluntary contributions of $311,600, are projected to enhance the field capacity of the Department of Political and Peacebuilding Affairs to address climate change-related security risks. The project will boost field offices' abilities to build synergies around climate security and foster opportunities for dialogue;

(b) Cost-recovery resources of $135,500, which are projected to be used to cover the costs of the United Nations Educational, Scientific and Cultural Organization in Dakar for utilities and maintenance services and the United Nations Office on Drugs and Crime (UNODC) for rental and utility services under the office-sharing arrangements with the UNOWAS liaison cell in Nouakchott and the UNOWAS liaison cell office in Abuja.

32. In 2026, extrabudgetary resources amounting to $447,100 (comprising voluntary contributions of $311,600 and cost-recovery resources of $135,500) are projected for the above activities aimed at achieving peace and security in West Africa and the Sahel, as well as activities funded from cost recovery.

2. United Nations Transitional Assistance Mission in Somalia

($97,616,400)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

33. The United Nations Transitional Assistance Mission in Somalia (UNTMIS), formerly the United Nations Assistance Mission in Somalia (UNSOM), is tasked with supporting the Federal Government of Somalia in the attainment of key national priorities while advancing the two-year phased transition of its functions to the Federal Government, the United Nations country team and other stakeholders by 31 October 2026.

34. In its resolution 2753 (2024), the Security Council decided that the United Nations Assistance Mission in Somalia would be called the United Nations Transitional Assistance Mission in Somalia and that UNTMIS would continue to implement the UNSOM mandate and, at the same time, begin the formal transition of its functions to the Federal Government of Somalia, the United Nations country team and other stakeholders from 1 November 2024. The Council expressed its intention, informed by conditions on the ground, to terminate the mandate of UNTMIS at the end of the anticipated two-phased transition, by 31 October 2026.

35. The Security Council further decided that the first phase of the transition, covering seven tasks specified in resolution 2753 (2024), would run from 1 November 2024 to 31 October 2025. During this phase, UNTMIS would continue the tasks mandated to UNSOM by the Council in its resolutions 2158 (2014), 2592 (2021) and, most recently, 2705 (2023). The first phase of the transition would be completed by 31 October 2025. The Council further requested the Secretary-General to prepare, in consultation with the Federal Government of Somalia, a road map (see S/2025/194) for delivering the first phase of the transition of the Mission's tasks to the Federal Government of Somalia, the United Nations country team and other stakeholders, including the practical modalities for the transition, such as the reduction in UNTMIS personnel. The Council also requested the Secretary-General to update it on the situation regarding Somalia and on progress made in the implementation of the transition plan, through two written reports. The first report, together with the aforementioned road map for the first phase of the transition, was submitted on 28 March 2025. The second report is due by 30 September 2025. Informed by the reporting of the Secretary-General, the Council will review the progress of the UNTMIS transition by 31 October 2025 to support decision-making on timelines for the handover of the remaining tasks of UNTMIS during the second phase of its transition.

36. In its resolution 2753 (2024), the Security Council requested UNTMIS to maintain a presence, as appropriate, across Somalia to deliver its transition mandate, in coordination with the Federal Government of Somalia and federal member states, and to ensure strong cooperation with Somalia and the African Union, as the security situation allowed.

Programme of work

Objective

37. The objective, to which UNTMIS contributes, is to the advancement of the Federal Government of Somalia's key national state-building and development priorities, while implementing a phased and gradual transition of its functions to the Federal Government of Somalia, the United Nations country team and other stakeholders through the delivery of its mandate established by the Security Council and in line with the priorities of the Federal Government.

Strategy and external factors for 2026

38. To contribute to the objective, in line with the transition priorities set out in Security Council resolution 2753 (2024), UNTMIS will:

(a) Provide support to state-building, including the constitutional review process and efforts to conduct free and fair elections, through inclusive and transparent one-person, one-vote processes, including through capacity-building, technical assistance and policy guidance and the facilitation of dialogue to promote reconciliation;

(b) Advance the promotion and protection of human rights, including through institutional and human capacity-building, technical assistance and policy guidance;

(c) Provide support to United Nations entities in the country to ensure system-wide implementation of the human rights due diligence policy, where relevant;

(d) Strengthen rule of law, justice and corrections and security sector support, including through capacity-building and technical assistance;

(e) Ensure coordination of international donor support, working with bilateral and multilateral partners, including to assist authorities in delivering basic services and community reconciliation, including in areas newly recovered from Al-Shabaab;

(f) Coordinate United Nations efforts in relevant areas in Somalia;

(g) Coordinate with the African Union Support and Stabilization Mission in Somalia (AUSSOM), with a view to the progressive and phased transfer of these tasks, and complete the handover of any other outstanding tasks by 31 October 2026;

(h) Facilitate and coordinate with the Federal Government of Somalia and the United Nations country team, as well as all relevant stakeholders, on finalization of the transition, including the handover of residual substantive tasks and the closure of the Mission.

39. The above-mentioned work is expected to result in:

(a) Progress on national priorities on inclusive political processes, security, the rule of law, human rights and economic and social development in line with the objectives in the United Nations Sustainable Development Cooperation Framework for the period 2026–2030, aligned to the Somalia national transformation plan and its Centennial Vision 2060;

(b) Successful transition and closure of the Mission through the handover of its remaining tasks to the Federal Government of Somalia, the United Nations country team and other stakeholders, retaining the gains made by the Mission since its establishment.

40. With regard to cooperation with other entities, UNTMIS will continue its close coordination with AUSSOM. It will continue to ensure compliance with the human rights due diligence policy on United Nations support to non-United Nations security forces with regard to United Nations support that may be provided to any non-United Nations entities in Somalia.

41. With regard to inter-agency coordination and liaison, UNTMIS will continue to collaborate with United Nations agencies, funds and programmes in Somalia, in particular as regards preparations for the eventual handover of tasks associated with the second phase of the transition. This includes identified mandated activities undertaken through programmes and advancing implementation of the priorities outlined in the United Nations Sustainable Development Cooperation Framework in support of the national transformation plan and Centennial Vision 2060.

42. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The Federal Government of Somalia and federal member states would have resumed inclusive dialogue and reached political consensus on advancing state-building priorities;

(b) The constitutional review process will have advanced;

(c) The Federal Government of Somalia and federal member states (Puntland and Jubbaland) would have resumed dialogue and reached political agreements on advancing state-building priorities;

(d) Somalia will continue to progressively assume responsibility for security, with the Federal Government of Somalia and federal member states making progress towards building able, accountable, acceptable and affordable security institutions as outlined in the Constitution, the national security architecture and the security sector development plan;

(e) Human rights violations by parties to the conflict will remain a concern;

(f) Al-Shabaab will remain the greatest threat to security and stability in Somalia, followed by clan violence and localized disputes, and young Somalis will remain vulnerable to radicalization and recruitment by extremist groups, in particular Al-Shabaab;

(g) Women and girls will continue to be disproportionately affected by inequality, sexual violence, violations of international humanitarian law and violations and abuses of human rights;

(h) The risk of discrimination and exclusion facing minorities, marginalized communities and internally displaced persons will persist;

(i) Freedom of expression and civic space will face challenges and the risk of human rights violations and protection risks to civilians will persist;

(j) The United Nations presence in Somalia in 2026 will remain dependent on adequate security arrangements acceptable under the established United Nations security management system;

(k) Availability of sufficient resources and capacities within the identified counterparts in the Federal Government of Somalia, the United Nations country team and other stakeholders to enable timely assumption of identified tasks from UNTMIS will remain a concern for the successful transition of the Mission.

43. UNTMIS integrates a gender perspective into its activities, deliverables and results, as appropriate, including support for the increased protection of women and girls, as well as the full, equal, meaningful and safe participation and representation of women in the political sphere, economic life and reconciliation and peacebuilding efforts.

44. In line with the United Nations Disability Inclusion Strategy, UNTMIS, in partnership with the United Nations Support Office in Somalia (UNSOS), developed a joint action plan for the period 2023–2025, which will conclude in December 2025. In 2026, the Mission will continue to undertake activities that are applicable specifically to them, whereas the work that has been led by the Mission will be handed over to the United Nations country team after 31 October 2026.

Programme performance in 2024

Disability inclusion in Somalia

45. On 31 July 2024, the House of the People of the Federal Parliament of Somalia approved the disability rights protection bill, which was later passed by the Upper House of the Federal Parliament of Somalia on 28 October 2024. The bill was signed into law on 2 December 2024.

46. From 2023 and throughout 2024, the Mission supported the Federal Ministry of Women and Human Rights Development and the National Disability Agency in developing the disability rights protection bill. The support included technical and legal advice and capacity-building. During that work, the Mission collaborated closely with the Agency and civil society organizations dedicated to promoting the rights of persons with disabilities. This marked an important milestone in the incorporation into national legislation of the Convention on the Rights of Persons with Disabilities, ratified by Somalia in August 2019.

47. Progress towards the objective is presented in the performance measure below (see table 9).

Table 9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Federal Ministry of Women and Human Rights Development and the National Disability Agency developed the disability rights protection bill, which the Federal Cabinet unanimously approved on 27 July 2023	Somalia made incremental progress towards the adoption of the disability rights protection bill to ensure the incorporation into national legislation of the Convention on the Rights of Persons with Disabilities
	The Agency and organizations of persons with disabilities completed a comprehensive, nationwide disability survey, which informed policymakers about the perceptions and priorities of persons with disabilities and to what extent they participate in public life	The National Disability Agency and related organizations working on disability rights undertook efforts to increase their capacity. For example, the Somali National Association of the Deaf was supported in its Somalia-wide consultation on codification of Somali sign language, which is under review by the Federal Ministry of Education, Culture and Higher Education. With respect to disability inclusion in disaster preparedness, a group of organizations of persons with disabilities participated in a train-the-trainers programme and were supported in training other organizations of persons with disabilities, climate activists and trade unions on disability inclusion in climate justice, resulting in a review of Somalia's nationally determined contributions
	Support extended to a larger number of organizations of persons with disabilities, such as the Somali Youth Organization for the Visually Impaired	

Planned results for 2026

Result 1: resolution of outstanding issues of federalization through Federal Government and federal member state dialogue, enabling progress on the constitutional review and other State building objectives

Programme performance in 2024 and target for 2026

48. In 2024, UNTMIS contributed, through technical assistance, to the constitutional review process and the passing of election-enabling legislation, which met in part the planned target of paving the way for one-person, one-vote district, state and national elections, given that Jubbaland and Puntland States remained outside the process. The Mission supported the convening of three National Consultative Council meetings of the Federal Government of Somalia and federal member states leadership to advance national priorities, including through agreement on aspects of the constitutional review process, the fight against Al-Shabaab and proposals for the electoral calendar at the national and subnational levels. The Mission supported the Office of the Prime Minister in ensuring the integration of a gender perspective and inclusion of women into the Council processes. The Mission also supported the capacity-building of parliamentarians to strengthen their participation in the constitutional review process, including the harmonization of federal and state-level constitutions and rules of procedure for the parliamentary process. In addition, the Mission further increased its support for the development of the security sector, including advancing the implementation of the national security architecture, which is central to the federalization of security.

49. Until 31 October 2026, the Mission will prioritize its support for national partners in creating an enabling environment for consultations and the operationalization of an inclusive Somali-owned constitutional review process. It will also exercise its good offices and provide technical support to foster political agreements on contentious issues relating to the constitutional framework.

50. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 10).

Table 10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Federal Government of Somalia convened the National Consultative Council three times (without Puntland), covering priority areas, including security/ fight against Al-Shabaab, elections, stabilization, constitutional review and power-sharing Technical work between the Federal Government of Somalia and federal member states in preparation for or follow-up to meetings of the National Consultative Council (or an equivalent platform) progressed and included women	Federal and state-level leaders engaged in dialogue on key issues except for Puntland and Jubbaland (withdrew in October 2024); remaining National Consultative Council members achieved agreement on some federalization and state-building objectives Contentious issues relating to federalization and state-building at the federal and state levels were not resolved, with Jubbaland joining Puntland in rejecting constitutional amendments	Federal and state level leaders agree on progress towards implementation of national state-building priorities Consultations take place as part of the constitutional review process inclusive of diverse perspectives of women, youth and marginalized groups' representatives Agreement on the constitutional review process and a timetable for constitution	Peaceful transition of power takes place through an electoral process that is agreed upon by the Federal Government of Somalia and all federal member state leaders and implemented across the country Inclusive consultations on the constitutional review process undertaken Constitutional review process is advanced significantly, with fewer contentious issues remaining

Result 2: strengthened priority capabilities of Somali rule of law and security institutions at the federal and state levels

Programme performance in 2024 and target for 2026

51. In 2024, the Mission contributed to strengthening Somali's rule of law and security institutions at the federal and state levels through strategic policy advice, capacity-building initiatives, technical support and enhanced coordination. The first phase of the joint police programme highlighted the need for stronger coordination with national and international partners. To ensure a smooth transition, United Nations police will collaborate more closely with the United Nations Development Programme (UNDP) in implementing the second phase.

52. Until 31 October 2026, the Mission will continue to support Somalia's rule of law and security institutions through strategic, policy and technical advice, along with partner coordination. Key priorities include advancing the revised national security architecture, establishing a national security council and implementing the security sector development plan. The Mission will also support legal framework development for the rule of law and security governance, facilitate coordination on force generation, training and accountability, and contribute to a national maritime security strategy. In addition, capacity-building initiatives in 2026 will address barriers to women's professional development in the rule of law sector and promote gender sensitivity among decision makers. Further efforts will focus on having federated policing, justice and corrections models promote judicial independence, civilian oversight and accountability in order to enhance access to justice, in particular in fragile areas. Coordination with AUSSOM and national capacity development

will also be strengthened. These tasks will be handed over progressively to the appropriate national authorities and to the United Nations country team and international partners by 31 October 2026, in line with a transition road map to be agreed with the Federal Government of Somalia.

53. Progress towards the objective and the target for 2026, until 31 October, are presented in the performance measure below (see table 11).

Table 11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Capacities of accountable, affordable and able Somali security forces protecting the civilian population strengthened Strategic coordination between national and international stakeholders in the security sector strengthened Progress made on legislation to improve external civilian oversight over security forces Hirshabelle State Police Act enacted, and four police bills developed and consulted Partners coordination mechanism on maritime security established	Somali security sector development plan adopted and national security architecture revised Joint justice and corrections programme adopted Phase 2 of joint police programme designed Coordination of maritime security stakeholders strengthened National defector rehabilitation programme revised Baseline assessment of national counter-improvised explosive device framework conducted	Workstreams on defence, police, rule of law and public financial management established in part for the implementation of the security sector development plan Capacity-building of national institutions and implementation of the joint justice and corrections programme ongoing Jubbaland adopted the Somalia Police Force Act and the Federal Cabinet endorsed the Somali Police Force bill, pending parliamentary approval Phase 2 of the joint police programme under is implementation National defector rehabilitation programme is being implemented	Strengthened coordination with the AUSSOM successor mission on the security transition Technical support provided to strengthen Somali security institutions towards their full assumption of security responsibilities Support for the implementation of the security sector development plan and the revised national security architecture is coordinated with stakeholders, facilitating progress Independent judicial system is promoted through implementation of the next phase of the joint justice and corrections programme	Somali security sector governance improved through implementation of a federated national security architecture and enhanced capacity and affordability of relevant Federal Government of Somalia and federal member state institutions Legitimate judicial system is promoted through improved trust and service delivery, and greater independence Somali police capacity strengthened through enhanced Federal Government of Somalia and federal member state coordination and capacity-building Federal Government of Somalia and federal member state authorities' tools and capacities to lead the rule of law and security sector governance reform enhanced in line with an agreed transition road map

Result 3: strengthened electoral management and inclusive participation in the transition of Somalia to universal suffrage

Proposed programme plan for 2026

54. In 2026, Somalia will make the transition to universal suffrage elections at both the Federal and federal member state levels, including presidential and parliamentary elections. The success of these elections depends on the capacity of the National Independent Electoral and Boundaries Commission to administer, regulate and oversee the electoral process effectively.

55. A robust electoral legal framework, transparent electoral operations and meaningful stakeholder engagement are preconditions to ensure credible and inclusive elections. As Somalia moves forward in conducting universal suffrage elections, strengthening the National Independent Electoral and Boundaries Commission will be critical for public trust in the electoral process.

Lessons learned and planned change

56. The lesson for the Mission was that early targeted engagement with policymakers significantly enhanced its ability to deliver effective technical assistance. That approach raised awareness and deepened knowledge among key counterparts, resulting in a more informed and internationally aligned legal framework. It also highlighted the importance of coordinated stakeholder engagement in ensuring the alignment and adoption of the electoral legal framework, including temporary special measures and the 30 per cent women's quota.

57. In applying the lesson, the Mission will focus on providing technical support to the National Independent Electoral and Boundaries Commission during electoral operations across all stages of the electoral process, based on the Commission's identified needs. In addition, the Mission will work and coordinate closely with stakeholders to ensure timely resource mobilization and maintain coordinated support for Somalia's transition to direct elections at the federal and federal member state levels.

58. Progress towards the objective and the target for 2026, until 31 October, are presented in the performance measure below (see table 12).

Table 12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
In May 2022, Somalia successfully conducted its presidential election	In May, the Federal Government of Somalia and member states reached a landmark agreement to implement a one-person, one-vote system, replacing the long-standing 4.5 clan-based formula In June, Puntland conducted district council elections using direct universal suffrage, marking Somalia's first such elections since 1969	In 2024, the National Consultative Council (although without the participation of Puntland) adopted the universal election plans Federal Parliament passed electoral-related constitutional amendments, followed by the adoption of three election-related laws in November Commissioners of the newly established National Independent Electoral and	Capacity-building initiatives tailored to the operational needs of the National Independent Electoral and Boundaries Commission, with a focus on electoral processes The Commission receives technical and advisory support for election management, including planning, legal framework implementation and the conduct of district elections	National Independent Electoral and Boundaries Commission receives technical support for successful election management at the federal and state levels Implementation of electoral laws, including provisions for women's representation; support for enforcing the 30 per cent gender quota in registration and seat allocation

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
		Boundaries Commission appointed in December	Strengthened coordination among international partners and United Nations entities for electoral assistance activities and resource mobilization for Somali elections	Strengthened cooperation among National Independent Electoral and Boundaries Commission, donors and electoral partners UNTMIS support to the Federal Government of Somalia and federal member states related to this result area is successfully completed by 31 October 2026

Deliverables

59. Table 13 lists all deliverables of the Mission. All mandated activities will be implemented in line with the two-phased transition of the Mission's functions to the Federal Government of Somalia, the United Nations country team and other stakeholders by 31 October 2026. Liquidation-related activities will be undertaken by 31 December 2026.

Table 13
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**3**	**2**	**2**
1. Reports of the Secretary-General for the Security Council	4	3	2	2
Substantive servicing of meetings (number of three-hour meetings)	**4**	**3**	**3**	**2**
2. Meetings of the Security Council	4	3	3	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**4**	**4**	**3**
3. Joint programmes on state-building and reconciliation support, joint justice and corrections, human rights and electoral support programme	–	4	4	3
Seminars, workshops and training events (number of days)	**187**	**243**	**173**	**138**
4. Seminars to support the implementation of laws promoting the rights of children	6	6	6	4
5. Seminars on the coordination and implementation of federated political agreements on rule of law and on rightsizing the Somali security forces, in alignment with the transition of security functions	4	–	1	1
6. Seminars on security and justice-focused public expenditure	2	4	2	2
7. Workshops on addressing conflict-related sexual violence (protection of women)	8	8	8	6
8. Workshops, seminars and training events on capacity-building of human rights institutions	6	6	6	4
9. Thematic workshops on human rights issues with civil society, such as those dealing with minorities, people with disabilities, women and children, civil society engagement and basic human rights obligations, and on monitoring and reporting on the human rights performance of Somali security forces and their ability to foster trust and confidence in communities	14	14	14	11

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. Workshops for the country task force on monitoring and reporting on violations against children, including children and armed conflict	12	12	12	10
11. Workshops on advocating and capacity-building to establish an affordable justice system and the roll-out of the federated justice and corrections model	16	17	15	12
12. Workshops to enhance the capacity of the custodial corps and other prison stakeholders on corrections system development and prison management	16	17	15	12
13. Workshops on civilian oversight of security institutions	5	9	5	4
14. Workshops on implementation of maritime priorities in accordance with the Somali national maritime security strategy and blue economy strategy, strengthening legislation and opportunities for women based on the women in the maritime sector strategy	5	17	8	6
15. Workshops to support institutional capacity-building towards the implementation of the national security architecture and the Somalia security sector development plan	6	16	6	5
16. Workshops, training and capacity-building support for the implementation of the stabilization analytical tools	7	14	5	5
17. Training on protection of civilians	12	12	12	10
18. Workshops on prevention of and response to electoral violence against women leaders	2	–	–	–
19. Workshops/seminars/training activities in journalism, social media and coverage of election campaigns	16	39	20	10
20. Workshops, seminars and capacity-building activities for police personnel from both the Federal Government of Somalia and federal member states on implementing the Somalia security development plan and new policing model, in alignment with the transition of security functions	16	19	14	12
21. Workshops, seminars or capacity-building/training events in support of relevant government institutions at the federal and state levels on inclusive politics	5	4	5	4
22. Workshops, seminars or capacity-building/training events on peacebuilding, mediation and conflict resolution	5	3	5	4
23. Workshops, seminars or capacity-building/training events on the constitutional review process	5	6	5	4
24. Workshops to build the capacity of civil society for monitoring and reporting on the human rights performance of Somali security forces and their ability to foster trust and confidence in communities, including with regard to conflict-related sexual violence	4	4	4	3
25. Consultations with and workshops/working sessions on mediation, reconciliation, negotiation and policy dialogues for women civil society leaders and women members of Parliament and senators	15	16	4	4
26. Workshop in support of national transformation plan coordination architecture	–	–	1	1
27. Workshop with the Federal Government of Somalia and federal member states to enhance awareness and increase women’s participation in the rule of law/justice sector	–	–	–	4
Publications (number of publications)	**1**	**1**	**3**	**1**
28. Human Rights and Protection Group reports on freedom of expression and/or protection of civilians in Somalia’s conflict-related sexual violence and cultural rights in Somalia	1	1	2	1
29. Study on Somali women’s experience and aspirations in peace and politics in the country	–	–	1	–
Fact-finding, monitoring and investigation missions (number of missions)	**9**	**18**	**9**	**7**
30. Human rights monitoring, reporting and investigations, including conflict-related sexual violence and children and armed conflict, monitoring of and follow-up on incidents involving security forces supported by the United Nations, through the human rights due diligence policy	9	18	9	7

C. Substantive deliverables

Good offices: provide support to the Federal Government of Somalia, the federal member states and other stakeholders in advancing the national priorities, including concrete movement towards the conclusion of the constitutional review process, enhanced women's meaningful participation and representation in decision-making processes, elections, peacebuilding, implementation of the national security architecture and political processes towards the 2026 elections; and provide support to Somali stakeholders in addressing clan and localized conflicts, including in recently recovered areas.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

Consultation, advice and advocacy: consultations with civil society on deepening federalism, the constitutional review process, local conflict management and resolution and the national reconciliation process; advice on drafting the revised constitution; strategic and technical advice on the implementation of the electoral legal framework and operational planning for the 2026 federal and federal member state elections; provision of technical and advisory support to the National Independent Electoral and Boundaries Commission on women's leadership for the planned electoral processes, including registration, results and seat allocation and participation in political leadership roles in other governance institutions; advice on the compliance of national legislation with international human rights law, including policies addressing sexual violence in conflict and children in armed conflict; advice and advocacy to strengthen the national protection framework and institutionalize accountability mechanisms on the implementation of human rights commitments, on recommendations emerging from the human rights universal periodic review process, on human rights due diligence assessments and on addressing violations committed by international, national and government-affiliated forces; advice on security sector legislation and budgetary measures, including the sustainable financial management of the security sector; consultations on the legal framework to implement the national security architecture; advocacy for increased joint planning between security forces and stabilization actors in recovered areas and link to more development-oriented services; strategic advice and advocacy towards the establishment of independent and accountable security and rule of law institutions; and enhancement of the Somali maritime administration and women in the maritime sector.

D. Communication deliverables

Outreach: continuation of two long-term strategic messaging campaigns targeting Somali audiences communicating on the work of UNTMIS in the last phase of ensuring the transition of its functions, tied into the planned one-person, one-vote elections, on the value of democratization processes and importance of electoral participation by the general public; and the Strategic Communications and Public Affairs Group will support efforts of the United Nations Communications Group to harmonize the United Nations joint messaging campaigns, as well as the coordination of United Nations family outreach events with the United Nations agencies, funds and programmes.

External and media relations: reinforcement of working relationships with Somali and international media to help to ensure a better understanding of the work of UNTMIS and the transitional process and, more broadly, the work of the United Nations in Somalia; continued support for the development of the Somali communications sector, through capacity-building programmes for the media and government communications offices, at both the national and subnational levels; and the organization of at least two press conferences for United Nations leadership and arrangement of interviews and other media coverage with United Nations officials, as required.

Digital platforms and multimedia content: four digital platforms (social and digital media) that produce multilingual and multimedia content, with at least 200 items (including cards, infographics and videos) for dissemination on social media and online channels; for traditional platforms, production of Somali-language radio programming, with at least 30 episodes of the "Path to peace" programme and, as required, awareness-raising campaigns aligned with United Nations transition priorities, targeting Somali audiences; a series of radio programmes on high-priority topics on an ad hoc basis; four English-language UNTMIS quarterly updates, aimed at Somali government partners, international partners and donors; and digital newsletters highlighting the work of the United Nations.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 14
Financial resources[a]
(Thousands of United States dollars)

	2024		2025	2026	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2026 Increase/(decrease)
Category of expenditure	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel costs	16 497.8	15 728.4	16 194.8	15 009.7	(1 185.1)
Civilian personnel	44 833.6	47 763.0	44 520.6	51 714.4	7 193.8
Operational costs	39 805.4	28 919.8	39 461.9	30 892.3	(8 569.6)
Total (net of staff assessment)	**101 136.8**	**92 411.2**	**100 177.3**	**97 616.4**	**(2 560.9)**

[a] Figures for 2024 relate to UNSOM up to 31 October 2024, when the Security Council changed the name of the mission to UNTMIS.

Table 15
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	2[a]	–	7	26	46	32	–	52	166	84	–	45	129	15	4	19	314
Proposed 2026	1	2[a]	–	7	26	41	30	–	50	157	84	–	45	129	13	4	17	303
Net change	**–**	**–**	**–**	**–**	**–**	**(5)**	**(2)**	**–**	**(2)**	**(9)**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**	**(11)**
Proposed 1 November 2026 (liquidation team)	–	–	–	2	1	3	–	–	2	8	–	–	–	–	–	–	–	8
Change	**(1)**	**(2)**	**–**	**(5)**	**(25)**	**(38)**	**(30)**	**–**	**(48)**	**(149)**	**(84)**	**–**	**(45)**	**(129)**	**(13)**	**(4)**	**(17)**	**(295)**

[a] One position is funded at 50 per cent and cost-shared with the Development Coordination Office

60. The proposed resource requirements for 2026 for the Mission amount to $97,616,400 (net of staff assessment) and would provide for: (a) the deployment of 625 United Nations Guard Unit personnel for 10 months and 12 United Nations police personnel for 10 months ($15,009,700); (b) salaries and related costs ($51,714,400) for 157 international posts (1 Under-Secretary-General, 2 Assistant Secretary-General, 7 D-1, 26 P-5, 41 P-4, 30 P-3 and 50 Field Service), 129 national posts (84 National Professional Officer and 45 Local level) and 17 United Nations Volunteers (13 international and 4 national) until 31 October 2026; (c) the deployment of 20 government-provided personnel until 31 October 2026; (d) salaries and related costs for 8 international posts (2 D-1, 1 P-5, 3 P-4 and 2 Field Service), which will compose the Mission's liquidation team for the period from 1 November to 31 December 2026; and (e) operational costs ($30,892,300), comprising the costs for consultants and consulting services ($499,700), official travel ($690,300), facilities and infrastructure ($11,689,300), ground transportation ($1,040,200), air operations ($6,438,900), communications and information technology ($3,628,700), medical ($1,114,200) and other supplies, services and equipment ($5,791,000).

61. The proposed resources under salaries and other costs also include a provision of $17,464,300 for payments due to staff members at the time of separation from service. The provision comprises estimated termination indemnity ($6,586,300), repatriation grants ($5,042,000), relocation grants ($1,778,000), accrued annual leave for international and national staff ($3,692,600) and travel expenses to cover the repatriation of international staff ($365,400).

62. The resources under operational costs also include a provision of $3.8 million as the reimbursement for the logistical support package received from UNSOS, in line with paragraph 5 (a) of Security Council resolution 2741 (2024), in which the Council stipulated that such a support package would be on a cost-recovery basis. On the basis of a comprehensive analysis of workload statistics, specific to various functions in UNSOS, it was estimated that an amount of $3,855,000 (net of staff assessment) should be cost-recovered from UNTMIS in 2026 for the logistical support package. This will be duly taken into account in the upcoming proposed budget for UNSOS for the period from 1 July 2026 to 30 June 2027.

63. Vacancy rates of zero per cent have been applied to the estimates for military contingents and a rate of 41.7 per cent has been applied for United Nations police, 17.0 per cent for international staff, 15.6 per cent for National Professional Officers, 17.8 per cent for Local level posts based on the actual vacancy rates as at 31 March 2025, and 55.0 per cent for government-provided personnel based on the actual average vacancy rate during 2024. Vacancy rates of 27.0 and 75.0 per cent have been applied to the estimates for international United Nations Volunteers and national United Nations Volunteers, respectively, based on the planned deployment.

64. In preparation for the liquidation, it is proposed that nine posts (5 P-4, 2 P-3 and 2 Field Service) and two international United Nations volunteer positions be abolished effective 1 January 2026, as follows:

(a) Corrections Officer (P-4) in the Justice and Corrections Section;

(b) United Nations Police Officer (P-4) in the Police Section;

(c) Electoral Officer (P-4) in the Integrated Electoral Support Group;

(d) Mission Planning (P-4) Officer in the regional liaison offices;

(e) Political Affairs Officer (P-4) in the Political Affairs and Mediation Group;

(f) Political Affairs Officer (P-3) in the Political Affairs and Mediation Group;

(g) Electoral Officer (P-3) in the Integrated Electoral Support Group;

(h) Two posts of Administrative Assistants (Field Service) in the regional liaison offices;

(i) Judicial Affairs Officer (international United Nations Volunteer) in the Justice and Corrections Section;

(j) Security Sector Reform Officer (international United Nations Volunteer) in the Security Sector Reform Section.

65. During 2026, the Mission will progress in its second phase of transition in accordance with the provisions of Security Council resolution 2753 (2024), and it is planned that it will separate the remaining staffing complement, except for eight international posts (2 D-1, 1 P-5, 3 P-4 and 2 Field Service) that will constitute the UNTMIS liquidation team for the period from 1 November to 31 December 2026. During this period, the team will focus on the residual activities related to liaising with the United Nations agencies, funds and programmes on possible challenges and capacity gaps related to the handover of UNTMIS tasks, as well as the closure of open administrative items in finance and budget in coordination with United Nations Headquarters.

66. For military and police personnel and government-provided personnel, it is planned that 20 government-provided personnel and 12 United Nations police officers will be repatriated, and relevant government-provided personnel positions are to be abolished as from 31 October 2026. In addition, the United Nations Guard Unit personnel are also to be repatriated as from 31 October 2026.

67. The decrease in requirements for 2026 compared with the appropriation for 2025 is attributable primarily to the cease of mandated activities and planned repatriation of all the military and police and the majority of the civilian personnel and the closure and handover of the Mission’s locations by 31 October 2026. The reduced requirements are offset in part by estimated payments in the amount of $17,464,300 due to staff members at the time of separation from service.

3. United Nations Regional Centre for Preventive Diplomacy for Central Asia

($3,458,800)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

68. The United Nations Regional Centre for Preventive Diplomacy for Central Asia is responsible for supporting national authorities in identifying and addressing threats to regional peace and security. The open-ended mandate was defined through an exchange of letters between the Secretary-General and the President of the Security Council (S/2007/279 and S/2007/280). The mission plays a central role in preventive diplomacy in Central Asia and provides a platform for regional dialogue on the pressing challenges to security and stability.

69. The main function of the Regional Centre is to strengthen United Nations capacity for conflict prevention in Central Asia through liaison with the Governments and, with their concurrence, engaging with the parties concerned on promoting preventive diplomacy; monitoring and analysing the situation on the ground, providing the Secretary-General with updates relating to conflict prevention; maintaining contact with regional organizations, encouraging their peacemaking efforts and facilitating coordination and information exchange, with due regard to their specific mandates; providing a political framework and leadership for preventive activities of the United Nations country teams and supporting efforts of the resident coordinators and representatives of the United Nations system in promoting an integrated approach to preventive diplomacy and humanitarian assistance; and maintaining close contact with the United Nations Assistance Mission in Afghanistan to ensure a comprehensive analysis of the situation in the wider region.

70. The Regional Centre's current work is guided by a five-year programme of action for the period 2021–2025, which was adopted at the annual meeting of deputy ministers for foreign affairs in December 2020. A new programme of action, for the period 2026–2030, will be adopted at the end of 2025.

Programme of work

Objective

71. The objective, to which this mission contributes, is to enhance regional security and stability in Central Asia.

Strategy and external factors for 2026

72. To contribute to the objective, the mission will:

(a) Carry out good offices functions for preventive diplomacy in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, as well as monitor and analyse regional developments, while maintaining contact with regional organizations and other parts of the United Nations system;

(b) Organize an annual meeting of deputy ministers of foreign affairs of Central Asia and convene expert forums to advise the annual consultative meetings of the Central Asian Heads of State. The Regional Centre will also promote political participation of women through the

engagement of senior women political leaders in the Central Asia Women Leaders' Caucus regional platform;

(c) Promote arrangements on transboundary water management in the region, support initiatives and dialogue on water, energy and environmental and climate cooperation, and help to address challenges relating to transboundary water and climate change;

(d) Implement the joint project with the Office of Counter-Terrorism on the basis of the most recent joint plan of action for the implementation of the United Nations Global Counter-Terrorism Strategy in Central Asia. In addition, through the Preventive Diplomacy Academy project, the Regional Centre will continue its efforts to engage young people;

(e) Support the Central Asian States in addressing emerging threats to security and stability, as well as the other external risk factors, including the complex situation in Afghanistan and developments regarding the construction of the Qush Tepa canal.

73. The above-mentioned work is expected to result in:

(a) Improved regional cooperation in addressing transnational threats of terrorism, violent extremism conducive to terrorism, drug trafficking and organized crime, as well as coping with regional challenges concerning the management of water resources and climate change; and

(b) Political will to sustain the progress of the Governments of the Central Asian States regarding deeper engagements in promoting peace and stability through enhanced cooperation and trust-building in the region, including on high-level platforms such as the consultative meeting of Heads of State.

74. With regard to cooperation with other entities, the mission maintains contact with the Commonwealth of Independent States, the European Union, the Organization for Security and Cooperation in Europe and the Shanghai Cooperation Organization, as well as other organizations, such as the International Fund for Saving the Aral Sea. The Regional Centre continues exchanges with the Conference on Interaction and Confidence-building Measures in Asia and the Collective Security Treaty Organization on topics of common interest. It cooperates with relevant actors, including international financial institutions such as the World Bank.

75. With regard to inter-agency coordination, the Regional Centre cooperates closely with the resident coordinators in the five countries, the Development Coordination Office and the entities represented in the United Nations country teams, including UNDP, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNODC, the Office of Counter-Terrorism, the United Nations Educational, Scientific and Cultural Organization, the Economic Commission for Europe and the Economic and Social Commission for Asia and the Pacific. The mission regularly shares information and coordinates activities with the United Nations Assistance Mission in Afghanistan.

76. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The continued commitment by five Governments of the region to preventive diplomacy and regional cooperation;

(b) The five countries of the region continue to monitor developments in Afghanistan and enhance preparedness to potential threats and risks of violent extremism and terrorism, drug trafficking and a potential humanitarian crisis. They continue to provide and advocate for humanitarian assistance to Afghanistan.

77. The Regional Centre integrates a gender perspective into operational and programmatic activities, deliverables and results, as appropriate. It encourages the countries to ensure gender balance in their delegations and include gender-related issues in the agendas of regional expert-level workshops on preventive diplomacy and confidence-building for the States' officials.

Programme performance in 2024

Constructive and strengthened relations among the Central Asian States in specific areas

78. The Regional Centre contributed to regional security and stability through continuous engagement with five Member States on issues of shared concern for the region, including the potential impact of the situation in Afghanistan on water and climate in the region. In 2024, the Counter-Terrorism Early Warning Network for Central Asia was operationalized, contributing to improved exchange of information and coordination among various national and regional entities. The Central Asia Regional Expert Council on Rehabilitation and Reintegration of Returnees from Conflict Zones was launched. The Central Asia Women Leaders' Caucus has strengthened its engagement on the situation of women and girls in Afghanistan. The mission continued to promote the youth, peace and security agenda by strengthening the regional alumni network of the Preventive Diplomacy Academy participants and advancing the dialogue between young people and governments.

79. Progress towards the objective is presented in the performance measure below (see table 16).

Table 16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Enhanced regional security and stability in Central Asia through more inclusive and open discussions and new initiatives of the countries of the region and the Regional Centre	Strengthened regional cooperation in Central Asia, initiatives promoting peace and trust in the region and more inclusive regional platforms to discuss issues of shared concern	Strengthened regional cooperation in Central Asia, with initiatives that promote peace and trust in the region and more inclusive regional platforms to exchange information and best practices, and the development of recommendations on issues of mutual concern

Planned result for 2026

Enhanced regional interaction in Central Asia to address current and emerging risks and threats to peace and security

Programme performance in 2024 and target for 2026

80. In 2024, the mission contributed to enhanced regional security and stability in Central Asia through preventive diplomacy by supporting action to promote trust and cooperation in the region through more inclusive dialogue and partnerships, which met the planned target.

Lessons learned and planned change

81. The in-person exchanges among counterparts gained meaningful outcomes. In applying the lesson, the mission will strive to conduct meetings and support regional platforms such as the International Fund for Saving the Aral Sea, including participation in various regional events.

82. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 17).

Table 17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced regional security and stability in Central Asia by promoting peace and trust in the region through inclusive and open discussions and new initiatives of the States of the region and the Regional Centre	Enhanced regional interaction in Central Asia to address threats to peace and security through initiatives aimed at promoting peace and trust and inclusive regional platforms	Regional Centre contributed to an enhancement of regional interaction in Central Asia to address threats to regional peace and security through initiatives aimed at promoting peace and trust and creating inclusive regional platforms	Strengthened regional peace and security in the Central Asian States through enhanced partnerships, dialogue and trust-building on the basis of the countries' needs and initiatives	Deeper engagement in the Central Asian States through enhanced partnerships, dialogue in promoting peace and stability, and cooperation and trust-building in the region, including on high-level platforms such as the Central Asia Women Leaders' Caucus and meetings of deputy foreign ministers

Deliverables

83. Table 18 lists all deliverables of the mission.

Table 18
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
1. Meetings of the Security Council	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**3**	**3**	**3**	**3**
2. Workshops on preventive diplomacy and confidence-building	3	3	3	3
C. Substantive deliverables				
Good offices: provision of good offices on issues relating to preventive diplomacy, such as water, energy, environmental and climate cooperation, drug trafficking and counter-terrorism.				
Consultation, advice and advocacy: consultations on political and security developments in the region and to seek areas for closer cooperation, including the organization of annual meeting of deputy ministers for foreign affairs of the Central Asian States; and consultations and advice on implementing the Joint Plan of Action for the United Nations Global Counter-Terrorism Strategy in Central Asia.				
D. Communication deliverables				
Outreach programmes, special events and information materials: presentations on the Regional Centre's role and activities in the region are given to various audiences, including State officials, academia and the diplomatic community; and brochures and information kits on the activities of the mission are regularly updated.				
External and media relations: lectures, presentations, press conferences and press releases on the activities of the mission.				
Digital platforms and multimedia content: dissemination of information through the mission's website, including matrix of activities on counter-terrorism and preventing extremism.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 19
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	2 466.2	2 723.2	2 807.7	2 711.2	(96.5)
Operational costs	767.0	499.1	748.0	747.6	(0.4)
Total (net of staff assessment)	**3 233.2**	**3 222.3**	**3 555.7**	**3 458.8**	**(96.9)**

Table 20
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	1	–	–	1	2	2	–	2	8	4	–	18	22	–	–	–	30
Proposed 2026	–	1	–	–	1	2	2	–	2	8	4	–	18	22	–	–	–	30
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

84. The proposed resource requirements for 2026 for the Regional Centre amount to $3,458,800 (net of staff assessment) and would provide for salaries and common staff costs $2,711,200 for the continuation of 30 posts (1 Assistant Secretary-General, 1 P-5, 2 P-4, 2 P-3, 2 Field Service, 4 National Professional Officer and 18 Local level), as well as operational costs of $747,600, comprising the costs for consultants and consulting services ($16,800), official travel ($230,100), facilities and infrastructure ($90,800), ground transportation ($29,100), communications and information technology ($211,800), medical supplies ($2,100) and other supplies, services and equipment ($166,900).

85. For 2026, no change is proposed to the number and levels of the posts. A vacancy rate of zero per cent has been applied to the estimates for international staff and National Professional Officers on the basis of the actual average vacancy rates in 2024, and a vacancy rate of zero per cent has been applied to the estimates for Local level staff, taking into account the actual vacancy rates in March 2025.

86. The decrease in requirements for 2026 compared with the appropriation for 2025 is attributable primarily to: (a) decreased requirements for international staff due to lower estimated common staff costs (estimated common staff costs as a percentage of salary costs of 42.0 per cent, compared with 51.5 per cent in the 2025 budget) based on past expenditure; and (b) decreased requirements for facilities and infrastructure and communications and information technology, due to the lower acquisition of furniture and equipment, including communications and information technology equipment. The decreased requirements are offset in part by: (a) increased requirements for national staff due primarily to higher estimated higher common staff costs for Local level staff (estimated common staff costs as a percentage of salary costs of 37.0 per cent, compared with 32.7 per cent in the 2025 budget); and (b) increased requirements under the other supplies, services and equipment

class of expenditure for individual contractual services to support mandated priorities in the area of preventive diplomacy related to young people, peace and security, in particular the Preventive Diplomacy Academy initiative in Central Asia.

Extrabudgetary resources

87. In 2025, extrabudgetary resources in the amount of $248,000 were projected for the project for Central Asian regional cooperation on transboundary water management, with an updated scope of activities, and for support for the Central Asia Women Leaders' Caucus to provide influential leadership on the issues pertaining to gender equality, woman and peace and security and women's empowerment within and among the countries of the region. Many of the meetings were held in a hybrid format.

88. In 2026, extrabudgetary resources in the amount of $185,000 are projected, to continue to support the Central Asia Women Leaders' Caucus in providing influential leadership on women's engagement in the countries of the region, as well as activities under the preventive diplomacy academy project, and the Centre's strategy in support of water, energy and environmental and climate cooperation in the region for the period 2026–2030.

89. The increase in the estimates projected for 2026 compared with the estimates for 2025 is attributable primarily to the increased travel requirements for in-person and hybrid-format meetings.

4. United Nations support for the Cameroon-Nigeria Mixed Commission

($3,706,400)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

90. The Cameroon-Nigeria Mixed Commission is responsible for facilitating the implementation of the judgment of the International Court of Justice of 10 October 2002 on the Cameroon-Nigeria boundary and territorial dispute. Its mandate includes supporting the demarcation of the land boundary and the delineation of the maritime boundary; facilitating the withdrawal of troops and transfer of authority in identified areas along the boundary; addressing the situation of the border populations affected by the demarcation process; and making recommendations on confidence-building measures to support them.

91. The current mandate of the United Nations support team to the Cameroon-Nigeria Mixed Commission derives from the exchange of letters between the Secretary-General and the President of the Security Council (S/2017/78 and S/2017/79) and subsequent exchanges of letters, including, most recently, S/2025/14 and S/2025/15. The mandate is open-ended.

Programme of work

Objective

92. The objective, to which this mission contributes, is to achieve an orderly and peaceful implementation of the judgment of 10 October 2002 of the International Court of Justice delineating the course of the land and maritime boundary between Cameroon and Nigeria.

Strategy and external factors for 2026

93. To contribute to the objective, the mission will:

(a) Support the parties in constructing the remaining boundary pillars along the land boundary;

(b) Produce the final maps of the land boundary;

(c) Organize meetings of the drafting committee to finalize a boundary statement at the conclusion of the final mapping;

(d) Regularly monitor the situation of populations affected by the demarcation and promote cross-border development projects as confidence-building measures, including livelihood support, access to potable water, capacity-building, green energy and security;

(e) Continue fundraising efforts among international donors and multilateral partners to finance the confidence-building projects for populations affected by the demarcation;

(f) Enhance subregional cooperation and good practices in the management of international boundaries by disseminating lessons learned from the Mixed Commission.

94. The above-mentioned work is expected to result in:

(a) Physical demarcation of the land boundary shared by Cameroon and Nigeria through the construction and emplacement of boundary pillars;

(b) Delivery of final maps of the complete land boundary;

(c) Production of a boundary statement recording the field coordinates of the emplaced pillars;

(d) Enhanced support for the demarcation work and improved living conditions of the affected populations;

(e) Consensus on best practices with respect to border management.

95. With regard to cooperation with other entities, the mission works with the national authorities of Cameroon and Nigeria to finalize the demarcation process between the two countries. This includes holding meetings, producing final maps, constructing remaining boundary pillars and preparing a boundary statement.

96. With regard to inter-agency coordination and liaison, the mission collaborates with the United Nations country teams in Cameroon and Nigeria to jointly develop confidence-building measures based on the needs of communities along the land boundary. This supports peace and sustainable cross-border development. The coordination reduces duplication and streamlines efforts, resulting in a more effective, comprehensive approach to peacebuilding, development and cooperation. The Mixed Commission secretariat is hosted within UNOWAS premises in Dakar, which provides administrative and logistical support. The Head of UNOWAS serves as Chair of the Mixed Commission.

97. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The two parties, Cameroon and Nigeria, will continue to adhere to the judgment of the International Court of Justice and the workplan adopted by the Mixed Commission;

(b) Safety, security and climate conditions will permit field operations to continue unimpeded;

(c) Extrabudgetary resources, including additional voluntary contributions, will continue to be made available for border demarcation, pillar construction and confidence-building initiatives.

98. The Mixed Commission integrates a gender perspective into its operations, deliverables and results, as appropriate. Examples include targeting women's and youth groups in community development projects related to potable water, employment capacity-building and access to the electricity network.

Programme performance in 2024

Political commitment to continued dialogue to resolve remaining disagreement areas

99. In 2024, the mission continued its collaboration with the parties to resolve the three long-standing areas of disagreement. Bilateral meetings held by the Chair of the Mixed Commission, along with the extraordinary Mixed Commission session, facilitated focused dialogue. Those meetings enabled Cameroon and Nigeria to address the disputed areas pragmatically, prioritizing mutual interests and working towards a resolution beneficial to both countries. This process led to the adoption of a road map for concluding the demarcation. Consequently, the project steering committee met in Lagos, Nigeria, in December to finalize the planning of the last lot of pillar construction and advance the final mapping process. Furthermore, to address confidence-building initiatives between the two countries, the mission worked with the national authorities and the United Nations country team in both countries to finalize the needs assessment for the populations affected by the demarcation.

100. Progress towards the objective is presented in the performance measure below (see table 21).

Table 21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Subcommission on Demarcation conducted a field assessment of the four disputed areas, resulting in an agreement on one of the points of contention	Chair of the Cameroon-Nigeria Mixed Commission led consultations to resolve the three remaining boundary disagreements through dialogue, avoiding referral to the International Court of Justice for an interpretation of the text	Bilateral meetings and an extraordinary Mixed Commission session facilitated focused dialogue, leading to the adoption of a road map for completing the demarcation process

Planned result for 2026

Result 1: achievement of consensus between Cameroon and Nigeria

Programme performance in 2024 and target for 2026

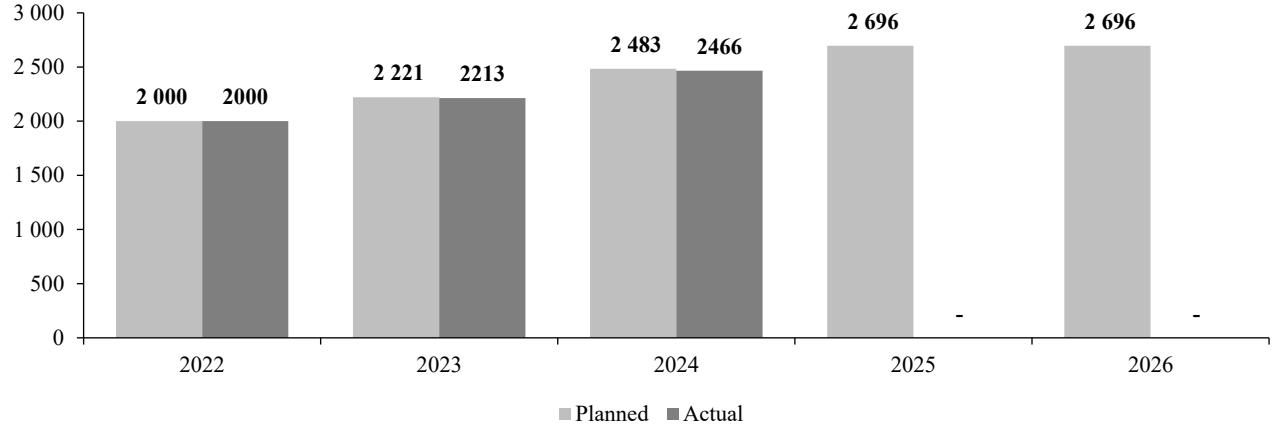
101. In 2024, the mission's work contributed to the construction of 2,466 pillars, covering 91 per cent of the demarcated boundary, falling short of the target of 2,483 pillars, owing to fewer pillars needed in that lot. Security concerns in border areas also prevented field assessments, leading to the cancellation of the Subcommission on Demarcation meeting to resolve the three remaining areas of disagreement.

Lessons learned and planned change

102. The lesson for the mission was that the good offices of the Chair and his engagement with delegation leaders in bilateral meetings facilitated consensus and enabled cooperative resolutions. In applying the lesson, the mission will hold more high-level meetings with the countries' leaders and technical experts to address the three remaining areas of contention. The Mixed Commission will also continue to implement agreed security protocols, including raising awareness among local authorities and communities, to ensure site access and reduce security risks at pillar emplacement areas.

103. Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure II).

Figure II
Performance measure: number of pillars constructed (cumulative)



Deliverables

104. Table 22 lists all deliverables of the mission.

Table 22
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**3**
1. Reports of the Secretary-General to the Security Council	2	2	2	3
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**3**
2. Meetings of the Security Council	2	2	2	3
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**7**	**5**	**7**	**6**
3. Communiqué of the Cameroon-Nigeria Mixed Commission	1	1	1	1
4. Report on the Subcommission on Demarcation	2	1	2	2
5. Report of the project steering committee and technical monitoring team	4	3	4	3
Fact-finding, monitoring and investigation missions (number of missions)	**3**	**2**	**3**	**3**
6. Field assessment including data and map validation	1	–	1	1
7. Raising awareness of local population, including monitoring the well-being of affected populations along the land boundary	1	1	1	1
8. Security assessment	1	1	1	1
C. Substantive deliverables				
Good offices: provision of good offices on issues relating to the peaceful implementation of the judgment of the International Court of Justice, including on demarcation and cross-border cooperation; and good offices to build consensus on the border demarcation process.				
Consultation, advice and advocacy: technical advice to experts from Cameroon and Nigeria to support finalization of the demarcation process; advocacy for cross-border cooperation and socioeconomic projects benefiting 177,000 affected people; and awareness-raising among local communities along the Cameroon-Nigeria border.				
Databases and substantive digital materials: production of digital geospatial material on an estimated 4,036 agreed positions depicting the Cameroon-Nigeria boundary.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, flyers, information kits and special events to promote the activities of the mission, notably the demarcation process, as well as to enhance its visibility.				
External and media relations: press conferences, press releases and media interviews on the activities of the mission.				
Digital platforms and multimedia content: dissemination of information relating to the mission on social media platforms.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 23
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	58.8	45.8	56.5	55.5	(1.0)
Civilian personnel	1 886.1	1 760.7	1 820.9	1 895.8	74.9
Operational costs	1 876.8	1 216.1	1 842.0	1 755.1	(86.9)
Total (net of staff assessment)	**3 821.7**	**3 022.7**	**3 719.4**	**3 706.4**	**(13.0)**

Table 24
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	2	6	–	–	1	9	–	–	2	2	–	–	–	11
Proposed 2026	–	–	–	–	2	6	–	–	1	9	–	–	2	2	–	–	–	11
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

105. The proposed resource requirements for 2026 for the Mixed Commission amount to $3,706,400 (net of staff assessment) and would provide for the deployment of one military observer ($55,500), salaries and common staff costs ($1,895,800) for nine international posts (2 P-5, 6 P-4 and 1 Field Service) and two national posts (Local level), as well as operational costs ($1,755,100) comprising the costs for consultants and consulting services ($368,900), official travel ($222,700), facilities and infrastructure ($166,600), ground transportation ($55,900), air operations ($157,200), communications and information technology ($406,600) and other supplies, services and equipment ($377,200).

106. In 2026, no change is proposed to the number and levels of the posts.

107. A vacancy rate of 11.1 per cent has been applied to the estimates for international staff posts and a vacancy rate of zero per cent has been applied for the military observer on the basis of the actual average vacancy rate in 2024. A vacancy rate of zero per cent has been applied to the estimates for Local level posts on the basis of the actual vacancy rate in March 2025.

108. The decrease in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) decreased requirements for consultants and consulting services due to reduced travel estimates and scope for civilian observers for observation of the withdrawal and transfer of authority in the Lake Chad Basin area, along the boundary and in the Bakassi peninsula; (b) lower requirement for communications and information technology due to the lower acquisition of spare parts and communications and information technology equipment, as well as reduced requirements for the maintenance of the equipment; and (c) reduced requirements for air operations in line with historical flight hour utilization rates and lower estimated aviation fuel costs. The decrease in requirements is offset in part by: (a) increased requirements for international staff due to the application of the revised salary rates and higher estimated common staff costs (common staff costs as a percentage of

salary costs of 56.9 per cent, compared with 50.4 per cent in the 2025 budget) based on past expenditure; (b) increased requirements for national posts due to the application of a lower vacancy rate of zero per cent compared with the rate of 12.5 per cent approved for 2025; and (c) increased requirements for facilities and infrastructure owing to higher estimated costs for the rental of premises and utilities for the office collocated with UNOWAS in Abuja.

Extrabudgetary resources

109. In 2025, $1,500,000 in extrabudgetary resources are projected to support the construction of 230 pillars along the Cameroon-Nigeria border.

110. In 2026, $394,737 in extrabudgetary resources are projected to finalize the pillar emplacement project, with 85 pillars targeted. The Mixed Commission will continue to fundraise for socioeconomic projects benefiting nearby populations.

111. The reduction in projected 2026 extrabudgetary resources reflects the smaller number of pillars remaining to be constructed.

5. Office of the United Nations Special Coordinator for Lebanon

($11,604,300)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

112. The mandate of the Office of the United Nations Special Coordinator for Lebanon stems from Security Council resolution 1701 (2006), as well as subsequent decisions of the Council, including S/2007/85 and S/2007/86, S/PRST/2015/7, S/PRST/2016/10 and S/PRST/2025/1. The Special Coordinator is the representative of the Secretary-General to the Government of Lebanon, political parties and the diplomatic community based in Lebanon and provides political guidance and promotes coherence across the Organization's activities. The Deputy Special Coordinator leads the United Nations country team and humanitarian country team in his capacity as Resident Coordinator/Humanitarian Coordinator and is responsible for planning and coordinating United Nations humanitarian and development activities in Lebanon.

113. The Security Council, in its resolution 2749 (2024), expressed support for ongoing diplomatic efforts to de-escalate the situation and restore calm along the Blue Line and demanded the full implementation of its resolution 1701 (2006). In a statement by the President of the Security Council dated 16 January 2025 (S/PRST/2025/1), the Council affirmed that the preservation of Lebanon's stability was essential to regional stability and security. The Council welcomed the cessation of hostilities between Israel and Lebanon of 26 November 2024 (see S/2024/870). The Council called upon the parties to fully implement the provisions of the cessation of hostilities with the support of the Office of the United Nations Special Coordinator for Lebanon and the United Nations Interim Force in Lebanon, in line with their mandates. In the context of the Office's mandate, these and other core objectives of resolution 1701 (2006) to be advanced will include support for Lebanese State institutions for effective governance, macroeconomic stabilization, including with respect to the socioeconomic and humanitarian impact of the most recent conflict, disarmament of non-State armed groups, implementation of the arms embargo and delineating Lebanon's international borders, both with Israel and the Syrian Arab Republic.

Programme of work

Objective

114. The objective, to which this mission contributes, is to prevent and mitigate conflict between Israel and Lebanon and work towards an eventual permanent ceasefire and to extend and consolidate State authority in support of the territorial integrity, sovereignty and political independence of Lebanon.

Strategy and external factors for 2026

115. To contribute to the objective, the mission will:

(a) Exercise its good offices between the parties to preserve and facilitate the effective implementation of the November 2024 cessation of hostilities agreement, prevent a relapse into conflict and advance the full implementation of resolution 1701 (2006);

(b) Intensify efforts to resolve outstanding obligations of all parties under resolution 1701 (2006) to secure a permanent ceasefire and long-term solution to the conflict, including through the delineation of Lebanon's international borders;

(c) Advocate for Lebanon's political leadership to ensure the effective functioning of State institutions, the timely conduct of transparent, inclusive and credible elections, the adoption of a macroeconomic stabilization programme and implementation of a comprehensive reform and recovery programme;

(d) Facilitate urgently required recovery and reconstruction imperatives necessitated by the recent conflict and mitigate the impact of the volatility in the Syrian Arab Republic on the security, stability and refugee situation in Lebanon;

(e) Support the accelerated extension of State authority across Lebanese territory, intensify engagement with national political stakeholders and with international partners to promote an inclusive dialogue on the disarmament of non-State armed groups and engagement with Syrian authorities on unresolved border issues, in order to strengthen the State security presence along border points and ensure the effective enforcement of the arms embargo.

116. The above-mentioned work is expected to result in:

(a) An enduring cessation of hostilities and a credible monitoring mechanism with the requisite political support in Lebanon and Israel;

(b) Direct or indirect negotiations between Lebanon and Israel to address outstanding obligations under resolution 1701 (2006) towards an eventual permanent ceasefire, including the full withdrawal of the Israel Defense Forces from Lebanese territory;

(c) Effective Lebanese State institutions in place and comprehensive structural reforms initiated to put the country on the path to recovery, uphold its democratic principles and strengthen good governance;

(d) The State's effective exercise of authority over all Lebanese territory, including through the strengthened deployment of the Lebanese Armed Forces, and steps taken to secure its borders and other entry points;

(e) Lebanon's pursuit of a political framework that establishes a State monopoly over the possession, transfer and production of arms, delinked from regional conflicts;

(f) Engagement on the Lebanon-Israel and Lebanon-Syrian Arab Republic tracks to delineate the international borders of Lebanon in its entirety, including by addressing the issue of the Shab'a Farms.

117. With regard to cooperation with other entities, the mission coordinates with the League of Arab States, the European Union and international financial institutions such as the World Bank and the International Monetary Fund to ensure cohesion in political advocacy. The Special Coordinator engages international and regional stakeholders as part of her good offices mandate, to help to build trust and defuse tensions, mobilize broad support for Lebanon's stability and promote political and diplomatic processes towards the full implementation of resolution 1701 (2006).

118. With regard to inter-agency coordination and liaison, the mission cooperates with the United Nations Interim Force in Lebanon in the implementation of resolution 1701 (2006) to maintain the cessation of hostilities and to strengthen the extension of State authority across all of Lebanon's territory. Leveraging the presence of all United Nations entities, the mission brings all available political, security and development tools to bear in a coordinated and harmonized manner in support of Lebanon's stability. The mission also contributes to the United Nations Sustainable Development Cooperation Framework and leads its peace and governance results group.

119. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) International consensus on Lebanon will continue to be challenged;

(b) Political stalemate may hinder effective decision-making and undermine internal dialogue and economic and governance reforms;

(c) The prolonged socioeconomic crisis, compounded by the impact of the most recent conflict, and its humanitarian repercussions will remain sources of instability and social unrest;

(d) Lebanon's internal stability and security will be increasingly exposed and vulnerable to the volatile regional situation, highlighting the need for bilateral engagement to address potential security concerns;

(e) Internal dynamics in the Syrian Arab Republic and the maturation of Lebanese-Syrian relations are likely to dictate cross-border movements;

(f) The cessation of hostilities between Lebanon and Israel will remain fragile, underlining the imperative for engagement of the parties in a political process to address the underlying causes of the conflict within the framework of resolution 1701 (2006);

(g) Extension of State authority in southern Lebanon and along the borders will continue to be affected by political will, other law-and-order requirements and financial and logistical challenges faced by the State security institutions.

120. The mission integrates a gender perspective, as appropriate, and is working to enhance women's political empowerment through a range of initiatives, including legal reforms, special temporary measures, support for women elected and running for office, the promotion of an enabling environment, and initiatives in coordination with the United Nations entities and other stakeholders. The mission supports networks engaged in reconciliation, conflict prevention, inclusive community dialogue and mediation. To advance the youth, peace and security agenda, the mission engages youth groups to advocate for their empowerment.

Evaluation activities

121. An internal evaluation of the United Nations electoral engagement in Lebanon covering the 2020–2023 period conducted jointly with UNDP and completed in 2024 has guided the proposed programme plan for 2026. The results and lessons of the evaluation will result in strengthening United Nations engagement in electoral reform and promoting women's political participation. Aside from political advocacy, the Office and UNDP are developing ways to intensify engagement with key decision makers to promote electoral reform, including the adoption of temporary special measures.

Programme performance in 2024

Restored cessation of hostilities between Lebanon and Israel

122. In 2024, during the severe escalation of hostilities between Hizbullah and Israel, the Special Coordinator engaged key domestic, regional and international actors to restore the cessation of hostilities. Through high-level engagements with relevant stakeholders in Israel and Lebanon, including Hizbullah, and in coordination with international partners, the Special Coordinator exercised her good offices to build common ground and narrow the gaps between the parties. She participated in and supported initiatives, including the United States of America-France negotiations that eventually secured the cessation of hostilities agreement, and engaged all parties to promote their recommitment to the implementation of resolution 1701 (2006). The Special Coordinator built political support for a strengthened presence of the Lebanese Armed Forces south of the Litani River and helped to mobilize and coordinate international support to bolster capacities and enhance readiness to deploy.

123. Progress towards the objective is presented in the performance measure below (see table 25).

Table 25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Cessation of hostilities between Lebanon and Israel restored Israel and Lebanon recommit themselves to the implementation of resolution 1701 (2006) Concrete measures to enhance deployment of the Lebanese Armed Forces south of the Litani River and extend State authority across Lebanon Communities affected by the conflict began to receive assistance, including from the United Nations

Planned results for 2026

Result 1: fully functioning State institutions and the exercise of effective State authority throughout Lebanon

Programme performance in 2024 and target for 2026

124. In 2024, the fulfilment of Lebanon's constitutional obligations was hampered by the conflict between Hizbullah and Israel and the deepening political polarization within Lebanon. Following the cessation of hostilities, the Office, using its good offices, contributed to efforts to break the domestic political deadlock, leading to the election of a President and the designation of a Prime Minister in January 2025.

125. For 2026, the mission will advocate for the strengthening of State institutions, including through institutional revival, economic stabilization, governance reforms and the conduct of the 2026 elections. The mission will support political processes towards the disarmament of non-State armed groups and promote the accelerated extension of State authority.

126. Expected progress towards the objective is presented in the performance measure below (see table 26).

Table 26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Polarized polity perpetuated executive vacuum at the highest institutional levels Parliament extended the tenure of heads of security agencies by one year, ensuring continuity and stability	Multilayered institutional vacuum unresolved owing to prolonged conflict and political polarization Parliament postponed municipal elections and extended the tenure of heads of security agencies for	Fully functioning State institutions promoted Start of planning for the 2026 parliamentary elections Governance and reform agenda is furthered	Empowered, effective and fully functioning State institutions Timely, transparent and fair parliamentary elections take place

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
		the second consecutive year 2024 State budget adopted within constitutional deadline Women's and youth engagement in governance matters is enhanced	Women's and youth engagement in governance matters is enhanced	Governance and reform agenda is furthered Political process advances national defence strategy

Result 2: political and diplomatic efforts to delineate Lebanon's international borders

Proposed programme plan for 2026

127. For 2026, the mission will focus on facilitating negotiations that advance the delineation of Lebanon's borders with Israel and with the Syrian Arab Republic. To advance long-term solutions to the conflict, the mission will engage domestic, regional and international stakeholders to resolve the contentious border areas, including the Shab'a Farms.

Lessons learned and planned change

128. The lesson for the Office was that the incomplete implementation of resolution 1701 (2006) produced a false sense of security. While the November cessation of hostilities agreement restored relative stability, conflict triggers remain, leaving Lebanon at risk of renewed violence. In applying the lesson, the mission will prioritize complementarity of a political process to the military-technical process, as defined by the November agreement, to create the conditions for a permanent ceasefire and a long-term solution, including the delineation of the border between Lebanon and Israel and between Lebanon and the Syrian Arab Republic.

129. Expected progress towards the objective is presented in the performance measure below (see table 27).

Table 27
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	–	No progress due to prolonged hostilities between Hizbullah and Israel	Discussions held to facilitate direct or indirect negotiations on border delineation between Lebanon, Israel and the Syrian Arab Republic Discussions initiated with the parties on delineation of Lebanon-Israel borders, including	Lebanon and Israel agree on framework to end Israeli occupation of northern Ghajar Political road map to resolve the disputed Shab'a Farms area agreed by Lebanon, the Syrian Arab Republic and Israel Contentious Blue Line points corresponding to the armistice

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
			on the status of the Shab'a Farms Discussions initiated with the parties on delineation of Lebanon-Syrian Arab Republic borders, including on the status of the Shab'a Farms	demarcation line resolved and ratified as an international border Lebanon and the Syrian Arab Republic launch process for border delineation

Deliverables

130. Table 28 lists all deliverables of the mission.

Table 28
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report of the Secretary-General on the implementation of Security Council resolution 1701 (2006)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**4**	**3**
2. Meetings of the Security Council	3	3	4	3

C. Substantive deliverables

Good offices: provision of good offices in support of the prevention of conflict and the extension and consolidation of State authority; good offices on elections, peace and stability, including with respect to economic issues; intensive engagement with the Lebanese Armed Forces and the Internal Security Forces, as well as the donor community, to facilitate continued assistance to the security forces; and confidence-building measures between Israel and Lebanon and between the Syrian Arab Republic and Lebanon, including with respect to the border delineation and the status of the Shab'a Farms.

Consultation, advice and advocacy: consultations with Lebanese and Israeli interlocutors on the implementation of resolution 1701 (2006); consultations with international and regional stakeholders on ensuring Lebanon's stability; consultations on the economic and governance reform agenda and development priorities; advice on government accountability, governance policy formulation and public administration reforms; advocacy with international partners in support of Lebanon's efforts for extension of State authority, including strengthened State security agencies; consultations on border delineation and integrated border management on the Lebanon-Syrian Arab Republic border; advocacy on key human rights standards and protections that could have an impact on long-term security and stability and the strengthening of human rights institutions in Lebanon; advocacy on the political participation and representation of women and young people; and advocacy with international partners in support of Lebanon for continued donor involvement and resources as Lebanon responds to the presence of Palestine and Syrian refugees, taking into account the needs of refugees and host communities.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach activities to support the implementation of resolution 1701 (2006) and other key priorities relating to Lebanon's sustainable peace, development and human rights agenda; activities to strengthen the relationship with key Lebanese partners and stakeholders; engaging with young people, including university students, and supporting women's empowerment and representation, in particular in the parliamentary elections; and outreach activities through special events to communicate more effectively with local stakeholders and to spread broader knowledge of the work being undertaken by the mission, through information materials and joint outreach activities with other United Nations entities for the promotion of United Nations system-wide priorities such as the Sustainable Development Goals.

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

External and media relations: press conferences, press statements, background briefings, interviews, op-eds and other media engagements to communicate strategically on the implementation of resolution 1701 (2006).

Digital platforms and multi-media content: materials to deepen local and national understandings of and support for the mission and its support for the implementation of resolution 1701 (2006) on websites or social media.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 29
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	9 992.1	9 814.0	9 812.0	9 924.8	112.8
Operational costs	1 311.3	902.0	1 310.4	1 679.5	369.1
Total (net of staff assessment)	**11 303.4**	**10 716.0**	**11 122.4**	**11 604.3**	**481.9**

Table 30
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	1[a]	–	1	2	6	1	–	6	18	5	–	60	65	–	–	–	83
Proposed 2026	1	1[a]	–	1	2	7	1	2	6	21	5	–	62	67	–	–	–	88
Change	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**2**	**–**	**3**	**–**	**–**	**2**	**2**	**–**	**–**	**–**	**5**

[a] Post is funded at 50 per cent and cost-shared with the Development Coordination Office.

131. The proposed resource requirements for 2026 for the mission amount to $11,604,300 (net of staff assessment) and would provide for salaries and common staff costs ($9,924,800) for 21 international posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 1 D-1, 2 P-5, 7 P-4, 1 P-3, 2 P-2 and 6 Field Service) and 67 national posts (5 National Professional Officer and 62 Local level), as well as operational costs ($1,679,500), comprising the costs for official travel ($167,600), facilities and infrastructure ($871,300), ground transportation ($77,900), communications and information technology ($453,300), medical ($6,000) and other supplies, services and equipment ($103,400).

132. In 2026, the proposed staffing complement includes the establishment of five posts, as follows:

Immediate office of the Special Coordinator

(a) Establishment of one post of Field Language Assistant (Local level) to provide essential support during meetings and communications with Arabic-speaking interlocutors in Lebanon, the Syrian Arab Republic and key Arab capitals and for the translation of official documents.

The mission has no capacity for interpretation/simultaneous translation from Arabic to English to support the Special Coordinator in her meetings;

Public Information Unit

(b) Establishment of one post of Chief Public Information Officer and Spokesperson (P-4) to improve awareness of the mandate and role of the Special Coordinator, enhance media communications and monitoring capability and, in general, underpin the Special Coordinator's quiet diplomacy in pursuit of the mandate objectives. The enhanced political and diplomatic engagement in Lebanon and Israel by the Special Coordinator will require effective media communications and outreach in Lebanon and Israel;

(c) Establishment of one post of Public Information Assistant (Local level) to update the mission leadership on critical developments or events in Lebanon, Israel and the region, to monitor and report on hate speech, misinformation and disinformation, including through the processing of regional and local media, and to support the mission's public information campaigns, outreach and other events, as well as multimedia materials;

Political Affairs Section

(d) Establishment of one post of Associate Political Affairs Officer (P-2) to assist the Special Coordinator's efforts in pursuing a multipronged political approach to accelerate the implementation of resolution 1701 (2006). The incumbent will be responsible for strengthening reporting and analytical capacity, supporting the development of mechanisms for data analytics to maintain and manage data sets relevant to the implementation of resolution 1701 (2006), including by way of contributions to the development of road maps and relevant research, as well as the coordination of new political initiatives to advance mandate implementation;

Coordination Unit

(e) Establishment of one post of Associate Coordination Officer (P-2), under the guidance of the Deputy Special Coordinator for Lebanon, to develop concise fact sheets and briefing packages, provide analytical documents, reports on discussions and track progress thereon. The incumbent will also support the development of strategies and initiatives that promote cross-pillar cooperation and strategy coherence with agencies, support information flow between the mission and other stakeholders, most notably the humanitarian pillar in real time within a crisis setting.

133. A vacancy rate of 11.1 per cent has been applied to the estimates for international staff on the basis of the actual average vacancy rates in 2024. A vacancy rate of zero per cent has been applied to the estimates for National Professional Officer posts and a vacancy rate of 5.0 per cent has been applied to the estimates for Local level posts, both on the basis of the actual vacancy rates in March 2025. A vacancy rate of 50 per cent has been applied to the five posts proposed for establishment.

134. The increase in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) the proposed establishment of five posts (1 P-4, 2 P-2 and 2 Local level); (b) increased requirements for national staff due to the application of a lower vacancy rate of 5.0 per cent compared with the rate of 6.7 per cent approved for 2025; (c) increased requirements for facilities and infrastructure for the replacement of prefabricated and security equipment that are beyond their useful life and increased requirements for rental costs and small alternation and renovation projects to meet the growing operational demands and enhanced working environment; (d) increased requirements for communications and information technology to replace critical, obsolete equipment and assets that have exceeded their life expectancy, as well as additional resources for public information services as part of a broader strategy to promote the implementation of resolution 1701 (2006); and (e) increased requirements under other supplies, services and equipment due to higher estimated freight costs for the equipment to be acquired. The increased requirements are offset in part by lower requirements for international staff due to the application of revised salary rates and the non-provisioning of resources for consultants and consulting services.

6. United Nations Regional Office for Central Africa

($8,329,200)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

135. UNOCA is responsible for the prevention of conflicts and the consolidation of peace and security in Central Africa. The mandate derives from an exchange of letters between the Secretary-General and the President of the Security Council (S/2009/697 and S/2010/457). In another exchange of letters (S/2024/648 and S/2024/649), the mandate was extended until 31 August 2027.

136. The mandate for the period 2024–2027 encompasses four objectives, namely: (a) monitor political and security developments in Central Africa and carry out good offices on behalf of the Secretary-General in order to prevent and resolve conflicts, to help to sustain peace and to advise the Secretary-General and United Nations entities in the region on sustaining peace issues in Central Africa; (b) enhance subregional capacities for conflict prevention and mediation in countries of the subregion, with due attention given to the principles of the Charter of the United Nations, including human rights and gender dimensions; (c) support and enhance United Nations efforts in the subregion, as well as regional and subregional initiatives on peace and security, including from human rights and gender perspectives; and (d) enhance coherence and coordination in the work of the United Nations in the subregion on peace and security.

137. The mission serves as the secretariat of the United Nations Standing Advisory Committee on Security Questions in Central Africa.

Programme of work

Objective

138. The objective, to which this mission contributes, is to prevent conflict and consolidate peace and security in the Central Africa subregion.

Strategy and external factors for 2026

139. To contribute to the objective, the mission will:

(a) Engage in good offices activities to help countries to prevent political crises and election-related violence and peacefully resolve conflicts and crises stemming from political processes, including political transitions, and promote inclusive, peaceful and credible elections;

(b) Leverage its partnership with subregional organizations, especially the Economic Community of Central African States (ECCAS) in conflict prevention, mediation and early warning, ensuring the participation of women, young people and other actors in inclusive peacebuilding and sustaining peace efforts, including the implementation of the regional strategy on hate speech, and addressing the adverse effects of climate change on peace and security;

(c) Address cross-regional peace and security challenges, including farmer-herder dynamics, the crisis in the Lake Chad Basin and maritime piracy in the Gulf of Guinea, in close coordination with United Nations entities in Central and West Africa;

(d) Carry out regular early warning analysis to inform preventive diplomacy and good offices efforts for peace and security in Central Africa, and mobilize support for preventive diplomacy, in collaboration with ECCAS and United Nations entities;

(e) Enhance the coherence of the work of the United Nations on peace and security issues in Central Africa through regular consultations with relevant United Nations entities in the subregion, coordinate the efforts of United Nations entities geared towards the implementation of the regional conflict prevention framework and in line with commitments of the Pact for the Future, and support the country teams in adopting and/or rolling out national sustaining peace strategies aligned with the framework;

(f) Support the regular ministerial meetings of United Nations Standing Advisory Committee on Security Questions in Central Africa as a platform for confidence-building between Member States to discuss threats and challenges to regional peace and security, with a view to preventing or addressing conflicts, crises or inter-State tensions.

140. The above-mentioned work is expected to result in:

(a) Peaceful and credible electoral processes in the subregion, with relevant prevention mechanisms in place for potential election-related violence;

(b) Prevention and mitigation of election-related violence, as well as the initiation or continuation of inclusive political dialogue processes, assisted by joint early-warning and good offices by the mission and ECCAS in countries holding elections, facing a political crisis or undergoing a political transition;

(c) Progress made by ECCAS towards the adoption of a regional humanitarian strategy for Central Africa and the set-up of the ECCAS parliament;

(d) The United Nations Standing Advisory Committee on Security Questions in Central Africa is contributing to reinforced cooperation and coordination among ECCAS member States, regional organizations and other key stakeholders of the subregion;

(e) A shared understanding of key peace and security challenges and priorities among United Nations entities in Central Africa, integrating emerging drivers of conflicts, including the impact of climate change and environmental degradation;

(f) Enhanced coordination of United Nations efforts in support of regional and subregional initiatives on peace and security and governance;

(g) Improved interregional coordination of efforts between Central and West Africa on maritime security in the Gulf of Guinea, the impact of climate change on peace and security, farmer-herder dynamics and the crisis in the Lake Chad Basin region.

141. With regard to inter-agency coordination and liaison, the mission works closely with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, UNOWAS, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and other relevant United Nations entities with respect to cross-border and transregional challenges to peace and security, in order to avoid duplication and ensure coherence and enhance synergies. Country-specific early warning and good offices activities are carried out in close coordination with the resident coordinators concerned.

142. With regard to external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) ECCAS institutional reform becomes increasingly more operational, with all peace and security institutions and mechanisms established and provided with adequate resources for their functioning;

(b) UNOCA and ECCAS maintain or strengthen their cooperation and regular consultations and adopt and roll out a joint plan of action, within the framework of a new memorandum of understanding between ECCAS and the United Nations on peace and security issues;

(c) ECCAS member States remain committed to establishing a regional governance framework, work towards the adoption and implementation of regional governance standards and mechanisms and solicit or accept the support of UNOCA and regional and international partners;

(d) The elections scheduled in the countries of the region, including in the countries undergoing political transitions, are held according to the constitutional and legal time frames or agreed-upon transitional timelines and the countries concerned accept the political engagement of UNOCA and ECCAS to defuse tensions, prevent election-related violence and resolve election-related crises;

(e) ECCAS and its member States show a commitment to the involvement of civil society actors, including the regional Coalition of Civil Society Organizations for Peace and Conflict Prevention in Central Africa, the Coalition of Youth, Peace and Security in Central Africa and women's organizations, in the activities of ECCAS in the realm of peace and security, including early warning, conflict prevention and peacebuilding. The Coalition becomes fully operational, with adequate human resources, and is supported by ECCAS member States and partners;

(f) ECCAS member States develop, adopt and begin the implementation of a conflict-sensitive regional strategy on climate change and resilient development and regional regulation on pastoralism and transhumance in Central Africa to address the impacts of climate change on peace and security, while strengthening national and local mechanisms to prevent and peacefully resolve farmer-herder conflicts and promote peaceful cross-border transhumance.

143. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including support for the implementation of the regional action plan on Security Council resolution 1325 (2000) and the adoption and rolling out of national action plans. It continues its advocacy for the reinforcement of the role of women in conflict prevention and sustaining peace, as well as adequate representation of women in decision-making positions at both the national and regional levels. It works with other relevant United Nations entities and external partners to reinforce the capacities of women in decision-making and in mediation. It will continue to support the operationalization and build the capacity of the ECCAS network of women mediators established in December 2021 and endorsed by the Heads of State in January 2022.

144. In line with the United Nations Disability Inclusion Strategy, the mission advocates for political and electoral processes in the region to be disability-sensitive, by encouraging Member States to take appropriate measures to facilitate the participation of persons with disabilities. The mission also encourages and supports experience-sharing between the States of the region on disability inclusion, thus facilitating the adoption of measures that take into consideration the specificities of the regional and national contexts.

Programme performance in 2024

Reduced tensions in electoral contexts

145. In 2024, through the good offices of the Special Representative of the Secretary-General, including the joint mission carried out with the President of the ECCAS Commission and the Special Envoy of the ECCAS facilitator for the transition in Chad, UNOCA encouraged political dialogue in Chad to create conditions for inclusive, peaceful and credible polls. The organization of the presidential election in May 2024 and legislative, provincial and local elections in December 2024 marked important steps towards the restoration of a constitutional order in Chad. Furthermore, UNOCA implemented projects to facilitate the effective participation of women and young people in the national dialogue and the upcoming elections in Gabon in 2025.

146. Progress towards the objective is presented in the performance measure below (see table 31).

Table 31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Elections in Central Africa are, in general, peaceful, with no or a low level of violence	Political transition in Chad advanced in an environment of relative calm, including through the implementation of the Doha Peace Agreement	Chad peacefully concluded its political transition, with the organizations of legislative, provincial and local elections Gabon's transition advanced in a peaceful and inclusive manner, in line with the defined timeline

Planned result for 2026

Strengthened regional capacities for conflict prevention and mediation in Central Africa

Programme performance in 2024 and target for 2026

147. In 2024, the mission's work contributed to strengthening of the capacities of Member States in Central Africa, including through the implementation of the Kigali Declaration on the prevention and combating of unconstitutional changes in Central Africa and continued engagement with civil society organizations. The regional conference on unconstitutional changes of government in Central Africa, organized by UNOCA and the Government of Sao Tome and Principe, resulted in recommendations on addressing the root causes of unconstitutional changes of government in the region. In addition, joint efforts have been made in partnership with local, regional and international stakeholders, with specific attention given to ensure the full, equal and meaningful participation of women and young people.

Lessons learned and planned change

148. A lesson for the mission was that coordination and cooperation with relevant stakeholders, in particular with regional and subregional organizations, were essential for more effective results. In applying the lesson, UNOCA plans to continue to work with ECCAS and its member States, as well as United Nations presences and country teams in the region and international and national stakeholders, to prevent conflict and consolidate peace through the promotion of good governance, taking into account the role of women and young people.

149. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 32).

Table 32
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Recommendations on strengthening governance are defined in line with the Kigali Declaration adopted by the United Nations Standing Advisory Committee on Security Questions in Central Africa	Progress is achieved towards the development of a regional protocol on good governance	Regional protocol on good governance is developed in close consultation with regional stakeholders

Deliverables

150. Table 33 lists all deliverables of the mission.

Table 33
Deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Reports of the Secretary-General to the Security Council	2	2	2	2
2. Report of the Secretary-General on the activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**12**	**12**	**12**	**12**
3. Meetings of the Security Council	2	2	2	2
4. Ministerial meeting of the United Nations Standing Advisory Committee on Security Questions in Central Africa	10	10	10	10
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**26**	**22**	**18**	**16**
5. Workshop on conflict prevention, mediation, climate, peace and security, farmer-herder dynamics, human rights and women's empowerment	20	14	15	12
6. Workshop for journalists/media on their role in conflict prevention and protection of civilians	6	8	3	4
Fact-finding, monitoring and investigation missions (number of missions)	**30**	**25**	**30**	**30**
7. Field visits to Member States to gather information, consult stakeholders and coordinate action on issues relating to subregional peace and security, activities monitoring and data collecting	30	25	30	30
C. Substantive deliverables				
Good offices: preventive diplomacy and mediation, high-level diplomatic missions and meetings, including jointly with regional organizations (ECCAS and the African Union), regional and subregional summits, forums and high-level meetings to promote peace and stability, maritime safety and human rights, climate, peace and security and transhumance.				
Consultation, advice and advocacy: strategic coordination meetings and round tables with regional and subregional organizations on regional integration, peace and security, human rights and counterterrorism (including security threats in the Lake Chad Basin).				
D. Communication deliverables				
Outreach: collaboration with civil society (e.g., media associations and women's and youth groups), regulatory bodies, ECCAS and other key stakeholders for events to raise awareness on the UNOCA mandate and activities, including in the framework of the "Football Tournament for Peace" usually organized during the International Day of Peace; collaboration with the media for the public's better understanding of UNOCA good offices and mediation work; and joint activities with the United Nations Communications Groups (Gabon and other countries covered).				
External and media relations: capacity-building programmes for the media and communications stakeholders in the subregion, in the context of national elections and other key political processes (in coordination with other United Nations entities; build, maintain and reinforce working relationships with the media at the national, subregional and international levels on the work of UNOCA; organization of at least two press conferences for UNOCA leadership; and arrangements for interviews with other colleagues from substantive or relevant components of UNOCA.				
Digital platforms and multimedia content: three online platforms (social and digital media) to disseminate multilingual content promoting the mandate and strengthening the visibility of UNOCA activities; production and dissemination of various materials to reflect UNOCA activities for peace and stability in the subregion; production and dissemination of various digital materials (cards, infographics, videos and digital newsletters) and multimedia content to reflect UNOCA activities for peace and stability in the subregion; and production of a podcast programme on high-priority areas of the UNOCA mandate.				
Prevention and fight against hate speech and incitement of violence: continuing support for the endorsement/final adoption, by Heads of States of ECCAS, of the regional strategy to prevent and address the issue, as well as for its implementation; and facilitation of at least one session on disinformation.				

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 34
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel	–	–	–	–	–
Civilian personnel	6 610.2	6 561.1	6 286.5	6 759.1	472.6
Operational costs	1 800.3	1 134.2	1 581.6	1 570.1	(11.5)
Total (net of staff assessment)	**8 410.5**	**7 695.3**	**7 868.1**	**8 329.2**	**461.1**

Table 35
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*	*LL*	*Subtotal*	*Inter-national*	*National*	*Subtotal*	*Total*
Approved 2025	1	–	–	2	5	12	6	–	7	33	4	–	12	16	–	1	1	50
Proposed 2026	1	–	–	2	5	12	6	–	7	33	4	–	12	16	–	1	1	50
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

151. The proposed resource requirements for 2026 for the mission amount to $8,329,200 (net of staff assessment) and would provide for salaries and common staff costs ($6,759,100) for the continuation of 33 international posts (1 Under-Secretary-General, 2 D-1, 5 P-5, 12 P-4, 6 P-3 and 7 Field Service), 16 national posts (4 National Professional Officer and 12 Local level) and one national United Nations Volunteer, as well as operational costs ($1,570,100), comprising the costs for consultants ($9,800), official travel ($535,900), facilities and infrastructure ($198,600), ground transportation ($63,000), air operations ($132,200), communications and information technology ($503,600) and other supplies, services and equipment ($127,000).

152. A vacancy rate of 12.1 per cent has been applied to the estimates for international staff on the basis of the actual vacancy rate as from March 2025. Vacancy rates of 25.0 per cent for National Professional Officer posts, 16.7 per cent for Local level posts and zero per cent for national United Nations Volunteers have been applied to the estimates on the basis of the actual average vacancy rates in 2024.

153. The increase in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) increased requirements under international staff due to the application of a lower vacancy rate of 12.1 per cent compared with the rate of 20.2 per cent in the approved budget for 2025; and (b) increased requirements for Local level staff due primarily to the application of the most recent salary scale. The increased requirements are offset in part by reduced requirements for air operations in line with historical flight hour utilization rates and the non-provisioning of resources for individual contractual services.

Extrabudgetary resources

154. In 2025, extrabudgetary resources in the amount of $713,500 are projected to be used to continue to support regional capacities to prevent, mitigate and resolve election-related crises and violence in the Central Africa subregion, including through the strengthening of electoral governance and support for the adoption of a regional protocol on democratic elections, and the continuation of one post of Political Affairs Officer (P-4) and the establishment of one post of Junior Professional Officer/ Associate Expert in Political Affairs.

155. In 2026, extrabudgetary resources in the amount of $400,000 are projected to be utilized to support the continuation of the above-mentioned projects.

7. United Nations Support Mission in Libya

($90,432,200)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

156. UNSMIL is an integrated special political mission established by the Security Council in its resolution 2009 (2011). The Mission is mandated to support the country's transition and post-conflict efforts, including through an inclusive national dialogue and a constitution-drafting process. Following the signing of a nationwide ceasefire agreement on 23 October 2020 that ended the armed conflict that began in April 2019, the Council, in its resolution 2570 (2021), further mandated UNSMIL to provide support to the 5+5 Joint Military Commission and the Libyan-led and Libyan-owned ceasefire monitoring mechanism.

157. On 24 January 2025, the Secretary-General appointed Hanna Serwaa Tetteh of Ghana as his Special Representative for Libya and Head of UNSMIL. The Mission's mandate was extended until 31 October 2025 through Security Council resolution 2755 (2024), in which the Council requested the Secretary-General to submit a strategic review of UNSMIL to the Council no later than 30 September 2025.

158. On 4 February, UNSMIL announced the establishment of an advisory committee of 20 Libyan independent experts (7 women and 13 men) as part of a multi-track initiative in the Libyan-led and Libyan-owned political process facilitated by the United Nations. The role of the committee is to develop technically sound and politically viable proposals for resolving outstanding contentious issues to enable the holding of elections, building on the existing Libyan framework and laws, submitted to UNSMIL for consideration for the subsequent phase of the political process. In response to the violent clashes that erupted in Tripoli on 12 May, the Mission, together with the Presidential Council, launched a truce committee on 18 May to stabilize the situation and advance security arrangements in the capital.

Programme of work

Objective

159. The objective, to which this Mission contributes, is to support an inclusive Libyan-led political process and rights-based national reconciliation, conflict prevention and peacebuilding efforts; strengthen rule of law institutions, transitional justice processes and State-building efforts to optimize readiness for planning and implementing credible, transparent and inclusive elections; advance human rights, gender equality and women's and youth political participation; support the reform of the security sector, disarmament, demobilization and reintegration efforts and the further implementation of the October 2020 ceasefire agreement.

Strategy and external factors for 2026

160. To contribute to the objective, the Mission will:

(a) Provide mediation and good offices to support a Libyan-led, Libyan-owned political process facilitated by the United Nations and supported by international partners, with a focus on addressing contested political issues, enabling inclusive national presidential and

parliamentary elections and fostering good governance. The Mission will continue to engage with a wide spectrum of Libyan stakeholders at all levels, in particular women and young people, to amplify their participation in the democratic transition and reconciliation processes;

(b) Provide technical assistance to the High National Elections Commission in conducting transparent and inclusive national and municipal elections;

(c) Support inclusive, victim-centred and rights-based national reconciliation processes based on transitional justice principles through capacity-building for reconciliation bodies and facilitating dialogue among diverse Libyan actors, including civil society, women and young people;

(d) Strengthen the rule of law and accountability by supporting Libya's judiciary and prosecutorial systems, including their critical role in ensuring justice for all Libyans;

(e) Promote and protect human rights by monitoring, reporting and addressing violations, with a focus on sexual violence in conflict and violations against vulnerable groups, and by ensuring civic space for political participation;

(f) Advance security sector reform by engaging legislative bodies to review national security legislation and supporting trust-building measures for the reunification of security and military institutions under civilian oversight, while establishing enhanced security coordination mechanisms;

(g) Facilitate disarmament, demobilization and reintegration through community violence reduction initiatives, national coordination and civil society engagement, technical training and operational planning, including support for mine action coordination and weapons and ammunition management;

(h) Support the 5+5 Joint Military Commission and its subcommittees in implementing the ceasefire agreement, including the withdrawal of foreign forces, foreign fighters and mercenaries and by engaging women, young people and civil society organizations on sustaining and strengthening the ceasefire agreement;

(i) Support economic policy reform, in close cooperation with Member States and international financial institutions, including reunification and reform of the country's banking system, a decentralization policy and the establishment of an inclusive and unified oversight mechanism that ensures transparent, equitable and accountable management of revenue across the country and the distribution of national resources;

(j) Advance the women and peace and security agenda by expanding existing training programmes to build leadership capacity and promoting their meaningful participation in political and peacebuilding processes;

(k) Engage with neighbouring countries, including sub-Saharan African countries, to ensure that their views and concerns are taken into consideration.

161. The above-mentioned work is expected to result in:

(a) An inclusive Libyan-led and Libyan-owned political process that leads to elected, unified, functional and representative government institutions, including economic institutions, contributing to political and economic stability and rights-based reconciliation;

(b) Enhanced accountability of institutions, promotion of the rule of law throughout the country, and reconciliation and transitional justice processes promoting and protecting human rights;

(c) Unified security sector institutions operating under civilian oversight, including professional, unified and accountable defence and security forces, and full implementation of the provisions of the ceasefire agreement, including the withdrawal of foreign fighters, foreign forces and mercenaries.

162. The Mission cooperates with relevant local, national, regional and international partners and regional organizations, including the African Union, the League of Arab States and the European Union and the United Nations-African Union-European Union-League of Arab States quartet.

163. The Mission and the United Nations country team have taken steps towards enhancing integration, including through the United Nations Sustainable Development Cooperation Framework (2023–2026) and will continue to operationalize the Secretary-General's focus on the humanitarian-development-peace nexus to facilitate long-term peace, security and sustainable development, in order to enhance the impact of United Nations interventions in support of all people in Libya.

164. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The Libyan Political Agreement of December 2015, Security Council resolution 2510 (2020), by which the Council endorsed the conclusions of the Berlin Conference on Libya, the October 2020 ceasefire agreement, relevant provisions of the Libyan Political Dialogue Forum Tunis road map and accompanying outputs and resolutions,[2] as well as the comprehensive approach to enabling elections, will remain the guiding framework for United Nations support in Libya. The Libyan-led multitrack political process, facilitated by the United Nations, will establish the road map for elections and address contested political issues;

(b) The economic sector will continue to suffer from a lack of independent oversight and transparent management of public funds, while efforts to reunify the Central Bank of Libya will continue as part of the implementation of the road map and independent audit recommendations for reunification;

(c) The Libyan ceasefire agreement of October 2020, including the withdrawal of foreign forces, foreign fighters and mercenaries, will continue to be implemented and consensus will be reached among relevant security and political actors in Libya on reforming and unifying security institutions and creating conditions conducive to the launch of a disarmament, demobilization and reintegration process;

(d) The human rights situation in Libya will remain challenging, especially with respect to enhancing the rule of law and protecting and promoting civic space for all people in Libya to exercise their fundamental rights, in particular civil and political rights. Marginalization and underrepresentation of women in political and reconciliation processes will continue to pose a challenge to peacebuilding;

(e) Institutional weaknesses and divisions among the country's security actors will continue to enable violent extremist organizations to benefit from power vacuums and ungoverned spaces, thus inadvertently fostering an environment conducive to terrorism;

(f) The security situation will remain fragile owing to the proliferation of weapons and armed actors, the lack of unified security institutions, competition among armed actors, a predatory economy and the continued presence of smuggling and trafficking networks;

(g) The overall humanitarian situation will continue to improve in line with security stabilization, with a steady decrease in the number of people needing humanitarian assistance and internally displaced persons. Meanwhile, the continued conflict in the Sudan will require increased support for the protection needs of Sudanese refugees, as well as other refugees, asylum-seekers and migrants;

(h) Strategic partnerships will continue among the international community, including regional organizations and the United Nations, in support of a Libyan-led and Libyan-owned political process adhering to the United Nations sanctions regime.

165. The Mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. From 2026 onwards, the Mission will implement a renewed three-year action plan,

[2] Security Council resolutions 2542 (2020), 2570 (2021), 2702 (2023) and 2755 (2024).

"Inclusive mediation and peacebuilding processes in Libya: protection and participation of women (2026–2028)". As part of the plan, the Mission will promote women's participation in political and reconciliation processes and their representation in government institutions. To safeguard equal rights and opportunities for women, the Mission and the United Nations country team jointly promote women's equal enjoyment of political, civil, economic and social rights through technical assistance to national institutions and civil society actors; advocacy for gender-responsive legislation and policies that protect women from violence; and measures to address gaps in basic services, in particular for displaced, migrant and refugee women and girls. The Mission will support prevention and protection efforts in Libya, including through capacity-building for relevant institutions.

Evaluation activities

166. In 2024, the Mission conducted a comprehensive staffing review exercise, providing an assessment of the organizational capacity and mission structures and recommendations to enhance effectiveness and efficiency. During the conduct of the review, the Security Council, in its resolution 2755 (2024), requested the Secretary-General to submit a strategic review no later than 30 September 2025, which includes an assessment and recommendations for increasing the efficiency and effectiveness of the Mission's overall structure, including the objectives of the Mission. In view of the pending strategic review, the results of the concluded staffing review exercise would be reviewed against the outcome of the strategic review and, accordingly, are not reflected in the proposed programme plan for 2026.

167. In 2025, in addition to the strategic review mandated by the Council, UNSMIL plans to conduct a lessons learned exercise for the upcoming municipal council elections.

Programme performance in 2024

Strengthened rule of law institutions and transitional justice process protecting the rights of all people in Libya

168. In 2024, the Mission provided technical assistance to the Presidential Council in finalizing a draft law on national reconciliation, which would lay the basis of a comprehensive and victim-centred transitional justice process. In partnership with the African Union, supported by the Chairs of the Berlin International Humanitarian Law/Human Rights Working Group and in line with the provisions of the Libyan Political Dialogue Forum road map, the Mission enabled consensus on a draft law that protects the independence of future transitional justice mechanisms. The Mission consistently engaged with victims and families of missing persons to document cases for future accountability.

169. Progress towards the objective is presented in the performance measure below (see table 36).

Table 36
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Draft law on combating violence against women to the legislative bodies was agreed Monitoring, analysis and reporting arrangements on conflict-related sexual violence established A high-level committee on arbitrary detention, representing the Attorney General, the military prosecution, the	The signing of a statement in favour of the adoption of the draft law by members of the legislative committee and women's block of the House of Representatives highlighted UNSMIL mobilization of further support; however, the House did not discuss the proposed draft law on the protection of women against violence, nor did it	A draft of the associations law was agreed by civil society organizations in 2024 and was reviewed by the Office of the United Nations High Commissioner for Human Rights and a gender consultant to ensure a comprehensive gender perspective A joint consultation forum was established as part of the monitoring, analysis and reporting

2022 (actual)	*2023 (actual)*	*2024 (actual)*
police and intelligence and judicial institutions, continued its work	adopt a comprehensive law on transitional justice	arrangements on conflict-related sexual violence
Human rights defenders and civil society actors in Libya are increasingly able to operate in a safer and more supportive environment	Members of the prosecutor's office were trained as part of efforts to strengthen the rule of law institutions to investigate, prosecute, adjudicate and prevent abuses and violations of human rights	Women human rights defenders in Libya are gaining stronger safeguards as the zero draft of the protection strategy nears completion
	Members of civil society organizations and women human rights defenders were trained on collecting data on conflict-related sexual violence and the monitoring of human rights violations	A draft law on national reconciliation was formulated by the Presidential Council through extensive consultations with victims' groups, supported by UNSMIL, and through UNSMIL-facilitated consensus with parliament, although the law remains to be adopted

Planned results for 2026

Result 1: unified security institutions promoting progress on security sector reform and the implementation of the ceasefire agreement, including the operationalization of a Libyan ceasefire monitoring mechanism

Programme performance in 2024 and target for 2026

170. In 2024, UNSMIL supported security sector reform and the ceasefire agreement by engaging the 5+5 Joint Military Commission and facilitating workshops, including a code of conduct session to enhance accountability and professionalism in the armed forces.

171. In 2026, UNSMIL will continue its support in planning and overseeing the withdrawal of foreign forces, foreign fighters and mercenaries. UNSMIL will support security sector reform, including Libya's unification of security sector institutions.

172. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 37).

Table 37
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Maintenance of the ceasefire agreement	Maintenance of the ceasefire agreement and development of the code of conduct for all security actors, as led by the Ministry of Defence of Libya	Progress towards unification continued, notwithstanding the continuing fragmentation of security sector institutions	National security/ military institutions unified under civilian oversight	National security/ military institutions unified under civilian oversight
Consensus built among stakeholders for the implementation of the action plan for the withdrawal of foreign forces, foreign fighters and mercenaries, including the establishment of a joint operations room and	Libyan ceasefire monitoring mechanism operationalized	"Bottom-up" initiatives built collaboration on legislation, border	Full implementation of the remaining articles of the ceasefire agreement, including the withdrawal of foreign fighters,	A regional coordination mechanism established for more effective border security
				Advanced implementation of

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
capacity-building programme for the local monitors Endorsement of the terms of reference for the establishment of a disarmament, demobilization and reintegration committee by the 5+5 Joint Military Commission to categorize armed groups Activation of a liaison and communication committee endorsed in meetings held in Cairo in November 2022 with neighbouring countries for the withdrawal of foreign fighters and mercenaries The 5+5 Joint Military Commission agreed on the terms of reference of the joint military force	Engagement and coordination with the Libyan liaison committee and liaison committees from neighbouring countries	security, electoral security, finance and administration Enhanced capacity and coordination of the 5+5 Joint Military Commission and its subcommittees Strengthened collaboration between the Libyan liaison committee and its neighbouring countries through targeted training programmes and capacity-building efforts While a comprehensive disarmament, demobilization and reintegration framework was not established in 2024, pre-disarmament, demobilization and reintegration community violence reduction programmes were initiated	foreign forces and mercenaries National and inclusive security sector reform initiatives established National disarmament, demobilization and reintegration committee set up and operational and a national disarmament, demobilization and reintegration plan developed	the remaining articles of the ceasefire agreement, including the withdrawal of foreign fighters, foreign forces and mercenaries National and inclusive security sector reform initiatives established National disarmament, demobilization and reintegration committee set up and operational and a national disarmament, demobilization and reintegration plan developed Community violence reduction programmes are expanded and led by Libyan authorities and local civil society organizations

Result 2: a comprehensive road map for holding national elections, towards the establishment of unified, elected, legitimate, inclusive and functional government institutions contributing to political stability and reconciliation

Programme performance in 2024 and target for 2026

173. In 2024, UNSMIL facilitated the resolution of the Central Bank of Libya leadership crisis and launched a United Nations-facilitated and Libyan-owned multitrack political process. UNSMIL provided technical assistance to the High Nationals Election Commission in the holding of peaceful elections in 58 municipalities.

174. In 2026, UNSMIL will address unresolved electoral framework issues and propose a viable road map for elections. UNSMIL will continue to advance a structured dialogue to consolidate consensus around a unified national vision for the future of the country. The Mission plans to implement quick-impact projects to enhance confidence in its mandate with respect to supporting the political process, reconciliation and prevention of intracommunal and intercommunal violence, while ensuring tangible benefits for local communities. The projects will focus, among others, on women's empowerment and income generation.

175. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 38).

Table 38
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
United Nations-facilitated talks between the House of Representatives and the High Council of State failed to reach agreement on a constitutional framework for elections Support continued for unification of the Central Bank of Libya, management of national deficits and access to foreign exchange in a manner that maintains currency value and steadies the price of vital commodities	Young people and women are more actively engaged in reconciliation efforts and political processes through increased consultations, ensuring that their voices shape Libya's future Constitutional and legal framework for elections is in place, with United Nations technical support, and assessed technically implementable by the High National Elections Commission Politically contested issues remain outstanding Libyan institutional stakeholders moved closer to resolving politically contested issues through the Mission's elections-enabling initiative to advance consensus	Through UNSMIL-led workshops, 500 young people and women increased their knowledge on key mission mandate issues, enabling them to engage in the political process *Ra'idat* trained 30 young women in leadership and advocacy "You Engage" strategy strengthened youth participation in governance United Nations-facilitated negotiations led to the resolution of the leadership crisis at the Central Bank of Libya in September 2024 and, after more than a decade, the Central Bank's Board of Directors was reinstated on 21 October Preparatory consultations were undertaken throughout the year and a stakeholder-driven political process was launched in December 2024, including a structured dialogue to consolidate consensus around a unified national vision for the future of the country	Enhanced participation and contribution of young people and women in reconciliation efforts and political processes	Increased participation and access and leadership of women and young people in political processes, at a minimum of 30 per cent Economic and financial institutions have increased capacity to provide macroeconomic stability and enact economic reforms Agenda and plan for comprehensive economic reforms are developed to achieve good governance and sustainable economy development Political road map and legal framework for the holding of national elections adopted

Result 3: establishment of a comprehensive legal framework for a victim-centred transitional justice and reconciliation process

Proposed programme plan for 2026

176. In 2026, the Mission will support Libyan stakeholders in developing and implementing a charter of rights, reinforcing existing legal frameworks, integrating human rights into the political agreement and facilitating reconciliation and transitional justice processes, and fostering peace and social cohesion. In collaboration with political actors, civil society organizations, victims' groups and the African Union, UNSMIL will advocate for the adoption of key legislative frameworks, including the draft national reconciliation law and the draft law on the protection of women from violence, as well as a new legislation on the rights of missing persons.

Lessons learned and planned change

177. The lesson learned for the Mission was that inclusive participation of Libya's diverse political, social and geographic components, including women and young people and ethnic minorities, is critical to sustainable peace and stability. In applying this lesson, the Mission will strengthen engagement with underrepresented groups and integrate broader social, economic and regional dynamics into its reconciliation and peacebuilding efforts.

178. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 39).

Table 39
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Effective reparations and accountability mechanisms are in place to address past grievances and promote justice	Drafting of key provisions for transitional justice and missing persons laws	Strengthened institutional capacity for implementation and victim engagement	Establishment of referral and repatriation mechanisms	Implementation of reparations and justice mechanisms with oversight structures
	Pilot mechanisms launched for victim support and referrals	Expansion of referral networks and repatriation pathways		Adoption of a comprehensive law on transitional justice and a related constitutional amendment to secure the transitional justice law
				Adoption of a comprehensive law on missing persons in line with the International Convention for the Protection of All Persons from Enforced Disappearance
				Operationalization of an independent truth and reconciliation

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
				commission mandated to investigate past violations and provide justice and reparations to victims while guaranteeing the non-recurrence of violations

Deliverables

179. Table 40 lists all deliverables of the Mission.

Table 40
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report to the Security Council	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	**6**	**6**	**6**	**6**
2. Meeting of the Security Council	6	6	6	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**17**	**2**	**17**	**10**
3. Projects relating to arms, ammunition management, counter-proliferation and humanitarian mine action	17	2	17	10
Seminars, workshops and training events (number of days)	**130**	**130**	**130**	**130**
4. Seminars and workshops on the political process, confidence-building, constitution-making, legislative and economic reform, electoral management and campaigns, mediation and conflict resolution, prevention of and response to incitement to violence and hatred, media, young female social media activists, digital Libyan dialogue, unification of the army, and demobilization of armed groups; operationalization of the Libyan ceasefire monitoring mechanism through monthly meetings with the Libyan liaison committees; monthly coordination meetings with mine action implementing partners; 4 mine action-related workshops/training events to build national capacities on weapons and ammunition management and explosive ordnance response management; and organization of a youth training and capacity-building programme for 35 young women for electoral participation and community engagement	130	130	130	130
Fact-finding, monitoring and investigation missions (number of missions)	**40**	**40**	**40**	**40**
5. Monitoring missions of the UNSMIL ceasefire monitoring component in support of the efforts of the Libyan ceasefire monitoring mechanism, to record and report on any alleged violation of the ceasefire, as well as analysis and reporting on the most recent developments in Libya, including periodic threat assessments of the overall situation that could have an impact on the ceasefire monitoring capacity-building programme established for the international monitors, Libyan monitors and the 5+5 Joint Military Commission (3 workshops); missions to support mine action efforts with regard to ammunition management; monitoring missions on the human rights situation, with visits to 6 prisons and detention centres, subject to access guarantees by official counterparts, including makeshift and secret detentions and other types of places where there are deprivations of liberty, such as women's shelters and reformatories; monitoring of and	40	40	40	40

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
reporting on some 60 cases of abuse and violations of human rights and violations of international humanitarian law, including sexual violence in conflict, and monitoring protection issues, with a focus on women and children; and monitoring of protection issues with a victim-centred approach and focus on women, children and migrants, reaching up to 30 beneficiaries who are referred to embassies concerned and/or legal and psychological aid for smooth integration into society				
Electoral missions (number of missions)	**224**	**224**	**224**	**224**
6. Electoral assistance missions to the High National Elections Commission headquarters in Tripoli or its field offices, providing technical advice and capacity-building to the electoral management body and to electoral counterparts	224	224	224	224

C. Substantive deliverables

Good offices: facilitate an inclusive political, security and economic dialogue through engagement with Libyan institutions, political parties and civil society, including women and young people; support for military unification efforts, including on disarmament, demobilization and reintegration and strategic security frameworks (20 beneficiaries); advance ceasefire implementation through monthly meetings of the 5+5 Joint Military Commission and liaison subcommittees (12–15 key actors), maintaining a database on foreign fighters, and conducting four capacity-building workshops for international monitors and Libyan subcommittees in 2025; engage with civil society organizations, women and young people (YouEngage) in four workshops to promote ceasefire implementation; support for transitional justice and accountability through technical advice and capacity-building for 100 lawyers, prosecutors and judges; and efforts to strengthen the judiciary with digital modernization efforts and best practices in post-conflict accountability; and the promotion of women's rights in line with the Convention on the Elimination of All Forms of Discrimination against Women, advocating for institutional protections, access to justice and mechanisms for survivors of violence, and support for women's empowerment units in security institutions and elections bodies.

Consultation, advice and advocacy: support for Libya's political process through electoral assistance, constitution-making advice and coordination with international partners (100 beneficiaries); provision of daily technical guidance to the High National Elections Commission, strengthening electoral management and advising on electoral dispute resolution and security planning; advice for the 5+5 Joint Military Commission and the Libyan-led and Libyan-owned ceasefire monitoring mechanism on legal and security frameworks, including capacity-building; support for the Libyan Mine Action Centre and partners on arms control, clearance of explosives remnants of war and ammunition management; organization of a mine action event with 50 stakeholders; advancement of inclusive, victim-centred and rights-based national reconciliation through workshops and seminars, reaching 50 beneficiaries, and confidence-building sessions with 50 participants from national and local authorities and civil society organizations; promotion of human rights through implementation of due diligence policy, civic space advocacy and coordination with four local justice institutions (30 participants), including the Ministry of Justice, the Ministry of Interior, the prosecutor's office and the High Judicial Council, for the release of individuals detained without a legal basis; support for the Libyan Political Dialogue Forum and House of Representatives women's caucus and civil society and women's groups, reaching approximately 500 women; establishment of an advocacy plan for the law on violence against women; establishment of the national consultation groups as part of the monitoring, analysis and reporting arrangements and on conflict-related sexual violence; support for security sector governance, reform and development, including reintegration of non-State armed groups and supporting the increased presence of women in the police force; advocacy for women's rights by facilitating discussions among institutions and actors working on women's rights and advising on laws and policies that promote gender equality; advice on violence against women and gender-based violence linked to the electoral process; support for reinforcing the capacity of 30 human rights defenders and women human rights defenders on the Monitoring, Analysis and Reporting Arrangements Technical Working Group; advocacy for the rights and protection of migrants and asylum-seekers and their access to justice, accountability and redress mechanisms, regardless of status; and advocacy and capacity-building to amplify the voices of young people and their meaningful participation in reconciliation efforts and political processes.

D. Communication deliverables

Outreach programmes, special events and information materials: multimedia and communications campaigns promoting the United Nations good offices and peace process, and content supporting reconciliation, social cohesion, prevention of hate speech and the respect for humanitarian and human rights law, targeting Libyan and international audiences; targeted meetings, events and leadership visits in the east, south and west, to engage young people and women from across Libya in key mandated areas; implementation of YouEngage to foster youth engagement on the economy (anti-corruption), disarmament, demobilization and reintegration and human rights; support for national and municipal youth bodies through training; delivery of the third year of the *Ra'idat* training programme for 35 young women from across Libya and support for the *Ra'idat* alumni network of women across Libya on advocacy programmes; implementation of the outcomes of misinformation and disinformation awareness-raising, including civic education to improve public understanding of the Mission's mandate; development of training programmes with media and universities on hate speech prevention; support for UNSMIL leadership in international engagements with Member States and diplomatic corps; and continued co-leadership of the United Nations Communication Group to ensure One United Nations messaging and staff training.

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

External and media relations: press conferences, statements and interaction with top-tier international and regional media outlets in Arabic and English, as well as select national media; frequent engagement with local media from all parts of Libya; reporting on the human rights situation and acting as a public resource; and conduct of a large-scale public perception survey across Libya.

Digital platforms and multimedia content: maintenance and development of targeted social media channels for women, young people and United Nations information platforms in Arabic and English to create and share content related to the Mission's mandate and the United Nations country team; and conduct of a public perception survey and analysis of social media trends to inform senior leadership decision-making.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 41
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel costs	6 673.2	6 700.0	6 744.1	6 609.0	(135.1)
Civilian personnel costs	42 669.1	48 559.9	47 565.0	47 390.0	(175.0)
Operational costs	38 421.3	30 303.7	36 279.6	36 433.2	153.6
Total (net of staff assessment)	**87 763.6**	**85 563.5**	**90 588.7**	**90 432.2**	**(156.5)**

Table 42
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*[a]	*D-2*	*D-1*	*P-5*[b]	*P-4*[c]	*P-3*[b]	*P-2*	*FS*	*Subtotal*	*NPO*[c]	*GS*[d]	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	2	–	7	18	46	46	2	154	276	20	1	118	139	6	–	6	421
Proposed 2026	1	2	–	7	18	46	46	2	154	276	20	1	118	139	6	–	6	421
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] One post is funded at 50 per cent and cost-shared with the Development Coordination Office.
[b] Includes one general temporary assistance position.
[c] Includes three general temporary assistance positions.
[d] Other level, unless otherwise stated.

180. The proposed resource requirements for 2026 for UNSMIL amount to $90,432,200 (net of staff assessment) and would provide for the deployment of 233 United Nations Guard Unit personnel ($6,609,000), salaries and related costs ($47,390,000) for the deployment of 276 international posts and positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 7 D-1, 18 P-5, 46 P-4, 46 P-3, 2 P-2 and 154 Field Service) and 139 national posts and positions (20 National Professional Officer, 1 General Service and 118 Local level), 6 international United Nations Volunteers and 7 government-provided personnel, as well as operational costs ($36,433,200), comprising the costs for consultants and consulting services ($82,600), official travel ($970,000), facilities and

infrastructure ($26,778,600), ground transportation ($203,200), air operations ($3,937,800), communications and information technology ($2,301,900), medical ($444,200) other supplies, services and equipment ($1,664,900) and quick-impact projects ($50,000).

181. A vacancy rate of 22.9 per cent has been applied to the estimates for international staff on the basis of the actual average vacancy rate in 2024. Vacancy rates of 15.0 and 26.1 per cent have been applied for the National Professional Officer and General Service categories of staff, respectively, on the basis of the actual vacancy rates in March 2025. A vacancy rate of 25.0 per cent has been applied to the estimates for United Nations Volunteer positions and a vacancy rate of 53.6 per cent has been applied to the estimates for government-provided personnel on the basis of the actual vacancy rates in March 2025. The estimates for United Nations Guard Unit personnel are based on the actual deployment in March 2025.

United Nations Support Mission in Libya comprehensive staffing review

182. UNSMIL conducted a comprehensive staffing review from September 2024 to March 2025. It was led by a task force in coordination with United Nations Headquarters and in consultation with the Field Staff Union. The review was designed to align staffing resources with mandate priorities and operational needs and to assess the mission support structure in line with the Department for Operational Support guidelines on mission support structure for small missions. By its resolution 2755 (2024), the Security Council requested the Secretary-General to submit a strategic review of UNSMIL to the Council no later than 30 September 2025, including recommendations for increasing the efficiency and effectiveness of the Mission's overall structure, including its objectives. Given that the strategic review will be finalized after the 2026 proposed programme budget, the outcome of the staffing review is not reflected in the current proposed budget for 2026. The Mission awaits the outcome of the strategic review to ensure alignment with the Mission's long-term strategic direction and future Council decisions.

183. As at 31 March 2025, the Mission had 52 long-vacant posts, of which 32 were posts approved for establishment at the end of March 2022 in the context of the 2022 revised estimates to support the ceasefire monitoring mandate (see A/76/6 (Sect. 3)/Add.8). In view of the pending strategic review, as well as the slow pace of operationalization of the 2020 ceasefire agreement, a vacancy rate of 100 per cent has been applied in the current proposed budget to 35 posts vacant for more than three years. The Mission's approved 2025 staffing complement includes eight general temporary assistance positions. It is proposed that these positions be continued in 2026, as detailed below.

Office of the Deputy Special Representative of the Secretary-General (Political)

184. The UNSMIL Mine Action Unit supports the delivery of the Mission's mine action mandate in line with Security Council resolution 2755 (2024) by providing technical expertise and support to the Libyan security institutions and the ceasefire mechanisms on mine action and weapons and ammunition management, and representing the Mission in relationship with relevant national mine action stakeholders and the United Nations country team. The temporary assistance position of Chief of Section, Programme Management (P-5), was established on 1 January 2022 in response to a recommendation from the Board of Auditors to improve Secretariat leadership of the UNSMIL mine action programme. Seven other temporary assistance positions were established under the that mine action programme as from 1 January 2025 as part of the transition of mine action delivery, from implementation undertaken in partnership with the United Nations Office for Project Services to direct Secretariat delivery. These include three positions of Programme Management Officer (P-4) and one position each of Programme Management Officer (P-3), Associate Programme Management Officer (National Professional Officer), Associate Administrative Officer (National Professional Officer) and Data Analysis Officer (National Professional Officer). Given the continuity of the UNSMIL mine action programme in 2026, it is proposed that the eight total temporary positions be continued to advance the UNSMIL mine action objectives in the most effective, cost-efficient and transparent manner.

185. The decrease in requirements for 2026 compared with the approved resources for 2025 is attributable mainly to: (a) reduced requirements for civilian personnel, due to the application of a 100 per cent vacancy rate to the 35 posts vacant for more than three years (15 international, 1 National Professional Officer and 19 Local level) as described in paragraph 183 above, offset by the application of lower vacancy rates for all categories of personnel, and the application of lower continuing vacancy rates for the seven positions (3 P-4, 1 P-3 and 3 National Professional Officer) that were approved for establishment in 2025 and budgeted with a vacancy rate of 50 per cent; (b) reduced requirements for air operations in line with historical flight hour utilization rates; and (c) reduced requirements under military contingents for the United Nations Guard Unit personnel, owing to the non-requirement for combat ration packs due to anticipated stock availability from prior-period procurement, as well as the removal of the provision for death and disability compensation following a review of historical expenditure pattern. The decrease is offset in part by increased requirements under: (a) facilities and infrastructure, due to additional requirements for the construction of a new road and parking area and a fuel station, construction of the infrastructure networks and other security enhancements in connection with phase two of the planned security enhancements works in the Mission's compound; and (b) new requirements for the quick-impact projects mentioned above.

Extrabudgetary resources

186. In 2025, extrabudgetary resources in the amount of $241,544 are projected to be utilized to support activities focused on facilitating an inclusive intra-Libyan political process, an economic track and capacity-building on human rights.

187. In 2026, extrabudgetary resources in the amount of $157,200 are projected to be used to assist in the implementation of an inclusive multi-track intra-Libyan political dialogue process facilitated by UNSMIL, to unify institutions and take the country to elections.

188. The decrease in the estimated extrabudgetary resources to be utilized in 2026 compared with 2025 is due mainly to the duration of funding in support of the capacity-building on human rights.

189. In 2025, UNSMIL expects to receive $611,905 from United Nations agencies, funds and programmes, as well as other entities, in exchange for services provided, including shared premises and the provision of security services across Libya. These funds will support one Local level post, medical services and the costs associated with maintaining United Nations compounds, including security services, rent, utilities and maintenance services.

190. For 2026, UNSMIL expects to receive $611,905 from United Nations agencies, funds and other programmes through the cost-recovery arrangements. The estimate covers a wide range of services provided by the Mission, comprising air transportation, ground transportation, freight services, medical services, security and security-related training services, communications and information technology services, administrative support, accommodation and office space, personal protective equipment and the maintenance of vehicles and facilities.

8. United Nations Verification Mission in Colombia

($86,953,100)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

191. The United Nations Verification Mission in Colombia is mandated to verify five key aspects of the Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace, adopted in 2016 by the Government of Colombia and the former Revolutionary Armed Forces of Colombia – People's Army (FARC-EP), comprising: (a) the reintegration of FARC-EP members into political, economic and social life (sect. 3.2 of the Agreement); (b) the implementation of personal and collective security and protection measures for ex-combatants, and comprehensive security and protection programmes for the communities and organizations in the territories (sect. 3.4 of the Agreement), since 2021; (c) compliance with and implementation of the restorative sentences issued by the Special Jurisdiction for Peace (sect. 5.1.2 of the Agreement); since 2023 (d) the verification of the comprehensive rural reform (sect. 1 of the Agreement); and (e) the implementation of the ethnic chapter (sect. 6.2 of the Agreement).

192. Moreover, the Security Council, in its resolution 2694 (2023), expanded the Mission's mandate to monitor and verify the implementation of the Bilateral, National and Temporary Ceasefire Agreement between the Government of the Republic of Colombia and the Ejército de Liberación Nacional (ELN).

193. The Mission's mandate is defined in Security Council resolutions 2366 (2017), 2574 (2021), 2673 (2023) and 2694 (2023). By its resolution 2754 (2024), the Council renewed the mandate until 31 October 2025.

Programme of work

Objective

194. The objective, to which the Mission contributes, is to advance the effective implementation of the provisions of the Final Agreement concerning reintegration, security guarantees, restorative sentences, comprehensive rural reform and the ethnic chapter, and to advance the Ceasefire Agreement.

Strategy and external factors for 2026

195. To contribute to the objective, the Mission will:

(a) Apply a proactive and inclusive approach to verification, which includes advocacy, good offices and close engagement with the parties to the Final Agreement and relevant institutions and authorities at the international, national, regional and local levels, as well as communities, women and ethnic peoples;

(b) Conduct independent verification of the implementation of the Final Agreement and participate, jointly with the parties, in key forums and institutions created for the implementation of the Final Agreement;

(c) Promote constructive dialogue and trust-building between the Government and the Comunes party to address pending issues relating to peace implementation and maintain constant coordination and dialogue with key interlocutors, including actors across the political spectrum, civil society, ethnic organizations, the private sector and the international community, to foster support for the implementation of the Final Agreement;

(d) In keeping with commitments of the Pact for the Future, in particular its action 18, provide good offices to support the implementation of the Final Agreement, monitor conflict dynamics at local levels between armed groups, support the role of the Special Representative of the Secretary-General in political peace dialogues and help to build and sustain peace in Colombia.

196. The above-mentioned work is expected to result in:

(a) Increased trust between the parties to the Final Agreement; sustainability of the reintegration process, as well as opportunities for political participation, with a specific focus on security guarantees for former combatants, social leaders and communities; and progress in the implementation of key components of the comprehensive rural reform, including increased government capacity to prevent and address land-related conflict and progress in the implementation of development plans with a territorial focus in prioritized areas, with the active participation of local communities;

(b) Enhanced State capacity, presence and responsiveness to better prevent and investigate attacks against former combatants, social leaders and communities, as well as increased trust and understanding between the parties through tripartite coordination mechanisms, while taking into consideration the specific needs of women, children, former combatants of ethnic origin and other communities at risk;

(c) Enhanced trust in the transitional justice system and the Government providing the conditions necessary for the Special Jurisdiction for Peace to ensure compliance with and implementation of its restorative sentences and to contribute to the realization of victims' rights to truth, justice, reparation and non-repetition and their full inclusion in the restorative system;

(d) Strengthened implementation of the ethnic provisions of the Final Agreement; enhanced coordination between government institutions, ethnic authorities and their organizations, including women-led organizations, and increased engagement of the international community, including the United Nations system;

(e) Increased trust in the peace dialogue efforts, thereby contributing to a reduction in violence and improvements in the humanitarian situation in conflict-affected regions.

197. With regard to cooperation with other entities, the Mission engages extensively with international, national and local actors in support of its mandate. At the international level, the Mission's close engagement with the diplomatic community and regional organizations helps to identify areas of mutual interest and support for peace consolidation. At the national and local levels, the Mission strengthens ties with political, civil society and private sector actors, including community, religious, youth, women and ethnic leaders and persons with disabilities' organizations, as well as transitional justice institutions. The Mission continues to bolster its relationships with departmental and local authorities, in particular as they gain more responsibilities regarding the reintegration process, ensuring security guarantees for communities and supporting society's participation in the peace process.

198. With regard to inter-agency coordination, the Mission continues to work closely with the United Nations country team and the resident coordinator. Through the revised United Nations Sustainable Development Cooperation Framework, the Mission and the country team developed five priorities in establishing links between sustainable peace and the 2030 Agenda for Sustainable Development, promoting coherence across the peace and security and the development pillars.

199. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Continued international support for the close engagement of the Mission and the United Nations system in the peace process, and national and local authorities and relevant parties remain committed to collaborating with the Mission;

(b) The Government and legislature will remain focused on the implementation of the Final Agreement;

(c) National and local authorities remain engaged in increasing State presence; authorities, State entities and mechanisms tasked with preventing, addressing and investigating security incidents will remain committed to the prioritized populations in the Final Agreement in conflict-affected areas;

(d) Continued progress in judicial processes before the Special Jurisdiction for Peace, resulting in the issuance and implementation of restorative sentences;

(e) The Government and ELN resume peace efforts with a view to reducing violence.

200. The Mission integrates a gender perspective into its activities, deliverables and results, as appropriate, and ensures the adequate implementation of its gender parity directives and strategy. The Mission ensures that the specific needs of former FARC-EP women are incorporated in full into programme design, implementation and monitoring, in particular the security guarantees for women leaders and ex-combatants, and referrals to assistance provided by Colombian authorities for victims and survivors of conflict, including from sexual and gender-based violence. The Mission fosters a gender perspective and intersectional analysis in the verification of restorative sentences, in particular concerning case 11 and others relating to sexual and gender-based violence, as well as in rural reform and the ethnic chapter, with a specific focus on the needs of peasant and ethnic women. The Mission, in line with action 19 of the Pact for the Future, provides support to the national action plan on Security Council resolution 1325 (2000) adopted in 2024, which is expected to strengthen the implementation of the gender provisions of the Final Agreement and reinforce the full, equal and meaningful participation of women in peacemaking.

Programme performance in 2024

Enhanced conditions for implementation of the Final Agreement

201. In October 2024, the Government adopted a rapid response plan to accelerate the implementation of the Final Agreement, which includes the establishment of pacts between national and local authorities to accelerate the implementation of the development programmes with a territorial focus and to enhance their transformative potential in conflict-affected regions, as well as action related to the comprehensive rural reform and security guarantees, among others. The Mission, through the good offices of the Special Representative of the Secretary-General and the technical teams, accompanied the Government in the formulation of the plan, including identifying key territorial priorities to be included in the pacts between national and local authorities. The plan underlined the execution of development and infrastructure projects in key regions for the Final Agreement, thus ensuring the mobilization of resources and the engagement of relevant local actors to accelerate implementation of the Agreement.

202. Progress towards the objective is presented in the performance measure below (see table 43).

Table 43
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Rapid response plan launched nationally to accelerate implementation of the Final Agreement Key priorities identified include development programmes with a territorial focus, land distribution and measures to strengthen security guarantees

Planned results for 2026

Result 1: progress in the effective implementation of comprehensive rural reform and ethnic chapters

Programme performance in 2024 and target for 2026

203. In 2024, the Mission focused on institutional coordination and consensus-building for the implementation of the rural reform and ethnic chapter, leading to agreements to boost the implementation of ethnic chapter in Chocó Department, timely land distribution and the delivery of productive assets to relevant actors.

204. In 2026, the Mission will take stock of the Government's goals and promote the continuity of strategies and policies related to the implementation of the comprehensive rural reform and ethnic chapter. Efforts will be aimed at advancing the comprehensive rural reform at the local and departmental levels and fulfilling the commitments outlined in the ethnic chapter.

205. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 44).

Table 44
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Security guarantees, verification guidelines and risk analysis developed in support of the rural reform and ethnic chapter Verification of delivery of land to peasants and ethnic groups, with the Government formalizing the	Significant progress made in formalizing land tenure, reaching 5.7 per cent, and land adjudication, at 43.8 per cent, according to official figures Consultation and prioritization phase of the 16 development programmes with a territorial focus finalized, along with	Implementation of development programmes with a territorial focus is accelerated Increase in the delivery of land to rural reform beneficiaries, including ethnic groups, as well as goods and services, ensuring land productivity	Progress in land delivery and rural development goals, the multipurpose land registry, the effective operation of the agrarian jurisdiction and the implementation of development programmes with a territorial focus, and consolidation of the national agrarian reform system and

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
	acquisition and transfer of tenure Progress made in the planning of the development programme with a territorial focus for a comprehensive and high-impact approach, with civil society participation Implementation of a coordination mechanism between all relevant stakeholders for the ethnic chapter Establishment of priorities and targets for through the signing of the pact for the implementation of the ethnic chapter	progress in designing a funding plan for strategic projects and territorial pacts established under the rapid response plan Enhanced collaboration with the National Commission of Indigenous Territories, incorporating territorial aspects of the ethnic chapter related to comprehensive rural reform Ethnic chapter provisions incorporated into key public policies: demining strategy, victim reparations and land restitution for ethnic peoples prioritized	Strengthened institutions in charge of implementing the ethnic chapter Enhanced collaboration between government entities implementing the ethnic chapter and Afro-Colombian and Indigenous leaders and their organizations, private sector and other stakeholders Progress in the targets set in the pact for the implementation of the ethnic chapter is on track	associated coordination mechanisms Progress made in the implementation of updated development programmes with a territorial focus plans Advances in the implementation of the ethnic chapter based on the pact commitments spelled out by the Government Departmental governments incorporated the provisions of the ethnic chapter into their public policies and developed road maps for departmental implementation

Result 2: strengthened security conditions for communities in conflict-affected areas through advances in the implementation of the Final Agreement and effective implementation of the Ceasefire Agreement between the Government and the Ejército de Liberación Nacional

Programme performance in 2024 and target for 2026

206. In 2024, the Mission was instrumental in advancing security and protection measures for former combatants and communities, including the adoption of the public policy for dismantling illegal armed groups and criminal organizations and strengthening the framework of the strategic security and protection plan. The Mission, through the Monitoring and Verification Mechanism of the Ceasefire Agreement, contributed to violence reduction, while closely monitoring local conflict dynamics. Although the parties did not renew the Agreement, they met twice in efforts to overcome obstacles to a possible resumption of the ceasefire.

207. In 2026, the Mission will continue to advance prevention and protection policies and analyse conflict dynamics. The Special Representative of the Secretary-General will continue his good offices role in peace dialogues.

208. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 45).

Table 45
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Confrontations between the parties prevented and the de-escalation of violence in the regions supported: four fatalities among ELN members and security forces recorded during the ceasefire (August 2023 to August 2024) Enhanced policies and plans on security guarantees for former combatants and affected communities: approval of the public policy on the dismantling of criminal organizations and armed groups; implementation of the emergency evacuation and extraction protocol; and the strengthening of the Special Investigations Unit	Progress in the implementation of the Ceasefire Agreement between the Government and ELN Ceasefire agreements and protocols are enhanced, including through technical support provided by the Mission within its participation in the Monitoring and Verification Mechanism Reduction in violent clashes between public forces and illegal armed groups Improved security conditions for communities in conflict-affected areas as a result of the ceasefire	Implementation of the public policy on the dismantling of criminal organizations and armed groups in 2 pilot areas and acceleration of its implementation in the other 11 prioritized areas Prevention and protection mechanisms and policies implemented Reduced violence through increased access to programmes for former combatants, leaders and organizations in rural areas Reduced violence between armed groups and public forces; improved security in conflict-affected areas Enhanced trust between the parties to the peace dialogues

Result 3: effective implementation of restorative sentences for the restoration of victims' rights and legal certainty for those under the Special Jurisdiction for Peace

Proposed programme plan for 2026

209. In 2025, the Mission anticipates the issuance of the first restorative sentences by the Special Tribunal for Peace of the Special Jurisdiction for Peace, cases 1 and 3, the first since the signing of the Final Agreement. The Mission has engaged with relevant entities, fine-tuning methodology and strengthening the monitoring and verification mechanism and information-sharing mechanisms. The Mission engaged with institutions responsible for ensuring that conditions for the implementation of the restorative sentences are fulfilled.

Lessons learned and planned changes

210. Notwithstanding advances, there has been limited progress towards the issuance of restorative sentences, with four cases in trial phase. To help to remedy the situation, the Mission will increase its advocacy and good offices with relevant entities, disseminating information on the transitional justice system to build trust between the parties and communities, including through the Monitoring and Verification Mechanism of restorative sentences established with the Special Jurisdiction for Peace.

211. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 46).

Table 46
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	–	Monitoring and Verification Mechanism of restorative sentences with the Special Jurisdiction for Peace is fully operational and provides relevant information for verification purposes Mission verifies that the State institutions provide conditions for the effective implementation of the restorative sentences Compliance with the restorative sentences by individuals subject to the Special Jurisdiction for Peace is verified

Deliverables

212. Table 47 lists all deliverables of the Mission.

Table 47
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Reports of the Secretary-General to the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Publications (number of publications)	**2**	**2**	**2**	**4**
2. Thematic reports on security guarantees	2	2	2	4
Technical materials (number of materials)	**2**	**2**	**2**	**1**
3. Verification manual, including a gender-sensitive verification guide and a new section with a verification guide for the mandate pursuant to resolution 2694 (2023)	2	2	2	–
4. Thematic report on lessons learned on the establishment of conditions by State authorities for the implementation of the restorative sentences	–	–	–	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**138**	**138**	**162**	**174**
5. Workshops to strengthen the implementation and strategic engagement with the Special Jurisdiction for Peace and the individuals placed under its jurisdiction	11	3	–	–
6. Workshops and training with individuals placed under the jurisdiction of the Special Jurisdiction for Peace	11	1	–	–
7. Regional workshops and training with individuals placed under the jurisdiction of the Special Jurisdiction for Peace to promote guidance in the tasks, works or activities with reparatory and restorative content and the restriction of freedoms and rights, regarding cases at the trial stage under the Peace Tribunal	11	–	–	6
8. Forum with international academics and policymakers on the transitional justice system in Colombia and the role of the Mission	–	–	–	–
9. Specialized forums with groups of jurists, academics and judicial sector organizations from each region to explain the new mandate	–	–	–	–
10. Workshops targeting mission teams in the field, indictees, defence teams, victims and communities to raise awareness on restorative sentences and activities of the Monitoring and Verification Mechanism regarding restorative sentences	–	–	10	15
11. Activities relating to support and accompaniment of hearings on Special Jurisdiction for Peace macro cases	–	–	5	5
12. Workshops to strengthen the implementation and strategic engagement with the Special Jurisdiction for Peace and the individuals placed under its jurisdiction and to advance the legal certainty of former combatants	–	–	9	5
13. Specialized forum on the national action plan on women and peace and security and the implementation of the Final Agreement	–		1	2
14. Training and awareness-raising sessions with women's organizations at the field level	6	7	6	7
15. Workshops to support the data management and data-sharing protocols with the Special Jurisdiction for Peace and other counterparts	10	–	11	11
16. Regional exchange workshops for local and international journalists	9	13	13	15
17. Workshops with media at the local, regional, national and international levels on the mandate	10	9	13	15
18. Workshops relating to cases under the purview of the Special Jurisdiction for Peace with Indigenous and Afro-Colombians and authorities	6	5	–	–
19. Regional media tours to former territorial areas for training and reintegration and new reintegration areas for special communication and outreach campaigns	9	20	10	9
20. Events to promote gender equality and prevention of gender-based violence related to reintegration, security guarantees and implementation of the women and peace and security agenda	6	10	12	12
21. Events with Indigenous, Afro-Colombian and Roma populations and authorities with regard to sentences involving members of their communities	6	–	–	–
22. Workshops with key counterparts and stakeholders to advance and follow up on preventive and protection measures as part of the security guarantees provisions of the Final Agreement	4	4	9	11
23. Workshops with Indigenous, Afro-Colombians and Roma populations and authorities	3	1	–	–
24. National event with Indigenous, Afro-Colombian and Roma populations and authorities	1	1	–	–
25. Events with government officials on the Mission's mandate and advocacy on the implementation of the Final Agreement	11	22	9	5
26. Regional events with Final Agreement stakeholders, including former combatants, on its implementation	4	17	4	4
27. Workshop for regional reintegration focal points on the implementation of new approaches to the verification of social, political and economic reintegration	2	2	3	3
28. Workshop for regional reintegration and rural reform focal points on the implementation of new approaches to the verification of social, political and economic reintegration and rural reform	1	4	3	3
29. Workshop with government stakeholders regarding the implementation of the national agrarian reform system	1	–	2	1
30. Event with local and regional community members and national authorities to take stock of progress made in the implementation of the development plans with a territorial focus	1	1	3	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
31. Workshop to take stock of community-based reintegration initiatives	1	2	3	2
32. Workshop with LGBTQI+ former combatants	–		1	1
33. Workshop on capacity-building for Indigenous and Afro-Colombian guards with regional stakeholders	1	1	–	–
34. Seminar on illicit crops and ethnic communities	1	–	–	–
35. Event to strengthen ethnic organizations at the local level	1	1	–	–
36. National event with High-level Forum of Ethnic Peoples	1	–	–	–
37. National gathering of ethnic former combatants	1	1	–	–
38. Workshops at the national and regional levels to strengthen the implementation of the mandate pursuant to resolution 2694 (2023)	9	12	9	–
39. Workshops at the national and regional levels to strengthen peace efforts	–	–	–	9
40. Workshops at the national and regional levels to strengthen society participation in the peace processes	–	–	9	9
41. Workshops on gender-sensitive approaches to monitor and verify the Ceasefire Agreement between the Government and ELN	–	1	2	2
42. Events with the ethnic authorities and representative organizations and Government bodies on the implementation of the ethnic chapter and peace processes	–	–	15	20

C. Substantive deliverables

Good offices: parties advance implementation of the Final Agreement, including gender provisions; advocacy for increased dialogue between relevant stakeholders; visits from key stakeholders to reintegration areas where former combatants are developing productive projects and community-based initiatives, including reinforcing the role of the technical working group on gender within the National Reintegration Council; implementation of the women and peace and security agenda as part of the implementation of the Final Agreement, including advancing women's participation; support for peace dialogues, to facilitate communication between parties and support the implementation of relevant agreements; and increased participation of society in peace efforts.

Consultation, advice and advocacy: consultations and advice to mitigate challenges in the conditions for increased political participation by the Comunes political party, reintegration of former combatants, and improving security and protection measures and conditions; advice and support to advance implementation of the comprehensive rural reform and ethnic chapter, advocacy for the full implementation of the gender provisions of the Final Agreement, including support for government counterparts and regular consultation with women's organizations and organizations of former combatants; implementation of the national action plan regarding Security Council resolution 1325 (2000) on women and peace and security; strengthened Special Jurisdiction for Peace's information management mechanisms to facilitate information-sharing; and consultations and coordination between the Government and ELN to increase trust and support the resumption of talks.

Databases and substantive digital materials: innovative solutions leveraging artificial intelligence; consolidated regional reporting system; platforms to manage information relating to ceasefires and platform for the verification of restorative sentences to facilitate reporting and analytical tools for trends and patterns of compliance; integrated tools for verification of reintegration and rural land reform; tripartite platform on organizations engaged in economic reintegration and productive projects; increased scope of the *equipos y comunidades de acción por la paz* platform covering incident and cases reporting on the security guarantees challenges for former combatants, social leaders and communities, as well as the violence affecting other aspects of the Final Agreement verified by the Mission; integrated tools for the verification of the ethnic chapter and gender mainstreaming; and tripartite database of transit to legality of former FARC-EP combatants.

D. Communication deliverables

Outreach programmes, special events and information materials: strengthening of the Mission's public image through information materials and activities to highlight progress in the Mission's mandate and its role in sustaining peace.

External and media relations: partnerships with radio and television networks, in local and national media; production of at least 30 multimedia pieces (written articles and multimedia material) about the implementation of the Final Agreement; hosting of regular conferences with key media partners; organization of press conferences with senior leadership; at least two press briefings and nine media field visits; monitoring of media coverage; and preparation of media briefing products to boost the knowledge about the Mission's work in support of the Colombian peace process.

Digital platforms and multimedia content: social media channels and United Nations information platforms to create and disseminate information on the Mission's mandate; efforts to reach at least 145,500 followers on X (formerly Twitter), 78,200 followers on Facebook and 34,700 on Instagram; and implementation of strategies to address misinformation, disinformation and hate speech for early warning and response (socialization workshops on the United Nations Strategy and Plan of Action on Hate Speech).

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 48
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel costs	3 859.5	4 773.6	4 166.4	6 480.8	2 314.4
Civilian personnel costs	38 885.7	47 605.8	48 979.8	47 383.8	(1 596.0)
Operational costs	35 591.5	27 725.1	33 436.1	33 088.5	(347.6)
Total (net of staff assessment)	**78 336.7**	**80 104.5**	**86 582.3**	**86 953.1**	**370.8**

Table 49
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*[a]	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	1	1	–	6	26	38	58	2	49	181	113	1	104	218	153	30	183	582
Proposed 2026	1	1	–	6	26	38	58	2	49	181	113	1	104	218	153	30	183	582
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

[a] Other level, unless otherwise stated.

213. The proposed resource requirements for 2026 for the Mission amount to $86,953,100 (net of staff assessment) and would provide for the deployment of 188 military observers ($6,480,800), salaries and common staff costs ($47,383,800) for 181 international posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 6 D-1, 26 P-5, 38 P-4, 58 P-3, 2 P-2 and 49 Field Service), 218 national posts (113 National Professional Officer, 1 General Service and 104 Local level) and 183 United Nations Volunteers (153 international and 30 national), and operational costs ($33,088,500), comprising the costs for consultants and consulting services ($458,800), official travel ($2,106,200), facilities and infrastructure ($8,144,900), ground transportation ($2,274,100), air operations ($12,116,300), marine operations ($462,000), communications and information technology ($5,084,400), medical ($427,800) and other supplies, services and equipment ($2,014,000).

214. A vacancy rate of 7.5 per cent has been applied to military observers on the basis of the actual average vacancy rate during 2024.

215. A vacancy rate of 18.8 per cent has been applied to the estimates for international staff and 30.1 per cent for National Professional Officers on the basis of the actual vacancy rate in March 2025, and 28.1 per cent for the Local level categories staff on the basis of the actual average vacancy rate in 2024. Vacancy rates of 5.0 and 7.0 per cent have been applied to international and national United Nations Volunteers, respectively, on the basis of the actual vacancy rates in March 2025. A vacancy rate of 50 per cent has been applied to the estimates for the posts proposed for reassignment.

216. To ensure effective mandate delivery, a number of changes to the organizational and staffing structure are proposed for 2026, including the redeployment of three posts to increase conflict analysis capacities in key offices, given that the fragmentation of armed groups, the increasingly

localized conflicts and threats to former combatants could affect implementation of the Final Agreement, as well the reassignment of two posts, as detailed below.

Office of the Special Representative of the Secretary-General

(a) Redeployment of one post of Assistant Public Information Officer (National Professional Officer) from the Information Management Unit under the Office of the Deputy Special Representative of the Secretary-General to the Strategic Communications and Public Information Unit within the Office of the Special Representative of the Secretary-General, to assist in promoting public awareness of the Mission's mandate and the peace process. Efforts are needed to enhance strategic communication and reach a larger audience with consistent and balanced information, as well as raise awareness of the Peace Agreement, in particular in anticipation of the first restorative sentences by the Special Jurisdiction for Peace, which are expected in 2026. The incumbent will assist in producing critical graphic and communication materials nationwide and awareness-raising campaigns, boosting trust in the transitional justice system;

Office of the Verification of Security Guarantees

(b) Redeployment of one long-vacant post of Liaison Officer (National Professional Officer) from the regional office in Florencia to the Office of the Verification of Security Guarantees within the Office of the Deputy Special Representative of the Secretary-General in Bogotá. The Liaison Officer will analyse evolving conditions nationwide, including threats, actors and dynamics, for expanded conflict analysis and assessment of potential impact on former combatants and victims of the conflict for preventive recommendations, preparedness, advocacy and engagement at the national level;

Office of the Chief of Staff

(c) Redeployment of one long-vacant post of Liaison Officer (National Professional Officer) from the regional office in Villavicencio to the Office of the Chief of Staff in Bogotá to improve information-gathering situational awareness and analysis for strategic recommendations to the Special Representative of the Secretary-General and mission leadership;

Transport Unit

(d) Reassignment of one vacant post of Field Security Assistant (Local level) from the Security Section's presence in Arauca to the Transport Unit as a Driver (Local level), to provide dedicated capacity to the Deputy Special Representative of the Secretary-General;

Financial Resourcing, Performance and Risk Management Unit

(e) Reassignment of one post of Field Security Assistant (Local level) from the Regional Security Section's presence in Ocaña to the Financial Resourcing, Performance and Risk Management Unit in Bogotá as a Finance and Budget Assistant (Local level), to contribute to better, informed decision-making. This will ensure robust financial management and operational efficiency, especially while the Mission is experiencing liquidity constraints and needs to implement additional management measures.

217. The increase in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) increased requirements for military observers due to the increase in the mission subsistence allowance rates (higher actual daily rate of the "after 30 days" mission subsistence allowances of $94 effective 1 January 2025 compared with the rate of $63 applied in the approved budget for 2025), as well as the application of a lower vacancy rate of 7.5 per cent compared with 10.1 per cent in the 2025 budget; (b) additional requirements for international United Nations Volunteers due to an increased monthly living allowance; (c) increased requirements for air operations due to a change in contractual arrangements, which increased guaranteed fleet costs, and to additional flight hours for fixed-wing and rotary-wing aircraft and related requirements for

aviation fuel necessary to support mandate implementation in the locations outside Bogotá and ensure connectivity between locations; and (d) increased requirements for marine operations to support additional riverine activities to cover an enlarged mission area, especially the locations that are not accessible by ground or air transportation. The increased requirements are offset in part by: (a) reduced requirements for international staff due to lower estimated common staff costs (estimated common staff costs as a percentage of salary costs of 51.7 per cent, compared with 56.8 per cent in the 2025 budget); (b) reduced requirements for national staff due to the application of higher vacancy rates for National Professional Officers and Local level staff; (c) reduced requirements for consultants due to the higher reliance on in-house expertise; (d) reduced requirements under facilities and infrastructure owing to lower estimated costs for the rental of premises and the non-acquisition of furniture; (e) lower estimated costs for the rental of vehicles due to efficiencies gained through the full transfer of the rental of vehicles to the UN Fleet modality; (f) reduced acquisition of communications and information technology equipment; (g) lower requirements for medical services; (h) lower requirements for freight due to fewer acquisitions; and (i) lower requirements under other services due to a planned reduction in meeting facilitation, as a cost-avoidance measure.

9. United Nations Mission to Support the Hudaydah Agreement

($30,040,500)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

218. The United Nations Mission to Support the Hudaydah Agreement (UNMHA) is responsible for supporting the parties to the Stockholm Agreement (S/2018/1134, annex) in implementing the provisions of the Agreement on the City of Hudaydah and the Ports of Hudaydah, Salif and Ra's Isa (Hudaydah Agreement), and their commitments in accordance with the Hudaydah Agreement. The mandate derives from Security Council resolution 2452 (2019) and was extended in subsequent resolutions, most recently in resolution 2742 (2024).

219. The mandate of the Mission is to: (a) lead and support the functioning of the Redeployment Coordination Committee, assisted by a secretariat staffed with United Nations personnel, to oversee the governorate-wide ceasefire, the redeployment of forces and mine action operations; (b) monitor the compliance of the parties with the ceasefire in Hudaydah Governorate and the mutual redeployment of forces from the city of Hudaydah and the ports of Hudaydah, Salif and Ra's Isa; (c) work with the parties so that local security forces assure the security of the city of Hudaydah and the ports of Hudaydah, Salif and Ra's Isa in accordance with Yemeni law; and (d) facilitate and coordinate United Nations support to assist the parties to fully implement the Hudaydah Agreement.

Programme of work

Objective

220. The objective, to which the Mission contributes, is to support the parties in the implementation of the Hudaydah Agreement on the City of Hudaydah and the Ports of Hudaydah, Salif and Ra's Isa, and their commitments in accordance with the Agreement.

Strategy and external factors for 2026

221. To contribute to the objective, UNMHA will:

(a) Lead and support the sustained operation of the Redeployment Coordination Committee as the key oversight body of the Hudaydah Agreement, while strengthening and realigning the joint structures previously agreed as part of the framework of the Committee to address shifted realities and conflict-affected areas in the evolved environment, including de-escalation, dialogue and liaison mechanisms in a joint format;

(b) Maintain increased monitoring capacity within the authorized ceiling to expand and strengthen monitoring of the ports with regular patrols to all port installations, with a view to monitoring the redeployment of all military forces from such locations, and the removal of military manifestations, in accordance with the mandate. On-the-ground patrolling will also be expanded in the territories held by the parties on either side of the front lines, including conflict-affected areas;

(c) Adapt to the evolving environment across Hudaydah Governorate to ensure that it is best positioned to advance its mandate, which will include establishing and operating a presence in

Khawkhah district under the Government of Yemen south of the current front lines, in conjunction with the operation of its base in Hudaydah city, to ensure equitable representation across the territories of both parties;

(d) Provide technical support, incident data management and advocacy to advance mine action efforts in Hudaydah Governorate, in close coordination with the Resident and Humanitarian Coordinator for Yemen and other partners and in accordance with the priorities identified by both sides, with a focus on locations posing a high risk to civilians;

(e) Advance assessment and coordination to implement community-focused projects in key locations on either side of the front lines, with a focus on vulnerable groups, including conflict-affected groups, women, young people and children, and in coordination with and fully complementary to wider development action that supports the local population, de-escalates tensions between communities, strengthens social cohesion and enhances stability;

(f) Further strengthen monitoring processes and procedures through enhanced real-time situational awareness, data integration and robust watchkeeping, aligning with United Nations-wide priorities such as United Nations 2.0 and the Pact for the Future, while reinforcing crisis management and contingency planning.

222. The above-mentioned work is expected to result in:

(a) Enhanced trust, confidence and dialogue between the parties to strengthen the implementation of the Hudaydah Agreement as a key contribution to the broader peace process;

(b) Equal and sustained access on both sides of the frontline in the relevant territories of the parties in Hudaydah Governorate;

(c) Strengthened ceasefire implementation across the governorate and improved security of the local population, including a reduction in casualties resulting from ceasefire violations;

(d) Maintenance of the security of Hudaydah city and its ports, and assurance that military forces are redeployed from such locations, remaining military manifestations are removed and security responsibilities are assumed by local security forces in accordance with Yemeni law in these locations;

(e) Reduced violence in Hudaydah Governorate due to the de-escalation of tensions between the parties, enhanced stability and strengthened measures to protect the local population;

(f) Advancement of mine action interventions in Hudaydah city, its ports and other priority locations, reducing the risk of civilian casualties caused by mines and explosive remnants of war, including the coordination of mine action efforts, the provision of technical advice to stakeholders, risk awareness sessions and advocacy;

(g) Enhanced process to ensure implementation of the Hudaydah Agreement on the basis of the inclusive and strengthened meaningful participation of women and young people in efforts towards bringing and sustaining peace.

223. With regard to cooperation with other entities, the Mission liaises with the parties to ensure the safety and security of mission personnel and premises, and the unhindered movement of mission personnel and equipment, provisions and essential supplies into and within Yemen. The Mission engages, where possible, with local stakeholders, partners and other bodies within Hudaydah Governorate to ensure a unified approach in supporting the Hudaydah Agreement and its implementation and identifying opportunities to enhance stability and confidence in this process while increasing awareness of its mandate. The Mission maintains its engagements with regional actors that can have a positive influence on progress towards mandate implementation.

224. With regard to inter-agency coordination, the Mission coordinates closely with the Office of the Special Envoy of the Secretary-General for Yemen. The two entities share information and analysis, coordinate movements, cooperate on briefings to the Security Council and align messaging, while sharing a mission support structure and premises in common locations to ensure the prudent use of resources. Operationally, UNMHA continues its partnership with the United Nations country team on

matters related to health facilities, security, premises and casualty evacuations by air using United Nations Humanitarian Air Service and UNMHA flights, whenever required. The Mission maintains close working relationships with the Resident and Humanitarian Coordinator and members of the United Nations country team, in particular the World Food Programme, the United Nations Children's Fund, UNDP and the Office for the Coordination of Humanitarian Affairs, as well as other development and humanitarian actors operating in Hudaydah Governorate as part of its comprehensive approach to mandate implementation. The Mission also consults and coordinates, as necessary, with the Office of the United Nations High Commissioner for Human Rights and UN-Women to this end.

225. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) There is sufficient political will and engagement from domestic, regional and international stakeholders to enable the implementation of the Hudaydah Agreement;

(b) Efforts to attain a nationwide durable ceasefire, led by the Office of the Special Envoy of the Secretary-General for Yemen, will progress;

(c) Major combat operations between the parties will not recommence in Hudaydah Governorate, while the impact of the situation in the region will not exacerbate local conditions;

(d) A political environment exists that facilitates the work of the Redeployment Coordination Committee and its subsidiary joint mechanisms;

(e) The parties resume their full participation in the activities of the Redeployment Coordination Committee and commit themselves to a revived dialogue process and participation in subsidiary joint mechanisms to monitor the ceasefire and foster de-escalation, confidence-building and collaborative demining efforts;

(f) The Government of Yemen continues to support the establishment of a mission presence in the south of the governorate to ensure the Mission's equitable access to both parties and its unimpeded functioning;

(g) A suitably safe, secure and permissive operating environment exists, and sufficient confidence is established between the parties and other partners to generate sustained support for and participation in the activities of the Mission;

(h) The parties facilitate the Mission's full access and freedom of movement to all areas required for the effective observation and monitoring of the ports of Hudaydah, Ra's Isa and Salif to enable daily access to all port installations and to conflict-affected areas across the governorate;

(i) The parties provide the access and cooperation required to advance mine action interventions in Hudaydah city, the ports and areas of priority in other districts to enhance the protection of the local population in the governorate's shifted context.

226. UNMHA integrates gender perspectives and the women and peace and security and youth, peace and security agendas into its operations and activities in line with the Department of Peacebuilding and Political Affairs policy on women and peace and security. The Mission continues to advance the role of women and young people in carrying out its mandate and advocate for a gender-inclusive approach to the implementation of the Hudaydah Agreement. It will expand its work in empowering women leaders to meaningfully contribute to peacebuilding in Hudaydah Governorate, while also fostering a grassroots approach to women's involvement in community-level initiatives in conflict-affected districts. Gender considerations will be mainstreamed across the Mission's conflict and political analysis and through the delivery and monitoring of its quick-impact projects.

227. In line with the United Nations Disability Inclusion Strategy and in furtherance of its mission-specific disability inclusion strategy, UNMHA will continue to promote an inclusive process to implementing the Hudaydah Agreement; amplify the stories of persons with disabilities in Hudaydah, in particular the victims of mine and explosive remnants of war; mainstream disability inclusion into quick-impact project design and implementation; build partnerships with local organizations for persons with disabilities, disability centres and international non-governmental

organizations; and build on the progress made in improving physical access to mission facilities for persons with disabilities.

Programme performance in 2024

Enhanced engagement with the parties resulted in strengthened implementation of key elements of the mandate and the Hudaydah Agreement

228. In 2024, local, national and regional developments, including attacks in and around the Red Sea by the Houthis (who call themselves Ansar Allah) since November 2023 and corresponding airstrikes on multiple targets in Hudaydah Governorate and beyond since January 2024, have demonstrated that local dynamics in Hudaydah and parties' attitudes towards the Hudaydah Agreement are affected significantly by regional dynamics. These developments also continue to have an impact on the Mission's ability to deliver its mandate and affect the safety and security of its personnel.

229. Notwithstanding the extremely challenging political and security situation in its efforts to reinvigorate parties' commitments to the Hudaydah Agreement and the implementation of its mandate, the Mission reinforced its engagement with the parties, focusing on achieving systematic patrolling to the ports of Hudaydah, Ra's Isa and Salif and expanding areas for collaboration in the south of the governorate with the Government of Yemen, through key leadership engagement and separate but regular meetings with the members of the Redeployment Coordination Committee from both sides and by leveraging quick-impact projects. Those efforts resulted in enhanced engagement of the parties in strengthened implementation of key elements of the mandate and the Hudaydah Agreement, including a doubling of the frequency of patrols to the Hudaydah port since March 2024, a 22 per cent increase in overall patrolling compared with 2023, including in other areas in the southern districts of the governorate, and several important breakthroughs between the Mission and the Government of Yemen, in particular on the expansion of Mission's presence in the southern districts of Hudaydah Governorate.

230. Progress towards the objective is presented in the performance measure below (see table 50).

Table 50
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Improved situational awareness and analytical products supported partner planning and programming in Hudaydah Governorate	Increased joint monitoring visits with United Nations country team members enhanced coordination in conflict-affected districts	Strengthened support for the implementation of the Hudaydah Agreement by the parties, demonstrated through increased patrolling and increased collaboration between the Mission and the Government of Yemen in support of the mandate

Planned results for 2026

Result 1: establishment of a physical mission presence in Government of Yemen-controlled territory in Hudaydah Governorate to build confidence of the parties towards the Hudaydah Agreement

Proposed programme plan for 2026

231. In 2024, UNMHA achieved an important milestone in the establishment of a presence in Government of Yemen-controlled territory by securing governmental approval, identifying the site in the Khawkhah district and signing a lease and contract for construction works at the site in December 2024. The construction of the site will commence in 2025. Once an initial mission presence is

established and operational, UNMHA expects to increase the number of monitoring patrols to the frontline and enhanced engagement with the local authorities and communities within the mandate area. A further transition to full operating capability is planned for 2026, which will provide additional opportunities for cooperation with local partners in implementing the Hudaydah Agreement and further strengthen trust towards the Mission.

232. Expected progress towards the objective is presented in the performance measure below (see table 51).

Table 51
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Establishment of the Mukha' hub for operations in southern Hudaydah Governorate	Regular monitoring visits to southern Hudaydah Governorate	Site identified and lease and construction contracts signed	UNMHA installation established in Khawkhah district	Increased confidence and engagement of the parties and local political, military leaders and community towards the Hudaydah Agreement and the Mission following the deployment of core team to Khawkhah

Result 2: re-established dialogue between the parties at the technical level promotes confidence-building and de-escalation

Proposed programme plan for 2026

233. Engaging the parties in regular technical and operational-level discussions is crucial for de-escalating hostilities, building confidence, fostering trust and identifying collaborative opportunities between the parties to mitigate the impact of conflict on civilians in frontline areas of Hudaydah. The engagement will also help to prepare the ground for the re-establishment of a joint Redeployment Coordination Committee. The Mission has routinely approached the parties to re-establish a technical-level forum and has identified a range of issues that can be explored as confidence-building measures. These efforts have been met with initial positivity by the parties, which will be leveraged to provide space and opportunities for further dialogue in 2025 and 2026.

Lessons learned and planned change

234. The lesson for the Mission was that sustained engagement and the identification of varied options for trust-building initiatives could resonate with the parties as the situation on the ground developed, providing windows of opportunity that the Mission must respond to in an agile manner. In applying the lesson, UNMHA will pursue an iterative approach that can bring the parties together on issues of shared concern.

235. Expected progress towards the objective is presented in the performance measure below (see table 52).

Table 52
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Parties demonstrate willingness to engage on technical-level discussions on confidence-building measures	Confidence between the parties develops and topics for discussion and a suitable location for joint meetings are agreed upon	Increased levels of trust lead to the parties agreeing to a regular meeting schedule and the convening of joint meetings

Deliverables

236. Table 53 lists all deliverables of the Mission.

Table 53
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Letters of the Secretary-General to the Security Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**12**	**12**	**12**	**12**
2. Meetings of the Security Council	12	12	12	12
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**8**	**–**	**8**	**4**
3. Workshops with local community representatives on Hudaydah Agreement implementation	4	–	4	2
4. Workshops with political/civil stakeholders on Hudaydah Agreement implementation	4	–	4	2
Fact-finding, monitoring and investigation missions (number of missions)	**108**	**154**	**108**	**168**
5. Monitoring missions and patrols conducted	108	154	108	168

C. Substantive deliverables

Good offices: provision of good offices in the context of the efforts of the parties to fully implement the Hudaydah Agreement, including through the convening of 9 meetings with representatives of the Redeployment Coordination Committee from both parties; 15 meetings with regional and international interlocuters; and other meetings with local political actors in Hudaydah and from both parties in Aden and Sana'a.

Consultation, advice and advocacy: consultations with the relevant Yemeni, regional and international stakeholders to comprehensively understand the challenges at hand and to provide advice to the parties in their efforts to implement the Hudaydah Agreement; advocacy among Yemeni, regional and international stakeholders in support of the implementation of the Agreement and enhancement of the ceasefire in the governorate; provision of technical advice to the parties on mine action, oversight and coordination of mine action initiatives among partners in Hudaydah; and advocacy for international mine action non-governmental organizations to operate in the governorate.

D. Communication deliverables

Outreach programmes, special events and information materials: development and maintenance of strategic relationships with partners, including the United Nations Communications Group, to ensure alignment in United Nations common messaging and cooperation across various levels; development and regular updating of the Mission's key messages transmitted publicly and in response to developments on the ground; and localized sentiment analysis and media monitoring, with special attention given to misinformation and in areas where the Mission seeks to expand its operations.

External and media relations: press releases, messages and audiovisual material on the Mission's activities and key messages; relationships developed with media partners to ensure accurate coverage of the Mission's messaging and activities; timely answers to media enquiries; and strengthened informal interaction and relationships with media partners.

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Digital platforms and multimedia content: website establishment and frequent updates on the Mission's activities and public statements; regular updates through social media channels on the Mission's activities and public statements; and photographs and videos shared promoting the Mission's activities and key messages on all digital platforms.				

Evaluation activities

237. An internal evaluation was completed in 2024 on the logistical and operational support of UNMHA to the floating production, storage and offloading vessel Safer (FSO Safer) salvage operation. On the basis of the findings, conclusions and lessons learned in the final evaluation report, the Mission took action in areas related to operational improvements in crisis preparedness, contingency planning, situational awareness and analysis. The findings also highlighted expanded avenues for cooperation with the United Nations country team that would allow UNMHA to build on its role as a technical resource for the United Nations family in Hudaydah, as appropriate. The application of the findings from the evaluation has supported the Mission's broader mandate implementation through the identification of operational and logistical efficiencies in pursuit of the Mission's objectives.

238. While the scope for an internal evaluation to be carried out in 2026 is yet to be determined, its purpose may include informing operational and strategic planning for the Mission's expanding presence and activities in the south of Hudaydah Governorate.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 54
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel costs	678.5	515.6	584.7	651.7	67.0
Civilian personnel costs	15 666.9	14 071.2	15 341.8	14 568.3	(773.5)
Operational costs	17 294.8	14 286.6	15 075.6	14 820.5	(255.1)
Total (net of staff assessment)	**33 640.2**	**28 873.4**	**31 002.1**	**30 040.5**	**(961.6)**

Table 55
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*[a]	*P-3*[a]	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*[a]	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	1	1	1	6	11	19	1	31	71	13	–	79	92	–	–	–	163
Proposed 2026	–	1	1	1	6	13	18	–	31	71	11	–	81	92	–	–	–	163
Change	**–**	**–**	**–**	**–**	**–**	**2**	**(1)**	**(1)**	**–**	**–**	**(2)**	**–**	**2**	**–**	**–**	**–**	**–**	**–**

[a] Includes one general temporary assistance position.

239. The proposed resource requirements for 2026 for the Mission amount to $30,040,500 (net of staff assessment) and would provide for the deployment of 75 United Nations monitors ($651,700), salaries and common staff costs ($14,568,300) for 71 international staff (1 Assistant Secretary-General, 1 D-2, 1 D-1, 6 P-5, 13 P-4, 18 P-3 and 31 Field Service), 92 national staff (11 National Professional Officer and 81 Local level) and 5 government-provided personnel, and operational costs ($14,820,500), comprising the costs for official travel ($508,800), facilities and infrastructure ($5,778,900), ground transportation ($578,200), air operations ($4,346,900), communications and information technology ($1,467,400), medical ($1,107,600), other supplies, services and equipment ($732,700) and quick-impact projects ($300,000).

240. A vacancy rate of 85.3 per cent has been applied to the estimates for United Nations monitors on the basis of the actual average vacancy rates in 2024. A vacancy rate of 27.5 per cent for international staff posts has been applied on the basis of the actual average vacancy rate in 2024. Vacancy rates of 50.0 per cent for National Professional Officers and 20.6 per cent for Local level posts have been applied on the basis of the actual vacancy rates in March 2025. A vacancy rate of 100.0 per cent has been applied to the estimates for government-provided personnel in view of the lack of incumbency. A vacancy rate of 50.0 per cent has been applied for the posts proposed for establishment and reassignment.

241. With a view to ensuring the effective delivery of its mandate, several staffing changes are proposed for 2026, as follows:

Office of the Chief of Staff

(a) Reassignment of one post of Coordination Officer (P-3) in the Office of the Chief of Mission Support in Djibouti to Data Specialist (P-3) in the Office of the Chief of Staff in Hudaydah to support the Mission in all aspects of its mandate delivery by providing data-related advice and in further enhancing a forward-thinking and data-driven Mission while strengthening its information security and data management processes. Owing to the sensitive nature of the data to be handled and the level of expertise required in data system design, management and analysis, the post is proposed to be established at the P-3 level;

Political Affairs Section

(b) Redeployment of one post of Political Affairs Officer (P-4) from Sana'a to Khawkhah to support political efforts that can bring further stability in Hudaydah Governorate. Following an internal review of the Mission's strategic direction and priorities in July 2024, the Mission identified the imperative for a revised political engagement plan, with a focus on the south of Hudaydah Governorate and those areas that are under the control of the Government of Yemen. Having a dedicated political affairs capacity based in Khawkhah is critical to realizing this aim and to further strengthening political outreach that is responsive to local dynamics;

(c) Redeployment of one post of Associate Political Affairs Officer (National Professional Officer) from Sana'a to Hudaydah to support political efforts to further stability in Hudaydah Governorate. The Mission does not have a dedicated political affairs capacity at the national level in Hudaydah city, where the Mission's headquarters are located. A national Political Affairs Officer in Hudaydah will be integral to the Mission's efforts to strengthen its liaison with the authorities in Hudaydah in support of the implementation of the Hudaydah Agreement and with local actors in conflict-affected districts;

Office of the Chief of Mission Support

(d) Abolishment of one post of Coordination Officer (National Professional Officer) in Riyadh in line with UNMHA efforts to enhance efficiency, optimize resource utilization and leverage support from the existing capacities of the resident coordinator office in Saudi Arabia for the liaison functions;

Operations and Resource Management Section

(e) Establishment of one post of Telecommunication Technician (Field Service) in Khawkhah following the Mission's planned expansion in the southern region of Hudaydah Governorate and to ensure uninterrupted information and communications technology (ICT) support for UNMHA premises in Khawkhah. The incumbent will oversee ICT infrastructure and ensure a smooth communication channel between the Khawkhah and other UNMHA offices;

(f) Abolishment of one post of Finance and Budget Officer (National Professional Officer) in the Finance and Budget Unit in Hudaydah that was approved in 2023 and has been vacant for two years and the establishment of one post of Finance and Budget Assistant (Local level) in Sana'a to support the Unit in the preparation of resource estimates and budget implementation reports, the analysis of detailed expenditure reports with other support and substantive sections, the review of expenditure patterns, the processing of budget transactions, client support and other tasks and data analysis that are performed by available staff within the Unit;

(g) Establishment of one post of Procurement Assistant (Local level) in Sana'a to manage the volume of procurement tasks effectively in the Procurement Unit, which supports both the Office of the Special Envoy for Yemen and the Mission. The proposal to establish the new post in Sana'a is based on the overall number of transactions conducted by the Unit, which is 85 per cent related to operations in Yemen;

Supply Chain and Service Delivery Section

(h) Establishment of one post of Chief of Unit, Engineering and Facilities Management Unit (P-4), given the increased responsibilities of the post in the planning, implementation, maintenance, operation and optimization of facilities of both UNMHA and the Office of the Special Envoy. UNMHA plans to set up a new office in Khawkhah to enhance its operational and monitoring capabilities, while ensuring equitable representation and access on both sides of the conflict;

(i) Abolishment of one post of Engineering Technician (Field Service) in Hudaydah because its original functions and terms of reference no longer cover the scope and complexity of responsibilities, which have increased since the Mission was established. In addition, the workload of the Engineering and Facilities Management Unit has further increased with the planned establishment of new facilities in the south of the governorate. Therefore, it is proposed that this post be abolished and the above-mentioned Chief of Engineering and Facilities Management Unit (P-4) be established to enhance capacity;

(j) Reclassification of one post of Supply Officer (P-3) in Hudaydah to Chief of Unit (P-4), Central Warehousing and Supply Unit in Hudaydah, due to the increased responsibilities and workload of the post. To facilitate mandate implementation in the challenging operational environment, UNMHA and the Office of the Special Envoy of the Secretary-General for Yemen maintain widely dispersed supply chains and life support routes across all field locations. To ensure uninterrupted services, the incumbent is required to supervise supply officers of sub-units in five geographical areas;

(k) Redeployment of one post of Supply Assistant (Local level) in the Central Warehousing and Supply Unit in Hudaydah to Aden to fill the gap in processing the issuance of goods for both the Aden and Mukha' offices, stock management, the receipt and distribution of supplies and market research for petty cash purchases in support of urgent requirements;

(l) Redeployment of nine posts of Driver (Local level) in the Transport Unit from Hudaydah to Sana'a, Aden and Khawkhah to support regular escorted road convoys between Aden and Mukha', and movements between Sana'a and Hudaydah, and to support the UNMHA expansion to Khawkhah, where the incumbents will be responsible for facilitating movement for ceasefire monitoring teams, supporting mine action activities and ensuring safe and efficient transport for community engagement and the implementation of quick-impact projects;

(m) Reassignment of one post of Driver (Local level) in the Transport Unit from Hudaydah as Team Assistant (Local level) in the Field Technology Unit in Amman, aimed at addressing critical staffing challenges faced by the Unit's staff located in Amman. The Team Assistant will support essential tasks such as telephone billing and ICT asset management and tracking for new and outgoing staff;

(n) Reassignment of one post of Driver (Local level) in the Transport Unit from Hudaydah to Team Assistant (Local level) in the Movement Control Unit in Aden to manage movement control, including logistics, scheduling and coordination among multiple stakeholders in southern Yemen such as liaison with customs, airport, seaport and other local authorities;

(o) Reassignment of one post of Driver (Local level) in the Transport Unit from Hudaydah as Team Assistant (Local level) in the Central Warehousing and Supply Unit in Amman, to support the planning and coordination of life support consumables, write-offs, property disposal and the physical destruction of assets;

(p) Reassignment of two posts of Driver (Local level) in the Transport Unit from Hudaydah as Team Assistants (Local level) in the Aviation Unit in Sana'a and Aden, to cover key air operations and aviation safety functions, which are performed by the Movement Control Unit. This gap is considered a significant risk for safe aviation operations and may expose the Mission to incidents and accidents;

Safety and Security Section

(q) Reassignment of one post of Close Protection Officer (Field Service) in Hudaydah as Administrative Assistant (Field Service) in the Safety and Security Section in Hudaydah, to manage the significant increase in administrative responsibilities. Currently, the administrative workload is being managed by security personnel whose primary role is security operations, leading to the inefficient use of resources and delays in reporting and compliance, affecting timely responses required pursuant to United Nations policies and security protocols;

Department of Operational Support (backstopping support)

(r) Abolishment of one post of Associate Human Resource Officer (P-2) in the Division for Special Activities of the Department of Operational Support at United Nations Headquarters in New York. The functions associated with the post are no longer required. The Mission's existing capacity will perform human resources-related functions.

242. The Mission's approved 2024 staffing table includes two general temporary assistance positions. It is proposed that these positions be continued in 2026, as follows:

(a) Programme Management Officer (P-4) in the Office of the Deputy Head of Mission in Hudaydah, who would be required to continue to provide advice to the Head of Mission and senior leadership on landmine, explosive remnant of war, improvised explosive device and sea mine contamination, the associated risks to the United Nations and civilians and preventive measures in place to ensure the safe mandate implementation by mission staff in Hudaydah Governorate;

Department of Management Strategy, Policy and Compliance (backstopping support)

(b) Finance and Budget Officer (P-3) in the Field Operations Finance Division, which remains essential to perform backstopping support and continue to be essential in ensuring sufficient capacity at Headquarters for the planning and management of financial resources, the preparation of budgets and the provision of services to the legislative bodies during their review of the proposed budgets for special political missions.

243. The decrease in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) decreased requirements for international staff due to the application of a higher

vacancy rate of 27.5 per cent for the 2026 budget proposal compared with 25.4 per cent applied during 2025; (b) decreased requirements for National Professional Officers due to the application of a higher vacancy rate of 50.0 per cent for 2026 budget proposal compared with 25.8 per cent applied for 2025, as well as the proposed abolishment of two National Professional Officer posts; (c) decreased requirements for facilities and infrastructure due to reduced rental of premises, including for the Mission's locations in Sana'a and Hudaydah, reduced provision for construction, alteration, renovation and major maintenance, and fewer acquisitions of spare parts and supplies and reduced requirements for generator fuel due to the discontinuation of the relevant reserve; (d) decreased requirements for medical services due to lower estimates for the cost-sharing of the medical clinic; and (e) decreased requirements under other supplies, services and equipment due to lower planned training fees and lower cost-shared costs of support operations to UNMHA performed by the Kuwait Joint Support Office. The decreased costs are offset in part by: (a) the application of a lower vacancy rate of 85.3 per cent for the United Nations monitors compared with 87.3 per cent in 2025; (b) the establishment of additional international and Local level posts and revised salary scales in Amman; (c) the additional acquisition of prefabricated facilities and accommodation, the acquisition of generators and electric equipment, increased maintenance services for Al-Khawkah camp and an increase in security services; (d) increased repairs to and maintenance of the ground fleet; and (e) increased requirements for aviation fuel and increased air navigation charges.

10. United Nations Integrated Office in Haiti

($36,804,900)

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

244. The United Nations Integrated Office in Haiti (BINUH) is responsible for advising the Government of Haiti in promoting and strengthening political stability and good governance, including the rule of law; preserving and advancing a peaceful and stable environment, including through support for an inclusive inter-Haitian national dialogue; and protecting and promoting human rights. The mandate derives from Security Council resolution 2476 (2019) and subsequent resolutions, including, most recently, 2743 (2024), by which the Council extended the mandate of the Mission until 15 July 2025.

245. The Security Council, in its resolution 2743 (2024) called upon BINUH to develop a strategy in consultation with the Government of Haiti on how it would continue to support a Haitian-led and Haitian-owned political process and to support the Government in developing and implementing a strategic communications plan, including to counter misinformation and disinformation regarding the work of State institutions and the political process. BINUH developed a political strategy addressing six areas of support: (a) facilitating an inclusive national dialogue; (b) supporting electoral and constitutional reforms; (c) enhancing public security; (d) strengthening the rule of law; (e) improving governance and institutional capacity; and (f) fostering United Nations system integration and regional partnerships. Implementation of the strategy and support for strategic communications is reported to the Council through the quarterly reports of the Secretary-General. In a series of public statements issued in January 2025, the transitional authorities reaffirmed their commitment to finalizing the ongoing constitutional reform process and holding credible elections before the end of 2025.

246. BINUH redoubled its advisory efforts to mitigate possible disruptions to the political transition caused by the succession of three Prime Ministers between March and November 2024. Those repeated changes in Haitian leadership coincided with a marked escalation in gang violence, which, in November 2024, led to the closing of the international airport, the suspension of all commercial flights and a flight ban imposed by the United States Federal Aviation Administration over Haitian airspace. The Department of Safety and Security subsequently authorized the evacuation of programme criticality 2 personnel from the capital and the relocation of programme criticality 1 and programme criticality 2 personnel to the regions outside Port-au-Prince. The designated official, in consultation with the security management team, decided to retain a ceiling of 133 United Nations personnel in the capital on the basis of the assessed extraction capacity by air and road. Under this ceiling, BINUH maintains a skeleton team of 17 personnel headed by the Special Representative. Skeleton team personnel are replaced by a pool of 51 international staff rotating on a rest-and-recuperation cycle every four weeks while the remaining international staff work remotely. Following the second evacuation, in November 2024, the Secretary-General launched a strategic assessment and advised the Security Council on the full range of options for continued United Nations efforts in Haiti, which include increasing the robustness of BINUH to stay and deliver and establishing a United Nations logistics support office for the Multinational Security Support Mission that would operate separately from BINUH.

247. The prevailing hostile operating environment is expected to persist, ruling out the return to Haiti of all the international personnel evacuated since November 2024. This situation triggered a review by the Secretariat of the Office's mission concept in April 2025 to update the planning assumptions and

risks, notably the security considerations. The updated mission concept will prioritize BINUH mandated tasks and resources to ensure their cost-effectiveness in the prevailing operating environment. It will include recommendations to rationalize the mission's structure, size and activities to ensure safe and effective mandate implementation. The mission concept review is expected to be completed in large part in June 2025, prior to the Security Council's consultations on the mission's mandate extension in mid-July 2025. The mission concept will be finalized within three weeks after the issuance of the new mandate. The implications of the mission concept review and the new mandate, as approved by the Council, will be assessed and presented in the context of revised estimates.

Programme of work

Objective

248. The objective, to which the mission contributes, is to strengthen political stability and good governance, including accountability and the rule of law; restore a peaceful and stable environment; protect and promote human rights; and strengthen gender equality in Haiti.

Strategy and external factors for 2026

249. To contribute to the objective, BINUH will:

(a) Update its political strategy in support of the national authorities to advance and facilitate a Haitian-led, Haitian-owned political process aimed at reaching an urgent agreement on a road map for constitutional reform and general elections;

(b) Assist the Government in developing a communications plan to counter misinformation;

(c) Reinforce the capacity of the Haitian National Police, including through training on human rights and crowd control, to respond to gang violence and sexual and gender-based violence and to maintain public order;

(d) Improve Directorate of Penitentiary Administration management and oversight of prison facilities to ensure proper treatment of inmates in accordance with international standards;

(e) Develop an inclusive and comprehensive approach with all sectors of society to reduce community violence, in particular gang violence;

(f) Address human rights abuses and violations with dedicated capacity to address sexual and gender-based violence and comply with international human rights obligations;

(g) Work with UNODC and relevant United Nations agencies to support Haitian efforts in combating illicit financial flows, the trafficking in arms and enhancing the management and control of borders and ports;

(h) Strengthen the criminal justice sector, including by promoting key reforms; support government efforts to improve internal oversight and accountability as they relate to corruption; address prolonged pretrial detention; and ensure merit-based judicial appointments and the timely renewal of judicial mandates;

(i) Include available information on cases of gang violence, criminal activities and human rights abuses in Haiti, collected in carrying out the BINUH mandate, as an annex to the report of the Secretary-General to the Security Council;

(j) Cooperate with the Security Council Committee established pursuant to resolution 2653 (2022) concerning Haiti and its Panel of Experts and use the good offices of the Secretary-General to encourage the Government to implement resolution 2653 (2022).

250. The above-mentioned work is expected to result in:

(a) An operational Provisional Electoral Council able to manage and handle multiple electoral functions across all 10 departments of the country;

(b) Adoption of a revised constitution after the holding of a national referendum;

(c) The holding of inclusive and credible general elections and the peaceful transfer of power at all levels;

(d) Installation of all elected officials and appointment of the Government.

251. With regard to cooperation with other entities, BINUH collaborates with the Organization of American States, the Caribbean Community and planners on the ground for the Multinational Security Support Mission in Haiti. The mission also engages closely with the diplomatic community, as appropriate.

252. With regard to inter-agency coordination and liaison, BINUH works with the United Nations country team, the Office for the Coordination of Humanitarian Affairs, UNODC, UNDP and the Office of the United Nations High Commissioner for Human Rights through the United Nations Sustainable Development Cooperation Framework for the period 2023–2027. BINUH also supports the in-country requirements of the Panel of Experts on Haiti.

253. With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Political polarization continues to undermine the parties' ability to achieve the consensus required to advance tangible initiatives to implement political, legal and economic reforms;

(b) The fragile security situation continues to seriously affect both the pace and the sustainability of political, legal and economic reforms;

(c) The Government of Haiti further develops the capacities of the Haitian National Police and its Directorate of Prison Administration, including through the ongoing provision of sufficient budget allocation, complemented by external contributions through a multi-donor basket fund managed by UNDP;

(d) Challenges in the operational capacity of the Multinational Security Support Mission in Haiti curtail political gains significantly;

(e) The impact of hurricanes and earthquakes are not discounted;

(f) The international donor community and national authorities are unable to agree on stronger coordination arrangements to advance the 2030 Agenda.

254. The mission integrates a gender perspective into its planning, operations, deliverables and results, as appropriate, and encourages the meaningful participation of women in political processes, dialogues and negotiations, as well as their representation in decision-making positions. Its reporting includes disaggregated data on the impact of human rights violations and abuses on women and on accountability and justice for crimes of violence against women and girls. In addition, the mission works with civil society actors focusing on gender and human rights in the context of the implementation of recommendations issued by the Committee on the Elimination of Discrimination against Women in 2016 and the second universal periodic review cycle for Haiti, in 2016, on the human rights situation.

Programme performance in 2024

National police authorities improved police performance and enhanced security in Haiti

255. In 2024, crimes in Haiti, including homicide, kidnapping and rape, rose to unprecedented levels. The number of intentional homicides surged from 4,847 in 2023 to more than 7,000 in 2024. BINUH continued to mentor and advise senior national police commanders on effectively addressing criminal networks and gangs, especially on anti-gang operations and intelligence-gathering. The

mission supported the Haitian National Police in developing a road map for the formulation of a multi-year strategic development plan aimed at strengthening institutional and operational capacities, promoting the rule of law and enhancing security. The international community has also been actively engaged in efforts to professionalize the Haitian National Police. Advocacy supported by BINUH, for a UNDP-managed multi-donor basket fund, had disbursed $14.1 million as at 31 December 2024, including commitments and advances, of the initial allocated budget of $25.5 million, corresponding to an implementation rate of 54.4 per cent. In addition, a two-year extension (2024–2026) was granted to the basket fund to allow for the achievement of expected outcomes and the full disbursement of remaining funds. However, the implementation of the planned activities in 2024 faced delays owing primarily to operational constraints resulting from the worsening security situation and the closure of the international airport.

256. Progress towards the objective is presented in the performance measure below (see table 56).

Table 56
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Low satisfaction among the population with public services offered by national institutions	Disruptions in governance due to a political crisis and a lack of responsive, inclusive, participatory and representative decision-making	Basket fund received $25.5 million from donors, and adjustments were devised and implemented to optimally align with Haitian National Police priorities

Planned results for 2026

Result 1: increased non-partisan buy-in and constructive engagement towards the implementation of a revised constitution

Programme performance in 2024 and target for 2026

257. Over the course of 2024, BINUH engaged with key stakeholders, underscoring the importance of holding an inclusive and participative constitutional reform process as a critical step to the holding of general elections. BINUH guided stakeholders through a transition of three successive Prime Ministers within the year, accompanying the reshuffling of three ministerial cabinets, underscoring the need to maintain focus on the transitional process to complete the constitutional reform process and advance to the holding of general elections. The Office's daily advocacy and support of key players, albeit difficult, has proved an important factor in moving the political process forward.

258. Expected progress towards the objective is presented in the performance measure below (see table 57).

Table 57
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Significant civil unrest and increased gang violence led to heightened international concern about the situation in Haiti, a recommendation by the Secretary-General for the deployment of a	High Transitional Council was established and launched a national dialogue on electoral and political reforms Continued divergences among	Advocacy for a sustained and inclusive Haitian-led dialogue on constitutional reforms and elections	Holding of a national referendum on constitutional reform and general elections	Installation of all elected officials at the local, parliamentary and presidential levels

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
non-United Nations rapid action force in response to a request from the Government of Haiti for assistance through an armed international specialized force, and the imposition of sanctions	stakeholders and escalating gang violence hamper wider progress in the political process			

Result 2: general elections held and elected officials installed following a transparent adjudication of electoral contentions

Proposed programme plan for 2026

259. These will be the first elections since the 2016 electoral process and will re-establish all elected positions in government, allowing for a return of functioning, democratic institutions. Key to holding general elections is the restoration of sufficient levels of security and stability, a transparent and efficient Provisional Electoral Council and the holding of a constitutional reform referendum. The nine councillors on the Council, representing nine sectors of society, have been appointed and, in coordination with the Executive Director, have initiated a reactivation of the Council's regional and municipal offices.

Lessons learned and planned change

260. The lesson for the mission was that the 2015–2017 cycle of elections, supported by a peacekeeping operation in the process of withdrawing, devolved much of the logistical coordination and transport tasks to the United Nations country team (UNDP and United Nations Office for Project Services). In applying the lesson, BINUH will provide technical advice and guidance and support the Haitian leadership and the Provisional Electoral Council through the electoral process, while coordinating closely with United Nations country team partners to provide the required programmatic support to the Government through the joint programme of technical electoral assistance.

261. Expected progress towards the objective is presented in the performance measure below (see figure 58).

Table 58
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Establishment of a new Provisional Electoral Council	Reactivation of the Provisional Electoral Council across 10 departments and 145 municipalities	Constitutional referendum and general elections held

Deliverables

262. Table 59 lists all deliverables of the mission.

Table 59
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Reports of the Secretary-General to the Security Council	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
2. Meetings of the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**150**	**112**	**150**	**150**
3. Seminars, workshops and training events on four main areas of work: (a) implementation of and resource mobilization for the strategic plan to further develop and equip the Haitian National Police, sustain police service capable of maintaining public security, reduce gang violence, enhance police oversight and protect human rights; (b) implementation by national authorities and the United Nations country team of programmes on disarmament, demobilization and reintegration, community violence reduction and weapons and ammunition management; (c) management and oversight of prisons and detention centres according to international standards; and (d) promotion of human rights and participation of women as decision makers in State institutions, political parties and initiatives of dialogue and consensus-building	150	112	150	150
Field and technical cooperation projects (number of projects)	**9**	**13**	**9**	**9**
4. Projects in support of operationalizing the Haitian National Police basket fund, including on strategic planning, vetting, intelligence-led operations, anti-gang activities, efforts against illicit financial flows and support for the development of the national police legal framework	6	10	6	6
5. Projects to support strengthened air, land and sea border controls, including the Container Control Programme, the Airport Communication Programme and the Global Maritime Crime Programme	3	3	3	3
Publications (number of publications)	**6**	**7**	**6**	**6**
6. Thematic public reports on human rights, as well as quarterly global horizontal notes on child rights violation	6	7	6	6
Technical materials (number of materials)	**10**	**9**	**10**	**10**
7. Materials conveying advisory support to national interlocutors	10	9	10	10
Fact-finding, monitoring and investigation missions (number of missions)	**50**	**42**	**50**	**50**
8. Fact-finding, monitoring and investigation missions to assess prison facilities, the condition of detainees and administration and security arrangements; to conduct police inspections to assess the status of police stations and police services in each department, as well as the internal administration and quality of police services; to conduct an assessment of police stations and police services to assess the implementation of the basket fund in support of the Haitian National Police; to assess human rights and allegations of violations; to assess implementation of the human rights due diligence policy; and to carry out joint monitoring missions to assess gang violence in seven gang-controlled neighbourhoods of Port-au-Prince and other communities across Haiti	50	42	50	50

C. Substantive deliverables

Good offices: good offices to: (a) foster cooperation and dialogue among the main political and social actors, build consensus and strengthen political stability and good governance; (b) support the efforts of national authorities and international partners to facilitate local peace initiatives, reduce gang and community violence and advance a peaceful and stable environment; and (c) raise awareness of human rights abuses and violations, sexual and gender-based violence and gender discrimination, and strengthen institutional accountability to address these problems and end impunity for perpetrators.

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

Consultation, advice and advocacy: development of initiatives that promote dialogue and consensus-building; advice on the development of effective, accountable and transparent institutions and support for political, legal and economic reforms; development of the institutional framework and the electoral calendar; provision to the Haitian National Police and the Directorate of Prison Administration with expert advice to strengthen the capacity and oversight of the police and corrections service; advice to State institutions and agencies on the implementation of action plans to promote and protect human rights and gender equality; and advice on the development of a regulatory arms control framework, including the effective implementation of a holistic weapons and ammunition interinstitutional mechanism.

D. Communication deliverables

Outreach programmes, special events and information materials: field outreach and advocacy materials (brochures, flyers, flipcharts, infographics and banners) explaining thematic objectives in the mission's mandate; outreach events on key priorities of the mission; traditional and digital media campaigns, inclusive of print, radio and social platforms, to support United Nations electoral, disarmament, demobilization and reintegration/community violence reduction, police, corrections, justice and human rights initiatives and joint programmes.

External and media relations: strategic plan to ensure coverage of key activities of the mission, inclusive of press conferences, editorials on key issues, press briefings, press releases, targeted interviews and publications with target audiences and networks; and daily media and social platform monitoring providing strategic analysis of media and social platform trends, risks and opportunities to provide guidance for crisis communication management.

Digital platforms and multimedia content: creation and management of website and social media; production and dissemination of content for multimedia products and campaigns (with a focus on digital radio) to engage key actors on mission priorities and promote transparency and accountability; and campaigns and products for social media platforms showing the impact of the mission's work.

B. Proposed post and non-post resource requirements for 2026

Resource requirements (regular budget)

Table 60
Financial resources
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
Military and police personnel costs	1 826.6	1 017.2	1 968.4	1 139.1	(829.3)
Civilian personnel costs	24 239.1	25 036.8	25 869.0	26 695.9	826.9
Operational costs	10 474.4	7 664.1	7 867.6	8 969.9	1 102.3
Total (net of staff assessment)	**36 540.1**	**33 718.2**	**35 705.0**	**36 804.9**	**1 099.9**

Table 61
Human resources

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*[b]	*P-5*[b]	*P-4*[b]	*P-3*	*P-2*	*FS*	*Subtotal*	*NPO*	*GS*[a,b]	*LL*[d]	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	1	1[c]	5	10	28	15	3	44	107	24	2	47	73	4	–	4	184
Proposed 2026	–	1	1[c]	5	10	27	15	3	44	106	24	2	47	73	4	–	4	183
Change	–	–	–	–	–	**(1)**	–	–	–	**(1)**	–	–	–	–	–	–	–	**(1)**

[a] Other level, unless otherwise stated.
[b] Includes one D-1, one P-5, one P-4 and two General Service positions approved as general temporary assistance positions.
[c] Position is funded at 50 per cent and cost-shared with the Development Coordination Office.
[d] Proposed abolishment of two posts deployed to the Kuwait Joint Support Office from BINUH, effective 1 October 2026.

263. The proposed resources for 2026 for BINUH amount to $36,804,900 (net of staff assessment) and would provide for the deployment of 48 United Nations police personnel ($1,139,100), salaries, common staff costs and danger pay ($26,695,900) for 106 international posts and positions (1 Assistant Secretary-General, 1 D-2, 5 D-1, 10 P-5, 27 P-4, 15 P-3, 3 P-2 and 44 Field Service) and 73 national posts (24 National Professional Officer, 2 General Service and 47 Local level, including 2 Local level up to 30 September 2026), 4 international United Nations Volunteers and 3 government-provided personnel, and operational costs ($8,969,900), comprising costs for consultants and consulting services ($94,300), official travel ($336,500), facilities and infrastructure ($4,387,300), ground transportation ($592,700), communications and information technology ($1,738,700), medical ($595,000) and other supplies, services and equipment ($1,204,400).

264. A vacancy rate of 17.8 per cent has been applied to the estimates for international posts on the basis of the actual vacancy rate in March 2025. A vacancy rate of 33.3 per cent has been applied to the estimates for National Professional Officer posts and a vacancy rate of 12.2 per cent has been applied to the estimates for Local level posts on the basis of the actual vacancy rates in March 2025. A vacancy rate of 50 per cent has been applied to international United Nations Volunteers and a 60.4 per cent to the estimates for United Nations police personnel have been applied on the basis of the actual vacancy rates in March 2025. A vacancy rate of 27.8 per cent has been applied to government-provided personnel on the basis of the average actual vacancy rate during 2024.

265. The following staffing changes are proposed for 2026:

Police and Corrections Service

(a) Abolishment of one post of Engineer (P-4) under the Police and Corrections Service, which will no longer be required because UNDP has been employing locally recruited engineers for the basket fund's construction initiatives for the Haitian National Police;

Kuwait Joint Support Office

(b) The transition of client missions of the Kuwait Joint Support Office to the Regional Service Centre in Entebbe, Uganda. In view of the termination of the mandate of the United Nations Assistance Mission for Iraq on 31 December 2025, it is the intention of the Secretariat to ensure the transition of the peace operations supported by the Office to the Centre by the end of the Mission's liquidation process, in September 2026. In line with this plan, the proposed budget for 2026 contains the proposed abolishment of two posts in the Office, funded from BINUH, effective 1 October 2026.

266. The approved 2025 staffing table for BINUH includes five general temporary assistance positions. It is proposed that the positions be continued in 2026, comprising the following:

(a) One Principal Human Rights Officer (D-1) in the Human Rights Service to respond to and address the human rights requirements set by the Security Council as reflected in the BINUH mandate, adopted in resolution 2476 (2019). Such a dedicated position, with specific human rights expertise, is important to facilitate trusted engagement at a high level with senior Haitian authorities, allowing for the provision of technical assistance and advice to the country's national human rights institutions;

Department of Political and Peacebuilding Affairs (backstopping support)

(b) Three backstopping positions in the Haiti team of the Americas Division of the Department of Political and Peacebuilding Affairs, comprising one Senior Political Affairs Officer (P-5), one Political Affairs Officer (P-4) and one Team Assistant (General Service), who have been providing backstopping support to BINUH since 2019 and will remain critical to ensuring ongoing support and strategic advice and analysis to principals at Headquarters for decision-making with regard to BINUH. The core functions that they undertake are required throughout the lifespan of the mission, including its start-up, the duration of the implementation of its mandate and its closing;

Department of Management Strategy, Policy and Compliance

(c) One Finance and Budget Assistant (General Service) backstopping position in the Field Operations Finance Division, where the need remains high for the continued delivery of high-intensity and high-quality support to legislative bodies in their review of the budgets of special political missions. The continuation of this position will also ensure sufficient capacities for budget preparation, budget administration and performance monitoring of all continuing special political missions.

267. The increase in requirements for 2026 compared with the appropriation for 2025 is attributable mainly to: (a) increased requirements for international staff due to the application of a lower vacancy rate of 17.8 per cent compared with the vacancy rate of 20.7 per cent applied during 2025 and revised salary scales for international staff; (b) increased requirements for National Professional Officers and Local level staff due to the revised salary scale and lower vacancy rate for Local level posts of 12.2 per cent compared with the vacancy rate of 13.7 per cent applied in 2025; (c) increased requirements for facilities and infrastructure due to the increased demand for security services; (d) increased requirements for medical services due to the increased costs of medical evacuations due to the degradation of security environment; (e) increased requirements under other supplies, services and equipment, reflecting a higher demand for the United Nations Humanitarian Air Services flights because of logistical challenges and the cancellation of civil aviation flights, as well as increased freight due to the expected receipt of assets from the United Nations reserve. The increased requirements are offset in part by the application of a higher vacancy rate for United Nations police officers, government-provided personnel and international United Nations Volunteers.

Extrabudgetary resources

268. In 2025, extrabudgetary resources in the amount of $263,000 are projected to be used to provide resources for two main initiatives: (a) promoting women-led social community dialogues and local conflict prevention initiatives in vulnerable neighbourhoods of Port-au-Prince; (b) enhancing inclusive political participation in Haiti while creating safe and peaceful space for dialogue; and (c) school support for children born as a result of sexual exploitation and abuse by United Nations personnel in Haiti.

269. In 2026, extrabudgetary resources in the amount of $238,000 are projected to be used to support the continuation of the above-mentioned projects.

11. United Nations Integrated Transition Assistance Mission in the Sudan

Liquidation activities

270. The mandate of the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS) was outlined in successive Security Council resolutions (2524 (2020), 2579 (2021) and 2636 (2022)) and terminated through resolution 2715 (2023). By that resolution, the Council requested the Mission to start, on 4 December 2023, the immediate cessation of its operations and the transfer of its tasks, where appropriate and to the extent feasible, to United Nations agencies, funds and programmes, with the objective of completing this by 29 February 2024. The Council decided that the liquidation of UNITAMS should commence on 1 March 2024.

271. The administrative liquidation of UNITAMS, including the disposal of assets, was carried out from 1 March to 31 December 2024.

272. The General Assembly, by its resolution 78/274, appropriated the amount of $22.2 million for 2024. UNITAMS incurred $17.8 million in expenditure for the period, representing a resource utilization rate of 80.5 per cent owing to the pace of liquidation and lower-than-estimated common staff costs for the separation of staff members, including in connection with termination indemnities.

Table 62
Financial resources
(Thousands of United States dollars)

	2024		
	Appropriation	*Expenditure*	*Variance Surplus/(deficit)*
Category of expenditure	*(1)*	*(2)*	*(4)=(2)-(1)*
Military and police personnel	52.2	64.7	(12.5)
Civilian personnel	20 145.6	15 729.8	4 415.8
Operational costs	1 964.8	2 040.2	(75.4)
Total (net of staff assessment)	**22 162.6**	**17 834.7**	**4 327.9**

273. The process for the drawdown and liquidation of property of UNITAMS was guided by the principles of and policies contained in financial rule 105.23.[3] Given the unique circumstances surrounding the closure of UNITAMS, which included the rapidly deteriorating security situation in the Sudan and the challenges posed by an active conflict, the process of property disposal within UNITAMS had to be adapted to address the region's complex operational realities. The Mission collaborated

[3] Rule 105.23 of the Financial Regulations and Rules of the United Nations provides for the following:

Property, plant and equipment, inventories and intangible assets of the United Nations that are declared surplus, unserviceable or obsolete following a recommendation by a review body shall be disposed of, transferred or sold after competitive bidding, unless the review body:
(a) Estimates that the sales value is less than an amount to be specified by the Under-Secretary-General for Management;
(b) Considers that the exchange of property in partial or full payment for replacement equipment or supplies is in the best interest of the Organization;
(c) Deems it appropriate to transfer surplus property from one project or operation for use in another and determines the fair market value at which the transfer(s) shall be effected;
(d) Determines that the destruction of the surplus or unserviceable material will be more economical or is required by law or by the nature of the property;
(e) Determines that the interests of the United Nations will be served through the disposal of the property by gift or by sale at a nominal price to an intergovernmental organization, a Government or governmental agency or some other non-profit organization.

extensively with United Nations Headquarters throughout that period. The Mission also engaged with the Government of the Sudan on key issues such as adherence to the status of mission agreement, security concerns across various locations across the Sudan and the inability to guarantee environmental cleanup in some operational areas due to the ongoing instability. Those challenges had a significant influence on the approach adopted for the disposal of property.

274. Shipping of the United Nations-owned equipment to the United Nations Logistics Base at Brindisi, Italy, or other missions was hindered owing to the difficulties in obtaining export clearances, the prohibitive costs associated with shipment for some items and the lengthy export procedure, which was not commensurate with the mission's drawdown timeline. In areas in which physical access for verification was blocked owing to conflict, or where property had been looted, items were written off as losses owing to hostile action.

275. The assets of UNITAMS, with a total capitalized value/acquisition value of $13,602,100 (corresponding net book value/operational value of $6,634,400), had been disposed of as at 31 December 2024, of which 37.4 per cent have been transferred to United Nations reserves, with the remaining to recipients, including the Regional Service Centre, the United Nations Interim Security Force for Abyei and UNSOS, while 57.7 per cent was written off.

276. A summary of the final disposition of all assets is reflected in table 63.

Table 63
Summary of the final disposition of the assets
(Thousands of United States dollars)

Disposal method	*Capitalized value/acquisition value*	*Net book value/operational value*	*Percentage*
Commercial sale	145.2	22.3	1.1
Transfer	5 083.8	2 298.9	37.4
Sale at fair market value	439.3	197.6	3.2
Destruction	83.5	36.2	0.6
Gifted to government	2.7	1.7	0.0
Subtotal	**5 754.5**	**2 556.7**	**42.3**
Written-off (includes inventory)	7 847.6	4 077.7	57.7
Total	**13 602.1**	**6 634.4**	**100.0**

Annex I

Summary of follow-up action taken to implement the decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.4)	
Without prejudice, the Committee emphasizes as a matter of general principle that, when a mission is downsizing, it should present a clear exit plan, including with phased abolishments and the reduction of the related non-post resources (para. 18).	The United Nations Transitional Assistance Mission in Somalia (UNTMIS) is committed to a structured, phased and transparent transition process. It has initiated phase one of its two-phased transition process, in line with Security Council resolution 2753 (2024). In January 2025, nine posts were abolished. An additional 15 posts will be abolished by the end of October 2025. The 2026 budget proposal reflects a corresponding reduction in staffing, beginning in January 2026, aligned with the planned closure of substantive operations in October 2026. A residual presence, covering eight critical functions, will be maintained to support liquidation activities until 31 December 2026. Following the issuance of the Secretary-General's planning directive on Somalia on 12 March 2025, which provides strategic guidance for the planning, preparation and implementation of the United Nations transition in Somalia, UNTMIS is taking all necessary steps and action regarding its implementation. The Secretary-General shared a transition road map for phase one of the transition with the Security Council by the end of March 2025. Accordingly, all cost-shared services with UNSOS for the provision of logistical services have been budgeted to cover the budget period until 31 October 2026, the end of phase two of the Mission's transition and the anticipated termination of its mandate.
The Advisory Committee trusts that an update on the UNSMIL staffing review will be provided to the General Assembly at the time of its consideration of the present report, as well as in the next budget submission (para. 20).	The Mission conducted a comprehensive staffing review from September 2024 to March 2025. The review was designed to align staffing resources with mandate priorities and operational needs and to assess the Mission's support structure in line with Department for Operational Support guidelines. By its resolution 2755 (2024), the Security Council requested the Secretary-General to submit a strategic review of UNSMIL to the Council no later than 30 September 2025, including recommendations for increasing the efficiency and effectiveness of the Mission's overall structure, including its objectives.

Brief description of the recommendation	*Action taken to implement the recommendation*
	Given that the strategic review will be finalized after the 2026 proposed programme budget, the outcome of the staffing review is not reflected in the current budget for 2026, because the Mission awaits the outcome of the strategic review to ensure alignment with its long-term strategic direction and future Security Council decisions.
The Committee, however, recognizes the importance of information and data technology expertise and considers that a vacant professional-level post at UNMHA might be repurposed to fulfil that function, as appropriate (see also A/78/7, para. 42) (para. 29).	In preparation for the 2026 budget submission, the United Nations Mission to Support the Hudaydah Agreement (UNMHA) has thoroughly reviewed its staffing complement and identified a vacant post of Coordination Officer (P-3) in Djibouti previously supporting the air medical evacuation services, which is no longer required owing to the change in operational arrangements. As a result, this post is proposed for abolishment and a new post of Data Specialist (P-3) is proposed for establishment, while the overall staffing level remains unchanged. This is fully in line with the recommendation of the Committee to repurpose vacant Professional posts.
The Advisory Committee trusts that UNOWAS will continue to make its aircraft available, on a cost-reimbursable basis, to other United Nations system entities in the region, when possible, and looks forward to an update thereon in the next budget submission (para. 52 (a)).	UNOWAS will continue to make its aircraft available on a cost-recovery basis to other United Nations system entities in the region, when possible.
The Advisory Committee trusts that UNMHA will ensure that quick-impact projects result in tangible benefits for the local communities, with a view to a positive long-term legacy, and trusts that an update will be included in the next budget submission (para. 53).	Quick-impact projects have been integral to UNMHA efforts to build confidence in the Hudaydah Agreement and foster trust among stakeholders. UNMHA has leveraged quick-impact projects in enhancing its engagement with the parties to the Agreement and focused on thematic areas such as women, income generation, education and the health sector in designing its quick-impact projects to have the intended impact of confidence- and trust-building. An impact assessment will be conducted in 2025 that will review the contributions that quick-impact projects have made to advancing the mandate and the tangible benefits that they have brought to beneficiaries. The findings and lessons learned from the impact assessment will be used to inform the future design and implementation of its quick-impact projects and will be shared with other special political missions

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee trusts that the special political missions under cluster III will continue their efforts to achieve a more equitable geographical representation of Member States among their staff in all categories and will provide related updates in future budget submissions (para. 55).	Missions under this thematic cluster remain committed to equitable geographical representation and diversity in line with the United Nations objectives. Efforts have been made to ensure an inclusive recruitment process that reflects Member States' representation while upholding competence, efficiency and integrity. Proactive measures, including outreach and targeted vacancy dissemination, have encouraged applications from underrepresented Member States within operational constraints. Some missions (e.g., Office of the United Nations Special Coordinator for Lebanon, United Nations Support Mission in Libya (UNSMIL) and United Nations Integrated Office in Haiti (BINUH)) share the monthly updates on the status of equitable geographical distribution with leadership, and hiring managers are regularly briefed on their responsibilities to give priority to candidates from non-represented and underrepresented Member States. The UNSMIL Human Resources Unit regularly analyses the composition of its staff using various data sets, including fresh data from the management dashboard, to identify gaps in geographical representation. BINUH reaches out to rostered candidates from unrepresented and underrepresented countries and encourages them to apply, especially female candidates.
The Advisory Committee trusts that the special political missions under cluster III will make efforts to achieve gender balance among their staff (para. 56).	Mission under this thematic cluster remain committed to achieving gender balance among their staff in line with United Nations principles. Efforts have been made to ensure an inclusive recruitment process that considers gender balance. while upholding competence, efficiency and integrity. The Office of the United Nations Special Coordinator for Lebanon reached a balance of 56 per cent women and 44 per cent men. Other missions, including the United Nations Regional Office for Central Africa, UNSMIL, the United Nations Verification Mission in Colombia, UNMHA and BINUH, are making further efforts to achieve full gender balance, including through outreach activities and the training of hiring managers. UNTMIS, as an entity in liquidation, is focused on maintaining operational continuity and a responsible drawdown, limiting major shifts in workforce composition.

Brief description of the recommendation	*Action taken to implement the recommendation*
	BINUH is experiencing additional challenges in attracting female national candidates owing to the operational environment.
Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.26)	
The Advisory Committee notes that Security Council resolution 2753 (2024) was adopted on 30 October 2024 and trusts that the detailed transition, asset disposal, including fixed assets, and liquidation plans of UNTMIS, as well as the related post and non-post requirements, taking into consideration lessons learned from previous mission closures, will be included in the next budget submission (para. 6).	Detailed transition, asset disposal and liquidation plans for UNTMIS are integrated into its transition and liquidation plan, activities and budget proposals. The preliminary asset disposal plan for UNTMIS provides a structured framework for asset disposal by coordinating with relevant stakeholders to determine ownership and the most appropriate methods for disposition. Current analysis indicates the following data: • 37.54 per cent of assets and equipment will be shipped or redeployed to other peacekeeping missions. • 55.49 per cent of assets and equipment will be disposed of locally through commercial sale, scrapping or destruction. • 6.2 per cent of assets and equipment will be donated to the Federal Government of Somalia, upon request. To expedite the process, UNTMIS established an asset disposal task force, which oversees and facilitates the disposal of United Nations-owned equipment for UNTMIS. Moreover, drawing on lessons learned from previous mission closures, the preliminary asset disposal plan criteria have been refined to focus on ensuring efficient disposal on the basis of asset condition, life expectancy and cost-effectiveness. UNTMIS is confident that these comprehensive measures will address all aspects of the transition and disposal process, as required.
The Committee trusts that the available allotment will be managed efficiently during the final two months of the 2024 budget period and that the future requirements for UNTMIS will be based on realistic budget assumptions (para. 8).	During the budget period, UNTMIS put in place austerity measures such as a freeze on non-critical acquisitions, non-essential travel and training and a review of its scope of logistical support services in order to manage the available allotment for 2024. The 2025 and 2026 budget proposals were based on realistic budget assumptions and cost drivers for implementing the two transition phases of UNTMIS.
The Advisory Committee trusts that detailed information and a breakdown of the separation costs for	The proposed resources under salaries and other costs also include a provision of $17,464,300 for payments due to staff members at the time of separation from

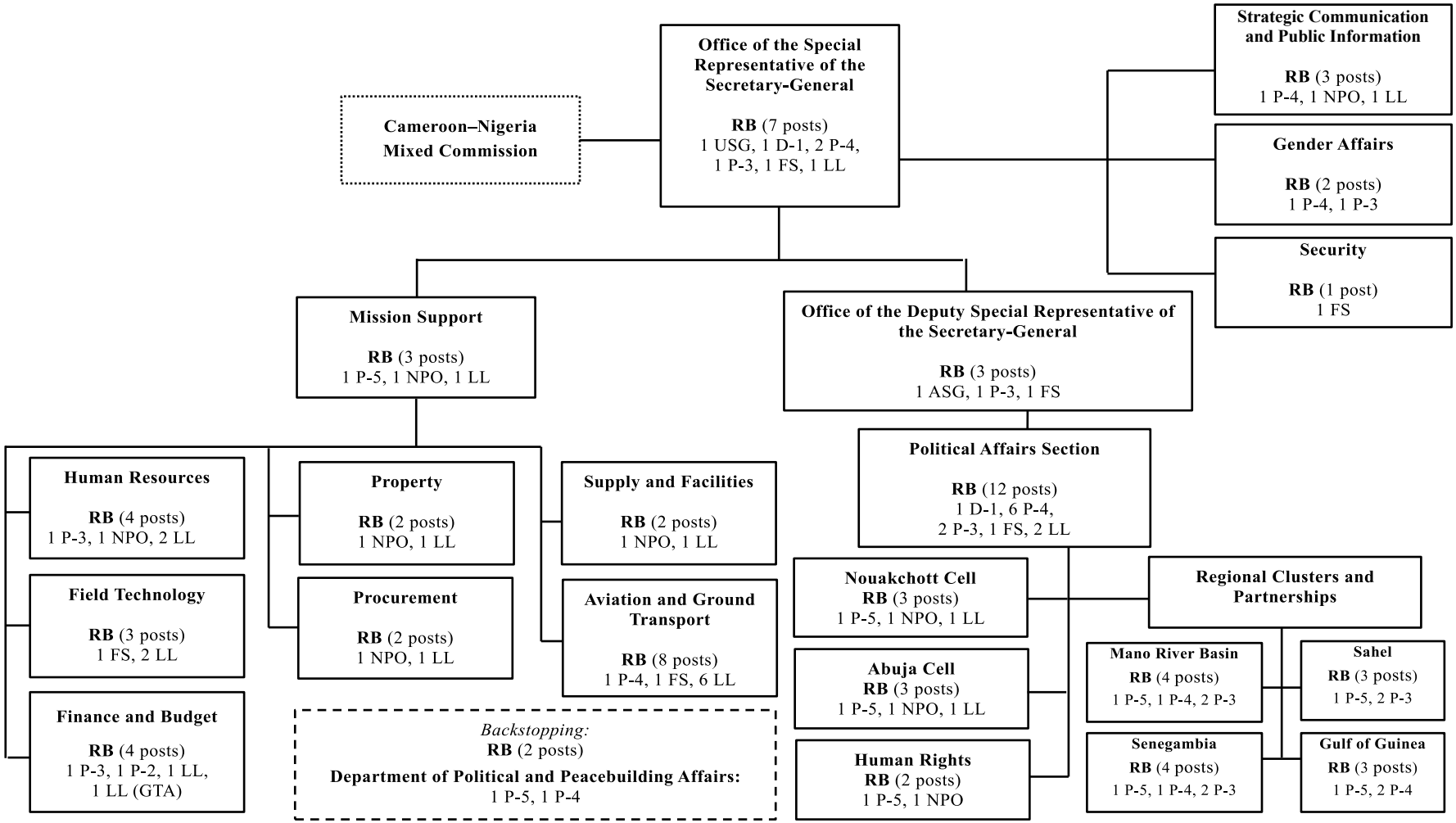
Brief description of the recommendation	*Action taken to implement the recommendation*
all the personnel will be provided in the next budget submission (para. 11).	service. The provision comprises estimated termination indemnity ($6,586,300), repatriation grants ($5,042,000), relocation grants ($1,778,000), accrued annual leave for international and national staff ($3,692,600) and travel expenses to cover repatriation of international staff ($365,400).
The Advisory Committee notes that, during the first and second phases of the transition, some encumbered and vacant posts could be repurposed for other operationally required tasks, as appropriate, and trusts that UNTMIS will review its staffing requirements on a continuous basis, with a view to abolishing, in particular, the vacant posts that are not under recruitment, and submit them for the consideration of the General Assembly in the next UNTMIS budget proposal (para. 21).	The drawdown of UNTMIS staffing is under way. The approved 2025 budget reflects a net reduction of 24 civilian and 5 military and police positions, in accordance with phase one of the transition agreed with the Federal Government of Somalia. Effective 1 January 2025, eight international posts and five military and police positions were abolished. One international D-1 position has been reassigned within the Mission and three international staff posts, along with three United Nations Volunteer positions, were nationalized. Effective 1 July 2025, one general temporary assistance D-1 position will be abolished. Lastly, to conclude phase one of the transition on 1 November 2025, eight international staff posts, six national staff posts and one international general temporary assistance position will be abolished. This phased approach ensures that UNTMIS staffing adjustments align with the agreed modalities while maintaining operational continuity. Transition planning for phase two is progressing in consultation with the Federal Government of Somalia through the established joint technical committee. The Mission's budget proposal for 2026 includes the abolishment of nine posts and two positions effective 1 January 2026. Furthermore, all remaining UNTMIS posts and positions will be abolished by 31 October 2026, except for a small team of eight posts to carry out residual activities. This timeline is subject to the Security Council's decisions and the modalities that it may establish for the second and final phase of the UNTMIS transition.
Notwithstanding the ongoing transition of UNTMIS, the Advisory Committee reiterates the importance of nationalising posts and positions, which will offer new work experiences to staff and build national capacity. The Committee trusts that efforts will be made by UNTMIS to assist national staff at all levels in finding employment opportunities, including by collaborating with the United Nations country team, as well as other international and national agencies present in the country. The Committee looks forward to an update thereon in the next budget submission (para. 22).	UNTMIS, during its closure, will pursue, within available resources, other means of career transition support for national staff, such as an enhanced focus on training and certifications and career fairs with other United Nations entities and similar potential employers. All necessary support as applicable for UNTMIS national staff in accordance with the downsizing policy (ST/AI/2023/1) and resources and liquidity permitting will be provided.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee encourages continuous efforts to build national staff capacity through repurposing of the existing resource requirements (para. 25).	UNTMIS, through the UNSOS Integrated Mission Training Centre, is finalizing its 2025 training and capacity-building plan for national staff, drawing on a training needs assessment, the results of a March 2025 survey targeting UNTMIS national staff and feedback on national staff training needs received from substantive components. Capacity-building initiatives planned for phase one of the UNTMIS transition focus on enhancing essential skills, capacities and capabilities required for the continued delivery of the Mission's mandate and on career development opportunities beyond the life cycle of UNTMIS. Given the liquidity constraints and continued austerity measures, all training initiatives will either be offered in-mission or online, thereby maximizing the number of national staff benefiting from them. An emphasis is placed on certification training. In addition, the Mission will support the cross-training of interested national staff in other UNTMIS substantive sections, in agreement with supervisors, to broaden the professional experience of existing staff and facilitate synergies.
The Advisory Committee considers that, at this stage in the life cycle of UNTMIS, the capitalization of all existing, ongoing and planned investments, including construction, maintenance and rehabilitation, should be carefully considered in view of the forthcoming disposal of assets and the future use of the compound (para. 27).	The Advisory Committee's recommendation has been taken into account in full. Accordingly, no new major construction projects are planned or proposed in the UNTMIS budget. Ongoing construction activities are limited to regular maintenance and minor construction activities to ensure the sustainability of critical infrastructure, including offices, accommodations, bunkers and perimeter fortifications, in order to mitigate the threat of rocket attacks. In addition, only minor repairs and facility upgrades are being undertaken across Mogadishu and other sectors. The Mission remains committed to ensuring that the disposal of assets and decisions regarding the future use of the compound will be conducted in accordance with the established guidelines.
The Advisory Committee trusts that more detailed information, including the related resources for the logistical support package provided by UNSOS on a cost-recovery basis, will be included in the next budget submissions of both UNTMIS and UNSOS (para. 29).	UNTMIS confirms that, as required by the Security Council in line with its resolution 2741 (2024), UNTMIS has included provision for resources reimbursement on a cost-recovery basis for administrative and logistical support packages provided by UNSOS for 2026. The reimbursement includes costs for the provision of human resources, finance, logistics, technical and procurement services. The costs have been determined on the basis of workload statistics specific to various functions.

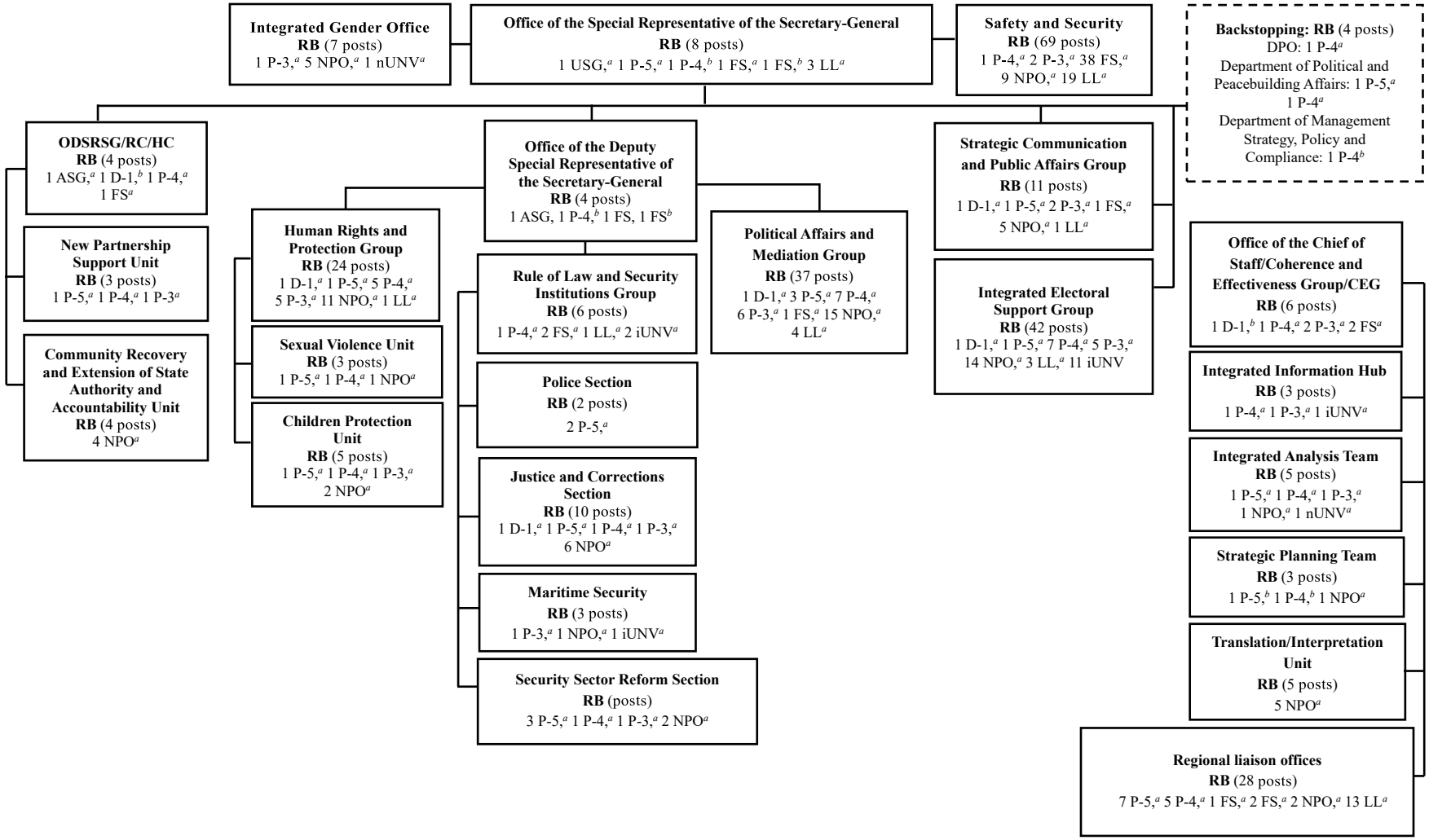
Annex II

Organizational structure and post distribution for 2026

1. United Nations Office for West Africa and the Sahel

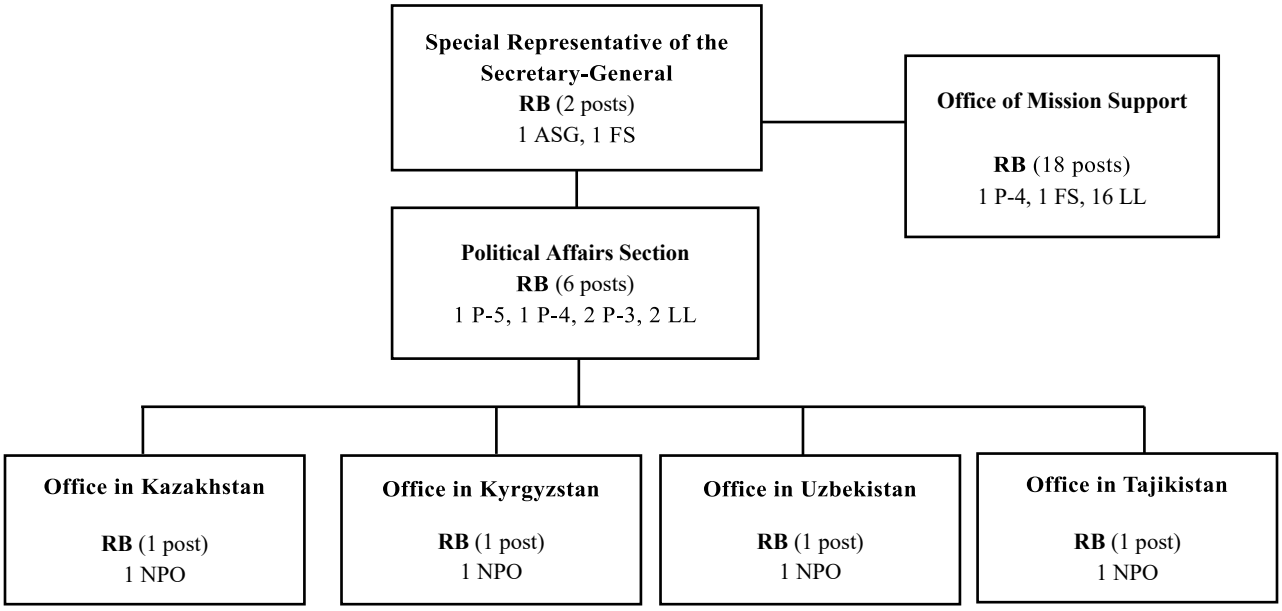


2. United Nations Transitional Assistance Mission in Somalia

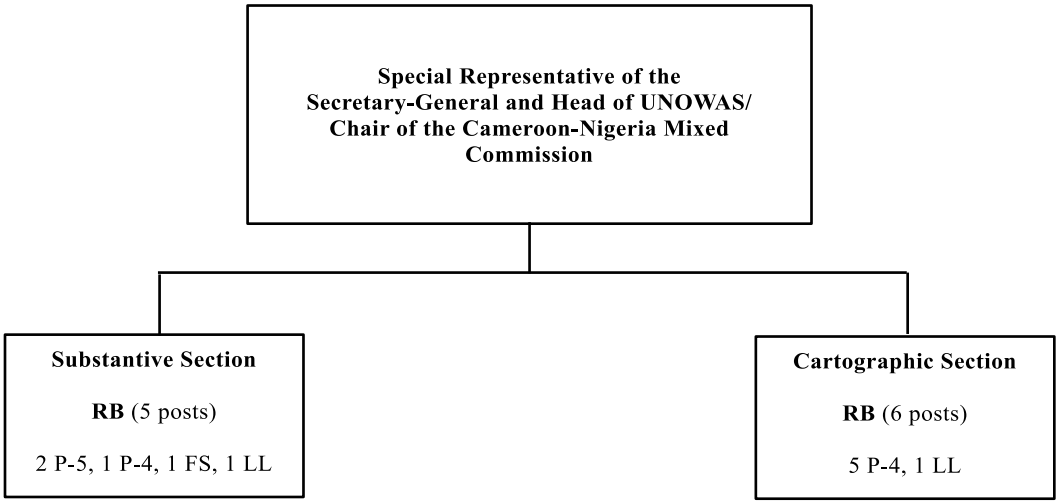


[a] To be abolished on 31 October 2026.
[b] Liquidation team.

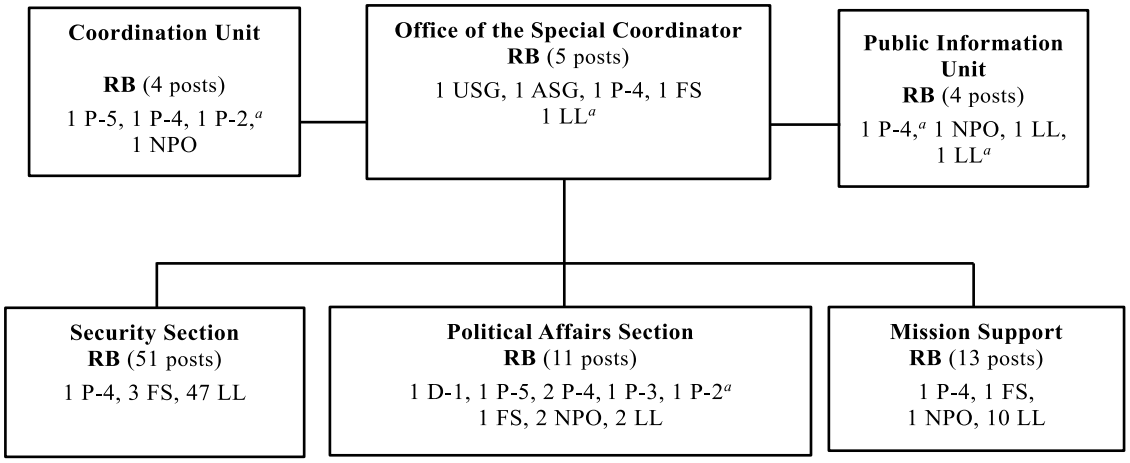
3. United Nations Regional Centre for Preventive Diplomacy for Central Asia



4. United Nations support for the Cameroon-Nigeria Mixed Commission

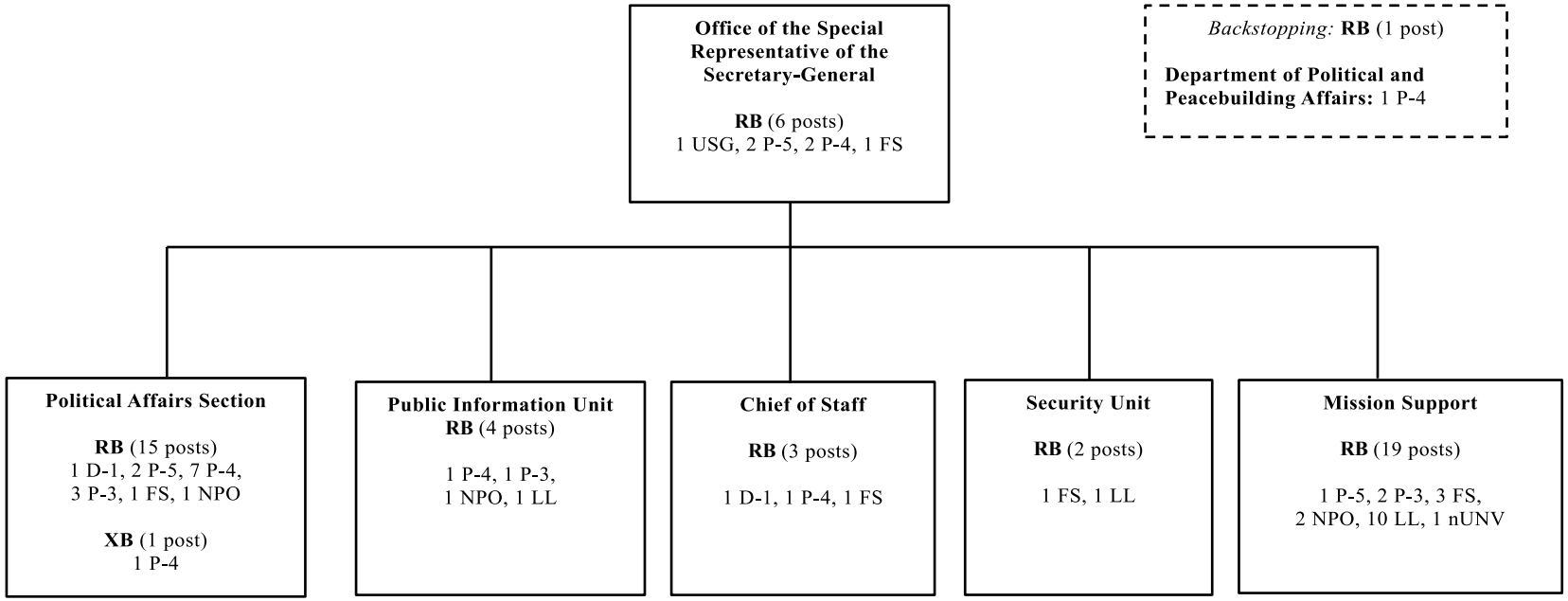


5. Office of the United Nations Special Coordinator for Lebanon

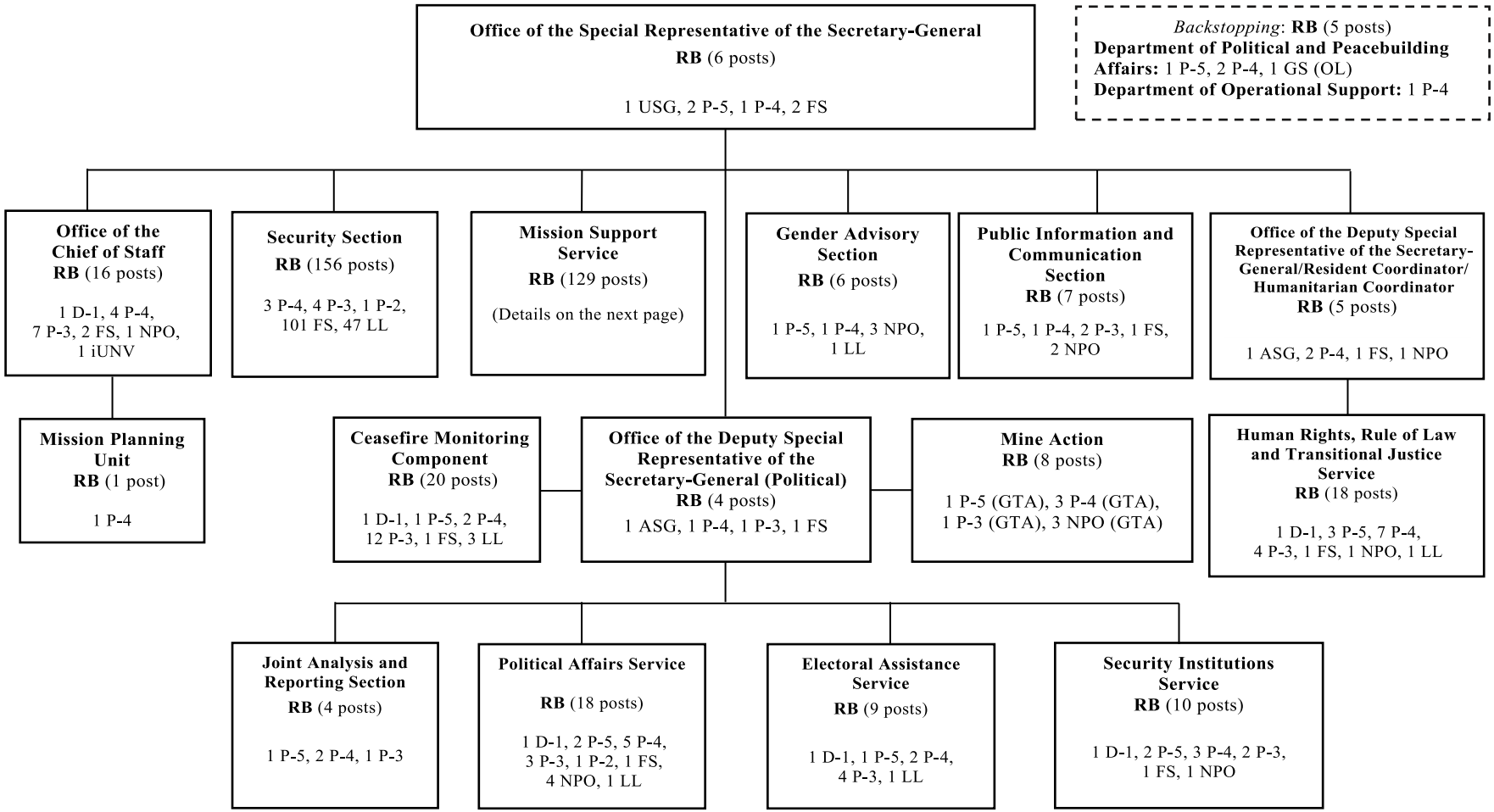


[a] Establishment.

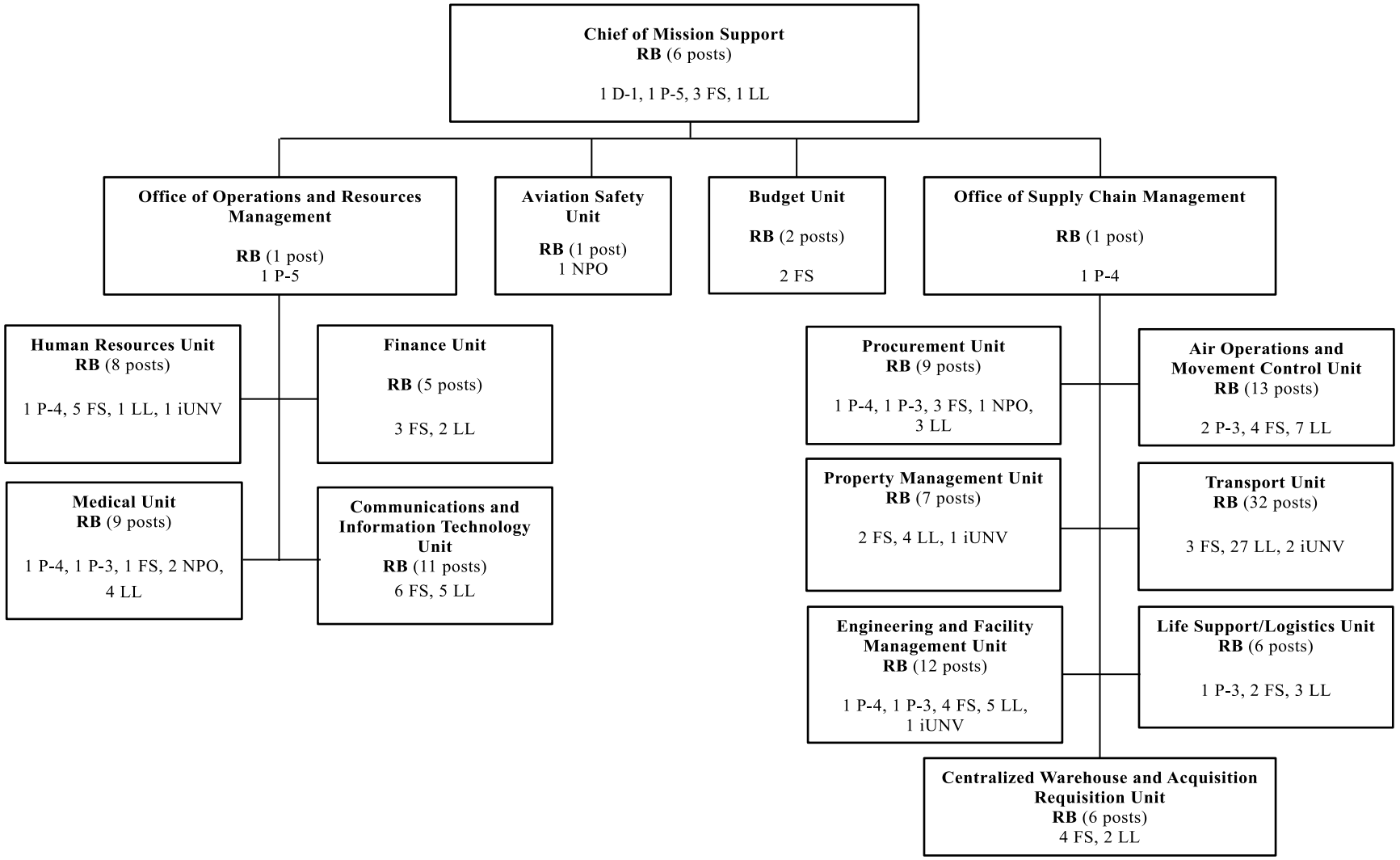
6. United Nations Regional Office for Central Africa



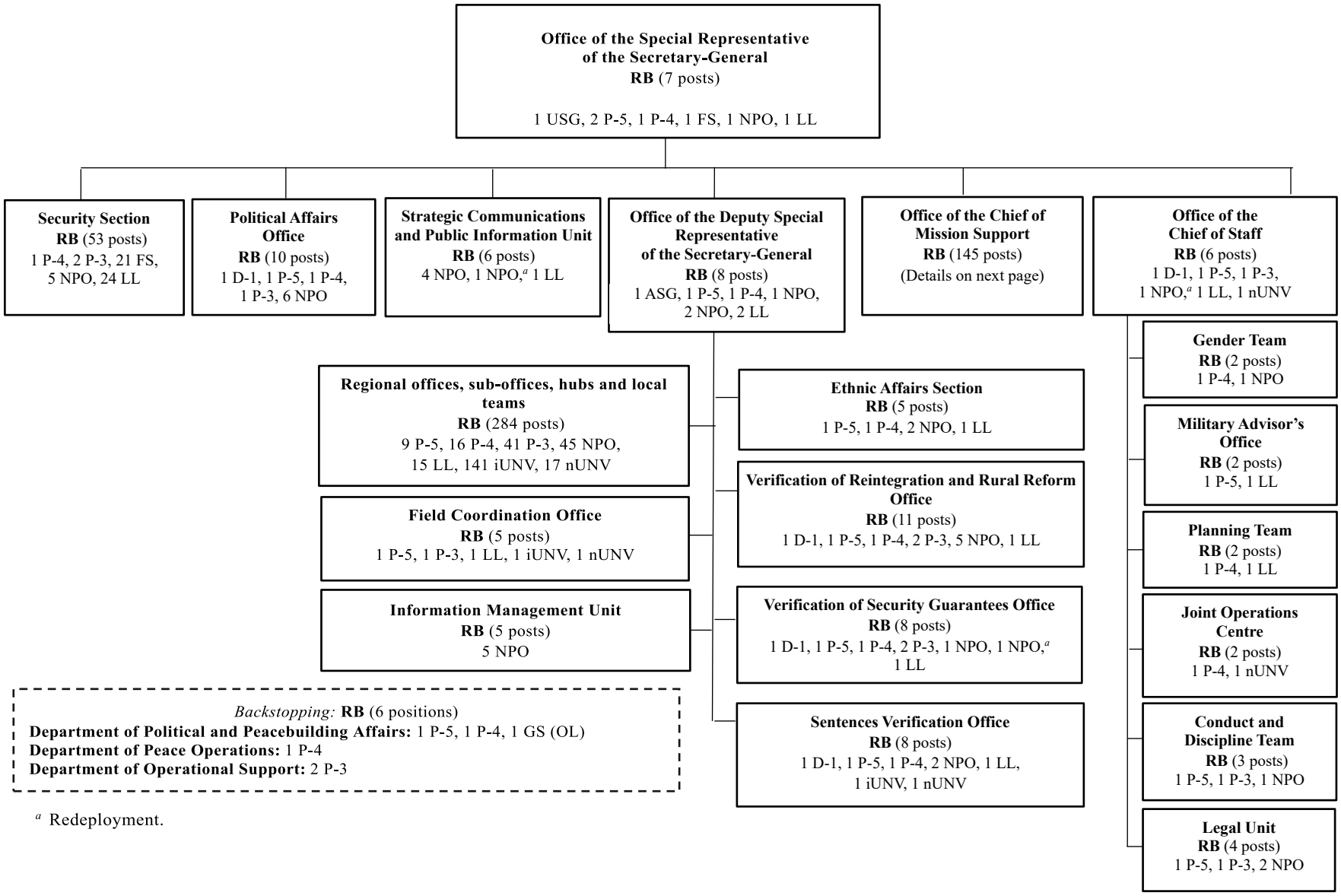
7. United Nations Support Mission in Libya



United Nations Support Mission in Libya (continued): Mission Support Service

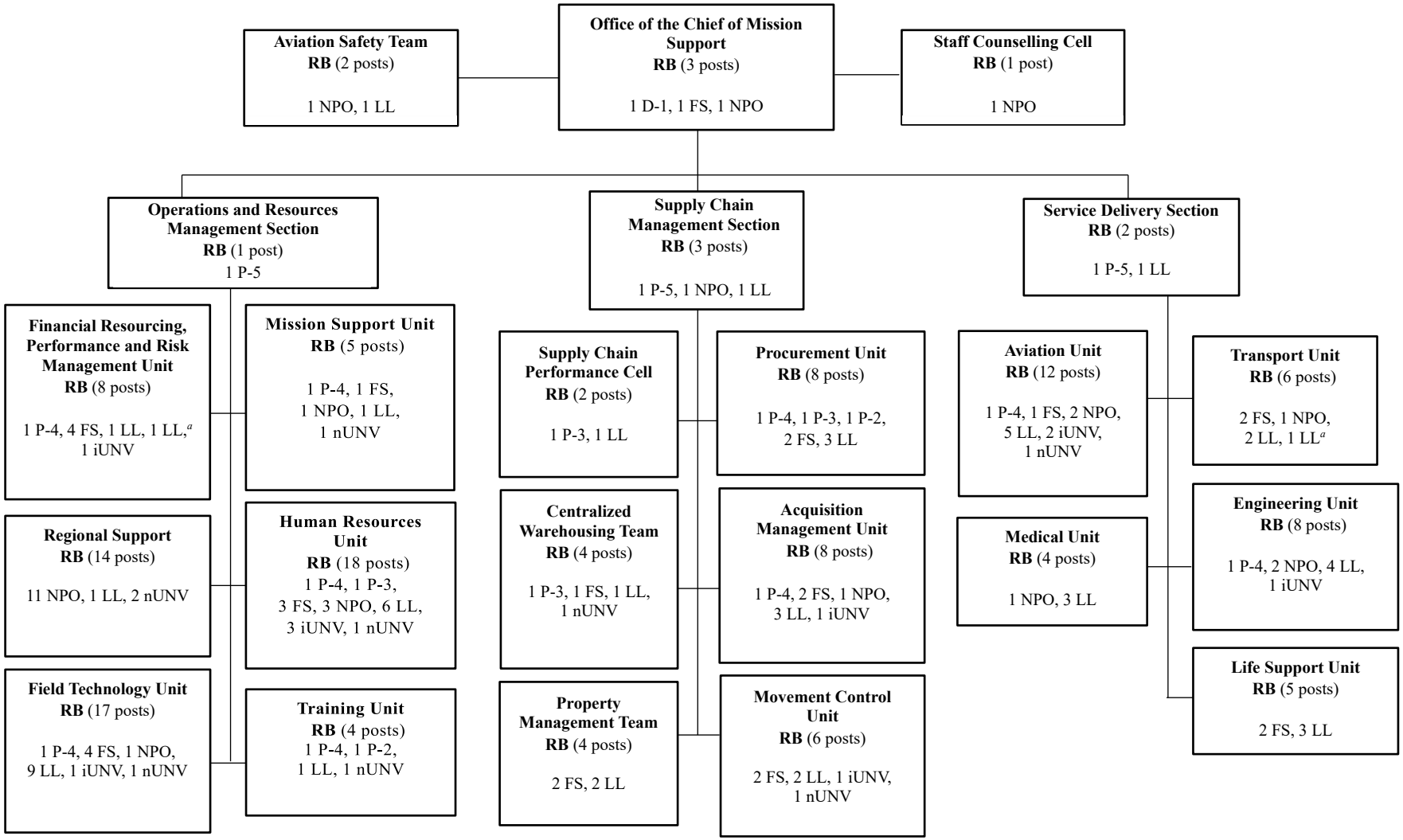


8. United Nations Verification Mission in Colombia



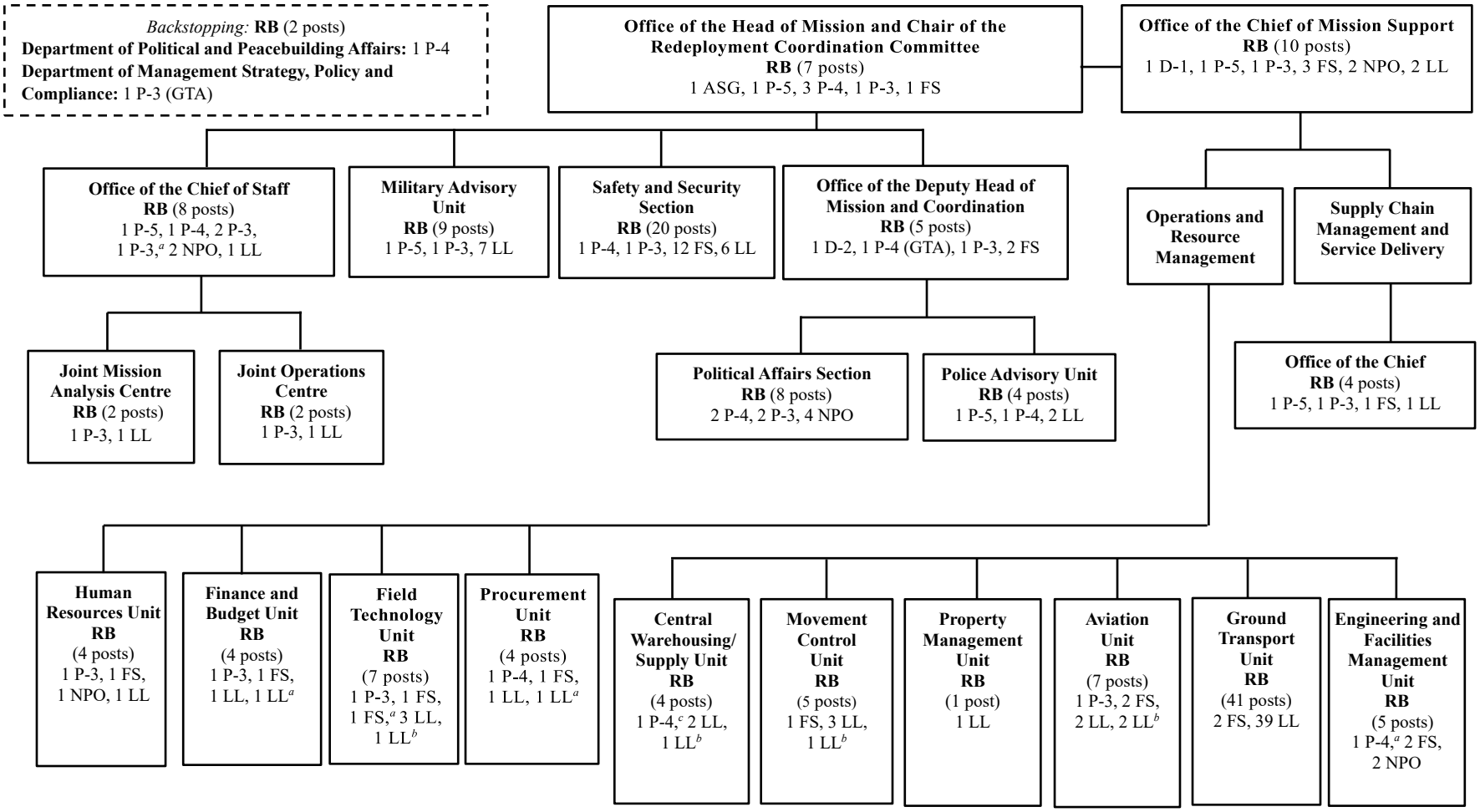
[a] Redeployment.

United Nations Verification Mission in Colombia (continued): Mission Support



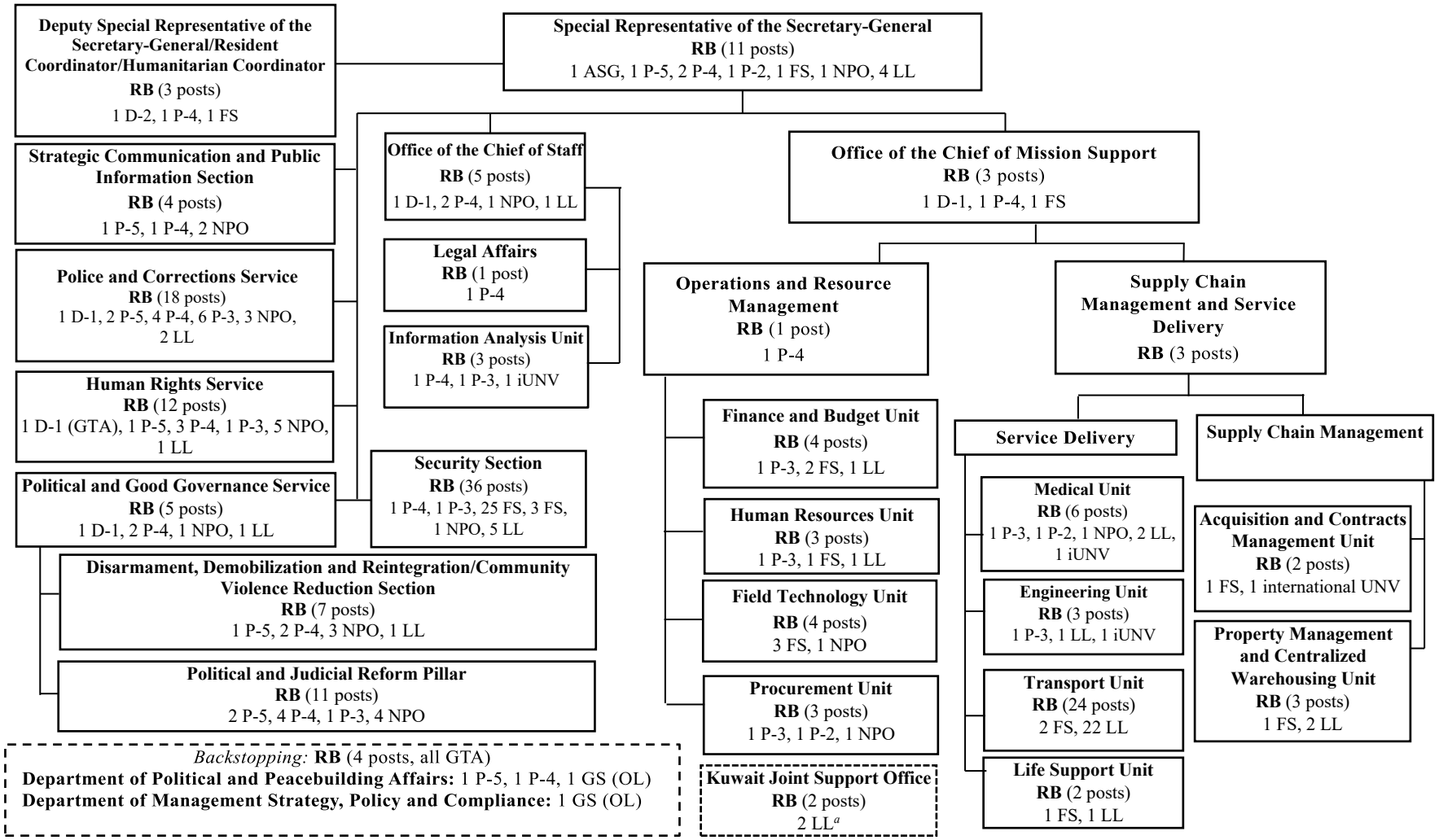
[a] Redeployment.

9. United Nations Mission to Support the Hudaydah Agreement



[a] Establishment.
[b] Reassignment.
[c] Reclassification.

10. United Nations Integrated Office in Haiti



[a] Abolishment.

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GTA, general temporary assistance; iUNV, international United Nations Volunteer; LL, Local level; NPO, National Professional Officer; nUNV, national United Nations Volunteer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Special political missions

United Nations Assistance Mission in Afghanistan

Summary

The present report contains the proposed resource requirements for 2026 for the United Nations Assistance Mission in Afghanistan in the amount of $124,463,100 (net of staff assessment).

* A/80/50.

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** The part consisting of the proposed programme plan for 2026 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution 77/267.

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1. The mandate of the United Nations Assistance Mission in Afghanistan (UNAMA) is defined in Security Council resolutions 1401 (2002), 1662 (2006) and 2626 (2022), and renewed by its subsequent resolutions, including most recently resolution 2777 (2025), by which the Council extended the mandate of the Mission until 17 March 2026.

2. As mandated by the Security Council, UNAMA will continue to promote peace and stability in Afghanistan, including by coordinating and facilitating enhanced cooperation and coherence in the financial resourcing and delivery of humanitarian and basic human needs assistance that support strengthened resilience; coordinating efforts with donors and other stakeholders to reduce risk and increase accountability, transparency and effectiveness in the use of aid; supporting efforts, including the provision of essential services and economic recovery, to create the conditions for self-reliance and stability for the Afghan population; assessing the explosive ordnance threat and coordinating mitigation measures to enable humanitarian and development initiatives; providing outreach and good offices to promote dialogue between Afghan stakeholders, the region and the international community to promote inclusive and responsive governance, and providing advice on inclusive national and local consultative mechanisms, and confidence-building measures; promoting responsible governance and the rule of law; engaging with all stakeholders on the promotion and protection of human rights, including the rights of women and girls; supporting regional cooperation; and supporting existing mechanisms to improve the overall security situation in Afghanistan, including regional and international efforts to prevent and address the illicit trade in and destabilizing accumulation of small arms and light weapons and their diversion in Afghanistan and the region.

Programme of work

Objective

3. The objective, to which the Mission contributes, is to create the conditions for peace and stability, with foundations established for the promotion of inclusive and responsive governance and functioning and accountable institutions, as well as a coherent and sustainable path towards the economic and social conditions for self-reliance.

Strategy and external factors for 2026

4. To contribute to the objective, the Mission will:

   (a) Coordinate with international donors, organizations and partners in addressing the humanitarian and basic human needs of vulnerable Afghans. The Mission will partner with the United Nations country team to support economic development and increase donor confidence for greater basic human needs support, as emphasized in the independent assessment on Afghanistan requested by the Security Council in its resolution 2679 (2023), and to implement the 2030 Agenda for Sustainable Development, with a focus on the objectives of the Pact for the Future, particularly with regard to climate financing, poverty alleviation and upholding the principles and values of the Charter of the United Nations. To that end, it will support resource mobilization to enable humanitarian efforts, essential services, the restoration of livelihoods, support to the private sector, economic development and mitigation of the dangers of explosive remnants of war. The Mission will engage with the de facto authorities and other stakeholders

to facilitate the support of the United Nations, international financial institutions and other international and national partners to the socioeconomic recovery of Afghanistan from the severe economic contraction;

(b) Provide outreach and good offices, including by facilitating dialogue between Afghan political actors and stakeholders, regional stakeholders and the wider international community. The Mission will use its convening platforms at the national and subnational levels to facilitate engagement and cooperation between the de facto authorities, civil society, young people, communities, women-led organizations and other stakeholders on governance and policy issues, such as inclusion, participation and responsiveness to constituency concerns. It will maintain support for promoting the participation of women and minorities in all spheres. It will also continue to identify further entry points for engagement with the de facto authorities for the benefit of all Afghans, including through the proposed United Nations road map and comprehensive approach for Afghanistan. In addition, the United Nations and international partners will monitor and report on developments related to the rule of law and conduct analysis relating to the political economy. The Mission will provide technical and analytical support to United Nations agencies and humanitarian partners and will continue to engage with civil society, the media, communities and counterpart institutions of the de facto authorities, in compliance with the sanctions set out in relevant Security Council resolutions related to anti-money-laundering and counter-terrorism financing;

(c) Advise stakeholders on and promote respect for civil, political, economic, social and cultural rights, particularly with regard to human rights issues pertaining to children affected by armed conflict; discrimination against women and girls; the treatment of detainees and the prevention of torture and ill-treatment; human rights defenders and civic space; and the promotion of accountability for human rights violations. In addition, UNAMA will continue to integrate human rights and gender mainstreaming as cross-cutting issues in mandate implementation. The Mission will promote and support gender equality, the empowerment of women and girls, and the participation and leadership of women in public life and at all levels and stages of decision-making. It will also partner with the United Nations country team to promote the protection and fulfilment of the rights of women and girls and the implementation of Security Council resolution 1325 (2000) on women and peace and security, and successive resolutions on the matter;

(d) Support peace and stability in Afghanistan through consultations and by utilizing its convening power for dialogues with political stakeholders. The Mission will use existing mechanisms to advance regional cooperation on economic development and security to help to foster a regional environment conducive to sustainable peace and stability. In addition, it will propose and support regional approaches to issues, such as the return and reintegration of refugees and internally displaced persons, combating illicit drugs and trafficking, addressing the illicit accumulation and trafficking of small arms and light weapons in Afghanistan and the region, and reducing the illegal economy and its impact. It will also coordinate explosive ordnance threat mitigation measures to enable the safe delivery of humanitarian and basic human needs initiatives;

(e) Intensify its work to implement the United Nations Strategic Framework for Afghanistan, 2023–2025, which has been extended to 2027, in line with the humanitarian-development-peace nexus, by engaging with the de facto authorities, civil society and the media to facilitate the transition of society from conflict to peace and removing explosive remnants of war. The Mission will contribute to the goal of reduced dependency on aid, prioritizing United Nations assistance in critical sectors, such as banking, trade and economic reform. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will ensure a coherent approach to United Nations humanitarian and basic needs programming for the benefit of the Afghan people. The Mission will streamline the delivery, oversight and reporting of aid provided in Afghanistan, in alignment with the Strategic Framework and in

partnership with the de facto authorities, civil society and international partners. It will also enhance collaboration on aid architecture and risk management practices.

5. The above-mentioned work is expected to result in:

   (a) The advancement of a political process involving the de facto authorities and other national stakeholders within and outside Afghanistan, as well as the international community, to improve the situation of Afghans, including through efforts aimed at improving the inclusiveness and responsiveness of governing entities, and to support the creation of conditions that could eventually lead to the reintegration of Afghanistan into the international community, in accordance with relevant Security Council resolutions;

   (b) Progressive compliance by all parties with international humanitarian law and human rights obligations, with improved accountability for human rights violations and abuses, with a view to building confidence in such mechanisms and between the population and the de facto authorities;

   (c) Ongoing accurate reporting to the international community on the evolving situation in Afghanistan and its implications for international peace and security;

   (d) Sustained local, regional and international support to meet humanitarian and basic human needs and promote economic development, and to create an environment conducive to socioeconomic recovery in Afghanistan.

6. With regard to cooperation with other entities, the Mission cooperates with international and regional entities and supports constructive dialogue between the relevant Afghan stakeholders, regional actors and the international community that is focused on the rights and socioeconomic progress of the Afghan people.

7. With regard to inter-agency coordination and liaison, UNAMA engages with the United Nations country team to strengthen the repositioning of the United Nations development system and to deliver more effectively and efficiently in line with the 2030 Agenda, the Pact for the Future, the Sustainable Development Goals and the humanitarian-development-peace nexus. The Mission and the United Nations country team collaborate closely on issues related to governance, the rule of law, human rights and gender, focusing on policy issues and good offices. With the evolving context in Afghanistan, the Mission's work also supports the delivery of humanitarian response and meeting basic human needs through the restoration of essential services, livelihoods and community systems, in line with Inter-Agency Standing Committee recommendations. The Mission supports the removal of explosive ordnance, the delivery of risk education and the provision of victim assistance to enable humanitarian and basic human needs activities. It collaborates with various stakeholders to explore new aid approaches targeting economic promotion and recovery. It also leads the coordination of an overall risk management approach of the United Nations in Afghanistan, including mitigating the risk of aid diversion, and engages with the United Nations country team to increase efficiency gains and the effectiveness of operations by sharing services and premises. In addition, the Mission coordinates on specific issues with the United Nations Regional Centre for Preventive Diplomacy for Central Asia to provide good offices and expert advice on confidence-building measures in the region that contribute to stability in Afghanistan.

8. With regard to external factors, the overall plan for 2026 is based on the following planning assumptions:

   (a) The de facto authorities will remain in control of the territory of Afghanistan. However, political, security, human rights, legal, socioeconomic and humanitarian uncertainties will continue. The likely continuation and furthering of restrictive policies will present challenges for the full reintegration of Afghanistan into the international community;

   (b) The lack of international recognition, and, to an extent, domestic legitimacy of the de facto authorities due to questions about lack of representation and inclusion, the dissonance between their ideology and international norms and standards, the continued absence of a constitution

and the promulgation of repressive decrees, especially those aimed at women and minority groups, will pose significant challenges in engaging with domestic, regional and international stakeholders on the future of Afghanistan;

(c) The security situation will remain uncertain, with the likelihood of continued attacks by Islamic State in Iraq and the Levant-Khorasan against the de facto authorities and the international presence, activities of anti-Taliban armed opposition groups and dynamics related to the presence of regional and international foreign terrorist fighters and their access to illicitly accumulated small arms and light weapons, with an impact on the Mission, as well as on development and humanitarian actors, in terms of access and physical security;

(d) Relations between Afghanistan and some of its neighbours will remain tense due to unresolved security issues, threats of terrorism, and migration and water management issues;

(e) Civilians, including those working as humanitarians and supporting basic human needs, will continue to face the threats of explosive ordnance, including those from improvised explosive devices and explosive remnants of war;

(f) Enduring threats, such as terrorism, organized crime and illicit trafficking, including in narcotics, small arms and light weapons, and resource competition, will continue, with threats emerging from issues such as land rights and the disenfranchisement of minorities, population outflow, returnees, unemployment and the impact of evolving regional dynamics, as well as vulnerability to the adverse impact of climate change, ecological changes and natural disasters, which may heighten the risk of local conflicts over land, water and other resources;

(g) The economy and human development will remain adversely affected by the continuing impact of non-recognition and donor sensitivities, the severe restrictions by the de facto authorities on female national staff working for the United Nations and non-governmental organizations (NGOs), and the limitations of the de facto authorities to reinvigorate the economy and reduce poverty, with the resumption of development funding depending on the de facto authorities meeting international norms, especially in relation to the protection of human rights, including for women and girls;

(h) In a context where funding is diminishing and mobilizing additional resources is increasingly challenging, the United Nations is expected to demonstrate increased complementarities and efficiencies in humanitarian assistance and recovery support. This includes focusing on meeting basic human needs by maintaining essential services and preserving community systems;

(i) As viable alternatives for large-scale legitimate financial transactions remain unavailable, the United Nations will continue to rely on and incur the costs associated with the cash importation facility of the Secretariat, managed at Headquarters.

9. The Mission integrates a gender perspective in its operational activities, deliverables and results. For example, in its engagement with the de facto authorities and political stakeholders, UNAMA continues its advocacy for the full and meaningful participation of women in political processes at all levels. The Mission continues to support the implementation of Security Council resolutions 1325 (2000) and 2493 (2019), particularly on gender equality, the empowerment of women and girls and their human rights.

10. In line with the United Nations Disability Inclusion Strategy, UNAMA will implement its revised strategy plan, with a focus on: (a) increasing the number of outreach projects and activities with persons with disabilities in communities in order to foster engagement; (b) reinforcing an organizational culture that supports the inclusion of persons with disabilities; (c) advancing disability inclusion in strategic planning and management, knowledge and information management, staff training and career development; and (d) promoting workplace accessibility and enabling the performance of functions.

Evaluation activities

11. The audit by the Office of Internal Oversight Services of the emergency preparedness and management of cost recovery arrangements of UNAMA, and an internal evaluation of the Mission's outreach activities, were completed in 2024 and have guided the proposed programme plan for 2026. In response to the internal evaluation findings, in which the critical role of outreach activities in mandate implementation was highlighted, UNAMA will expand its outreach engagements to foster dialogue between Afghan stakeholders, including the de facto authorities. This expansion will support efforts to achieve rights-based stability and promote the full reintegration of the Afghan State into the international community.

Programme performance in 2024

Creation and maintenance of a space for dialogue among diverse Afghan constituencies, amid increasing restrictions on the Afghan population and the narrowing media and public space

12. A space for women, young people, and ethnic and religious minority groups was created through the Mission's engagement with Afghan stakeholders, with the aim of supporting their agenda for dialogue with the de facto authorities, including with regard to their political and economic participation and empowerment. These efforts were a result of the Mission's continued countrywide consultations, including its engagement with the de facto authorities and other stakeholders on the protection of human rights in Afghanistan, including those of women and girls, to understand their position and advocate for an articulated socioeconomic, political and policy agenda supported by the de facto Cabinet and its leadership in Kandahar; and the facilitation of outreach and community engagements with the de facto authorities, religious leaders, young people, civil society and business actors. The Mission also engaged with the political opposition and former government officials.

13. Based on stakeholder engagements, UNAMA identified areas of common interest for targeted action, such as countering narcotics, combating climate change and enabling the private sector, including through microfinance and women's entrepreneurship. The Mission engaged with a wide range of stakeholders, including through broad consultations with businesspersons – both women and men – and the participation of technical experts in the small group on alternative livelihoods as part of the working groups on counter-narcotics efforts and the private sector under the Doha process. It also fostered dialogue between the international community and the de facto authorities, resulting in enhanced aid coordination. The Afghanistan Coordination Group held key meetings on funding, private sector development and the humanitarian-development-peace nexus, while the high-level coordination forum broadened its focus from humanitarian aid to the coordination of basic human needs assistance.

14. Nevertheless, ongoing restrictions on the media and civic space by the de facto authorities continued to have an impact on, in particular, women media workers and women civil society actors, as well as United Nations female national personnel, which had a significant impact on the Mission's ability to conduct outreach.

15. Progress towards the objective is presented in the performance measure below (see table 1).

Table 1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Enhanced UNAMA-facilitated dialogues between diverse Afghan constituencies and the de facto authorities to discuss good governance principles and improve community	Despite significant restrictions on women, continuous engagement with Afghan constituencies, as well as the facilitation of outreach meetings,	Some space for diverse voices was created and maintained despite continued restrictions on the Afghan population, especially women, as a result of the Mission's continuous

2022 (actual)	*2023 (actual)*	*2024 (actual)*
relations, as well as to promote international community engagement with the de facto authorities on international norms and principles	contributed to maintaining some space for diverse voices	engagement with the de facto authorities and other Afghan constituencies, and the facilitation of outreach meetings

Planned results for 2026

Result 1: rights-based stability in Afghanistan

Programme performance in 2024 and target for 2026

16. In 2024, the Mission maintained regular engagement with the de facto authorities, other national stakeholders and the international community on issues relating to human rights, the rule of law, governance and inclusion. Given the ongoing restrictions on the enjoyment by women and girls of their rights and amid shrinking civic space, UNAMA continued advocacy with the de facto authorities to reverse their restrictions on women, civil society and media, as well as to engage other national and subnational stakeholders, including through the United Nations-convened meetings of special envoys for Afghanistan and the subsequently established working groups.

17. In 2026, the Mission will maintain engagement with the de facto authorities on overarching priorities, particularly the situation of vulnerable groups, including women and girls, as well as ethnic and religious minorities, and efforts relating to accountability for human rights violations by de facto authorities. This work is expected to contribute to the level of international assistance to meet humanitarian and basic human needs, efforts towards compliance with international human rights and humanitarian law obligations, and a more conducive environment for inclusive governance.

18. Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 2).

Table 2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Regular United Nations engagement with the de facto authorities, other national stakeholders and the international community for sustained support to meet humanitarian and human needs, as well as compliance by relevant de facto authorities with international human rights and humanitarian law obligations Regular United Nations injection of cash for humanitarian	Regular United Nations engagement with the de facto authorities, non-Taliban figures and those from different ethnic groups and geographical regions, to advocate for inclusive governance as well as support for the establishment of mechanisms at the national and subnational levels for inclusive governance	Continued efforts towards inclusive and responsive governance, and pursuit of a political path for confidence-building between Afghan stakeholders and the international community	Continued efforts towards an inclusive, representative, participatory and responsive governance model, including dialogue between diverse Afghan constituencies and the de facto authorities	Identification of a responsive and consultative governance model, including through political consultations among the de facto authorities, other Afghan stakeholders and the international community, facilitated by the Mission

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
assistance, in coordination with the Central Bank and other partners Regular subnational outreach meetings and facilitated community relationship-building and engagement with the de facto authorities	Provision of support to the development of a structured policy dialogue for confidence-building between Afghan stakeholders and the international community			

Result 2: supporting efforts towards the full reintegration of the Afghan State with the international community

Programme performance in 2024 and target for 2026

19. The Mission supported the second and third United Nations-convened meetings of special envoys for Afghanistan in Doha in February and in June–July 2024, with the de facto authorities participating in the latter and Afghan civil society representatives attending dedicated sessions at both meetings. The Mission subsequently supported the establishment of working groups on the private sector and on counter-narcotics efforts as part of confidence-building measures.

20. The Mission will renew its efforts to facilitate dialogue between Afghan stakeholders, including actors from all strata of society in Afghanistan. It will continue to support the United Nations country team and international partners with institutionalizing the monitoring of delivery of principled basic human needs assistance into verifiable reporting mechanisms for the accountability of the United Nations Strategic Framework for Afghanistan.

21. Progress towards the objective is presented in the performance measure below (see table 3).

Table 3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Facilitation of more coherent, coordinated and structured international engagement, including the convening of two meetings of the special envoys for Afghanistan in Doha in February and June–July and the subsequent launch of the working groups on counter-narcotics efforts and the private sector	Continued facilitation of increased coherent, coordinated and structured international engagement aimed at an Afghanistan reintegrated into the international community and meeting international obligations	Increased coherent, coordinated and structured international engagement, with tangible steps towards an Afghanistan reintegrated into the international community and meeting international obligations

Result 3: strengthened economic and social resilience in Afghanistan

Proposed programme plan for 2026

22. The Mission will continue its efforts to strengthen basic human needs programming through the coordination of United Nations agencies and resource mobilization activities with donors, while maintaining advocacy to continue resourcing critical humanitarian needs. It will pursue increased aid dialogue with the de facto authorities in order to promote a conducive regulatory and operational environment for the private sector and aid organizations.

Lessons learned and planned change

23. A lesson for the Mission was the importance of strengthening the private sector and promoting livelihood assistance, as such an approach reduces humanitarian needs, strengthens the resilience of Afghans and paves the way for economic stability. In applying the lesson, the Mission will strengthen its engagement with the private sector, including through the working group on the private sector under the Doha process and regular consultations with private sector representatives. It will further capitalize on the United Nations Strategic Framework for Afghanistan and engage non-donor Member States to align their private sector support with a holistic private sector support strategy that promotes the resilience of Afghan communities and equitable growth.

24. Expected progress towards the objective is presented in the performance measure below (see table 4).

Table 4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Strengthened resilience of Afghan communities as a result of a strategic shift from a predominantly humanitarian response to increased funding for basic human needs	Strengthened aid dialogue with the de facto authorities, aimed at enabling a more conducive regulatory and operational environment for the private sector and aid organizations

Deliverables

25. Table 5 lists all deliverables of the Mission.

Table 5
Deliverables for the period 2024–2026, by category and subcategory

Deliverables	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Reports of the Secretary-General to the Security Council	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
2. Meetings of the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**42**	**96**	**50**	**52**
3. Discussion/awareness-raising/sensitization sessions with human rights stakeholders, including local authorities, civil society organizations and human rights defenders, on human rights standards	32	70	30	30
4. Consultations with Afghan women to enable an articulation of their views for engagement with the de facto authorities	10	26	20	22
Technical materials (number of materials)	**1**	**8**	**1**	**1**
5. Thematic or special human rights-related reports	1	8	1	1
C. Substantive deliverables				
Good offices: engagement with the de facto authorities, Afghan political and economic actors, civil society and countries in the region to support inclusive and responsive governance processes, peace and stability at the national and subnational levels and access to humanitarian and basic services; support for dialogue and confidence-building measures between the de facto authorities and other stakeholders to encourage and build consensus on subnational governance, inclusion, civic space, young people and fundamental rights and freedoms; enhanced regional cooperation on security-political matters, economic development, disaster management and people-to-people contacts; and support for a coordinated international response to Afghanistan.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach activities with Afghans, opinion leaders, the media, civil society, young people and other change agents to support the implementation of the UNAMA mandate.				
External and media relations: press conferences, statements, advisories, backgrounders, interviews and other media engagements related to the Mission's objectives.				
Digital platforms and multimedia content: dissemination of the Mission's mandated work through the Mission's website and social media accounts.				

B. Proposed post and non-post resource requirements for 2026

1. Total resource requirements

Resource requirements (regular budget)

Table 6
Financial resources
(Thousands of United States dollars)

	2024		2025	2026	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2026 vs. 2025 Increase/(decrease)
Category of expenditure	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel	28.7	18.0	23.7	23.7	–
Civilian personnel	93 000.9	93 094.5	92 140.3	87 958.0	(4 182.3)
Operational costs	34 295.1	23 820.4	32 531.0	36 481.4	3 950.4
Total (net of staff assessment)	**127 324.7**	**116 932.9**	**124 695.0**	**124 463.1**	**(231.9)**

Table 7
Human resources

	International staff										National staff				United Nations Volunteers			
	USG	ASG[a]	D-2	D-1	P-5[b]	P-4[b]	P-3	P-2	FS	Subtotal	NPO[b]	GS	LL[b]	Subtotal	International	National	Subtotal	Total
Approved 2025	1	2	1	5	27	54	54	5	132	281	128	1	624	753	75	27	102	1 136
Proposed 2026	1	2	1	5	26	55	55	5	125	275	121	1	576	698	78	36	114	1 087
Net change	**–**	**–**	**–**	**–**	**(1)**	**1**	**1**	**–**	**(7)**	**(6)**	**(7)**	**–**	**(48)**	**(55)**	**3**	**9**	**12**	**(49)**
Abolishment as at 1 October 2026	–	–	–	–	(1)	(1)	(2)	(1)	(14)	(19)	–	–	(19)	(19)	–	–	–	(38)
Proposed 2026	1	2	1	5	25	54	53	4	111	256	121	1	557	679	78	36	114	1 049
Change	**–**	**–**	**–**	**–**	**(2)**	**–**	**(1)**	**(1)**	**(21)**	**(25)**	**(7)**	**–**	**(67)**	**(74)**	**3**	**9**	**12**	**(87)**

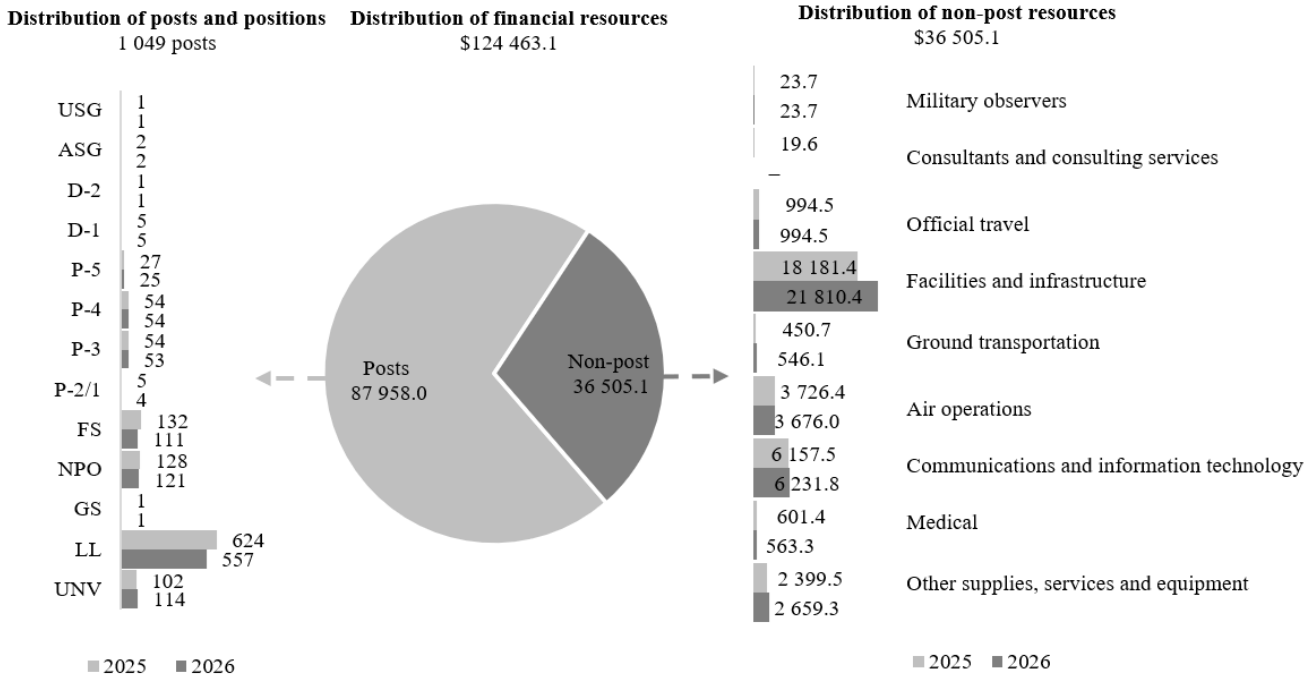
[a] One post is funded at 50 per cent and cost-shared with the Development Coordination Office.
[b] Includes one P-5, one P-4, one NPO and one LL position approved as general temporary assistance.

26. The proposed resource requirements for 2026 for UNAMA amount to $124,463,100 (net of staff assessment) and would provide for civilian personnel costs ($87,958,000) consisting of salaries, common staff costs and danger pay for the deployment of 1,049 posts and positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 5 D-1, 25 P-5, 54 P-4, 53 P-3, 4 P-2, 111 Field Service, 121 National Professional Officer, 1 National General Service staff, 557 Local level and 114 United Nations Volunteer), inclusive of the abolishment of 117 posts, of which 38 posts in the Kuwait Joint Support Office will be abolished effective 1 October 2026, the proposed establishment of 18 new posts and 3 new international United Nations Volunteer positions, and the proposed conversion of nine national United Nations Volunteer positions from extrabudgetary resources; the cost of one military observer ($23,700); and operational costs in the amount of $36,481,400.

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; iUNV, international United Nations Volunteer; LL, Local level; NPO, National Professional Officer; nUNV, national United Nations Volunteer; USG, Under-Secretary-General.

27. The decrease in requirements for 2026 compared with the appropriation for 2025 is attributable to reduced requirements for civilian personnel, owing mainly to the abolishment of 117 posts and the application of a higher vacancy rate for international staff, offset by higher requirements for United Nations Volunteer costs owing to a lower vacancy rate and higher entitlement costs, as well as the proposed establishment of 18 new posts. The decrease in requirements is offset in part by increased requirements for operational costs, attributable primarily to additional requirements for: (a) construction of a central warehouse for more efficient space management and for the improvement of the wastewater treatment plant and the compound facilities, including for security upgrades; and (b) acquisition of safety and security equipment, as well as the replacement of prefabricated accommodations and equipment, and engineering supplies required for the general maintenance of the compounds and to support the planned minor projects.

Figure
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Vacancy rates

28. Table 8 outlines the proposed vacancy rates for 2026, which take into account the 2024 average vacancy rate and the actual vacancy rate as at 31 March 2025. This is in line with the policy guidance provided to improve the accuracy and consistency of the vacancy factors applied in the proposed budget for 2026 and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions, or posts and positions proposed for reassignment.

Table 8
Vacancy rates
(Percentage)

Category	*Actual average in 2024*	*Approved 2025*	*Actual as at 31 March 2025*	*Proposed 2026*
Military and police personnel				
Military observer	–	–	–	–
Civilian personnel				
International staff	10.4	8.3	13.9	10.4
National staff				
National Professional Officers	18.9	15.5	14.8	14.8
National General Service staff[a]	14.8	11.2	10.7	10.7
United Nations Volunteers				
International	4.0	5.3	4.0	4.0
National	5.0	5.0	11.1	5.0

[a] Includes General Service and Local level staff.

2. Staffing requirements

29. For 2026, a number of efficiency-driven reconfigurations and optimizations of the structure and staffing of UNAMA are proposed, resulting from efforts focused on:

(a) Streamlining the field office configuration in the northern region, through the closure of the Maymana and Pul-e Khumri provincial offices, with the mandate delivery in these areas to be the covered by a roving capacity from the Mazar-e Sharif regional office, resulting in the proposed abolishment of 19 posts, the reassignment of 6 posts and positions, and the redeployment of 14 posts to various field offices and the Security Section in Kabul;

(b) Restructuring the security communications architecture for greater operational efficiency: it is proposed to create a Remote Security Operations Centre in Kabul which would enable radio networks to be monitored remotely, reducing the requirement to operate physical security operation centres in the field, leading to the proposed abolishment of 21 Field Radio Operator (Local level) posts. It is proposed that the centre be constituted with 21 Field Security Radio Operators (Local level) through the continuation of the 4 existing posts in Kabul and the redeployment of the remaining 17 posts of Field Radio Operator (Local level) from the field offices;

(c) Transitioning of client missions of the Kuwait Joint Support Office to the Regional Service Centre in Entebbe, Uganda: in view of the termination of the mandate of the United Nations Assistance Mission for Iraq (UNAMI) on 31 December 2025, it is the intention of the Secretariat to transition the peace operations supported by the Office to the Centre by the end of the UNAMI liquidation process in September 2026. In line with this plan, the current budget contains the proposed abolishment of 38 posts in the Office that are funded from UNAMA, effective 1 October 2026;

(d) Further optimization of staffing resources to address capacity gaps in key mandated areas and the repurposing of resources in view of evolving priorities, ensuring that posts and positions are aligned to the functions performed, and that they are retained only after critical review for continuing needs. These gaps and competing priorities were discussed in several senior leadership meetings before and during budget preparation, and also through further consultation with Headquarters.

30. In view of the low percentage of female national staff within the Mission, UNAMA is continuously undertaking efforts to address challenges that prevent the attainment of gender parity, through capacity-building for women. The national United Nations Volunteers play a critical role in the Mission's activities, in both substantive and mission support sections, and are essential for achieving and maintaining the UNAMA mandate, including by integrating the perspectives of Afghan women in all areas of work and enhancing the Mission's capacity to reach local communities and the most vulnerable groups. In line with the efforts to continue to improve the gender balance in the Mission's staffing, and taking into account the prospects of shrinking extrabudgetary resources, it is proposed that the existing nine national United Nations Volunteer positions that are held by women and currently funded from extrabudgetary resources be converted to regular budget funding in 2026, to continue to support programmes of work of components across the Mission. The conversion provides some element of assured continuity in this flagship initiative, which supports the advancement of women's involvement in society and supports the gender parity efforts of UNAMA to employ and empower young professional Afghan women who would otherwise be struggling to find professional purpose in their lives after graduation.

31. The cost efficiencies to be achieved for 2026 are as follows:

Table 9
Efficiency gains
(Thousands of United States dollars)

Category	*Initiative*	*Estimated amount (2026)*
Civilian personnel	Abolishment of 27 posts the functions of which can be absorbed by remaining existing capacities	2 107.3
Civilian personnel	Abolishment of 19 posts resulting from the streamlining of the field office configuration in the northern region	785.4
Facilities and infrastructure	Cost avoidance owing to the closure of the Maymana and Pul-e Khumri provincial offices	562.6
Civilian personnel	Abolishment of 21 posts owing to the restructuring of the field security operations centres	710.6
Civilian personnel	Abolishment of 10 National Professional Officer posts the functions of which can be carried out at the local level	542.0
Communications and information technology	Cost avoidance on software and user-based fees owing to the proposed abolishments	80.0
Facilities and infrastructure	Reduction of fuel consumption by generators resulting from project upgrades	78.6
Total		**4 866.5**
Approved budget for 2025		124 695.0
Efficiencies as a percentage of the approved budget for 2025		3.9

32. For 2026, the proposed staffing complement reflects a net decrease of 87 posts and positions, as a result of the following changes:

- Abolishment of 117 posts (2 P-5, 1 P-4, 2 P-3, 1 P-2, 21 Field Service, 10 National Professional Officer and 80 Local level), inclusive of 38 posts abolished in the Kuwait Joint Support Office effective 1 October 2026;
- Establishment of 21 posts and positions (1 P-4, 1 P-3, 3 National Professional Officer, 13 Local level and 3 international United Nations Volunteer);
- Reassignment of 12 posts and positions;

- Redeployment of 39 posts;
- Conversion of 9 positions from extrabudgetary funding.

33. These changes are detailed by organizational unit in the sections below. Annex II to the present report contains the organizational charts.

Special Representative of the Secretary-General for Afghanistan

Table 10
Staffing requirements: Office of the Special Representative of the Secretary-General for Afghanistan

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Front Office of the Special Representative of the Secretary-General for Afghanistan																		
Approved 2025	1	–	–	–	1	1	–	–	2	5	–	–	4	4	–	–	–	9
Proposed 2026	1	–	–	–	2	1	–	–	2	6	–	2	2	4	–	–	–	10
Change	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**–**	**–**	**1**	**–**	**2**	**(2)**	**–**	**–**	**–**	**–**	**1**
Office of the Chief of Staff																		
Approved 2025	–	–	1	–	2	3	3	–	1	10	–	9	4	13	–	–	–	23
Proposed 2026	–	–	1	–	2	3	3	–	1	10	–	9	4	13	–	–	–	23
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Human Rights Service																		
Approved 2025	–	–	–	1	2	4	1	1	1	10	–	6	9	15	–	1	1	26
Proposed 2026	–	–	–	1	2	4	1	1	1	10	–	6	10	16	–	1	1	27
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**–**	**–**	**1**
Strategic Communications Section																		
Approved 2025	–	–	–	–	1	2	1	–	–	4	–	4	8	12	–	–	–	16
Proposed 2026	–	–	–	–	1	2	1	–	–	4	–	4	8	12	–	–	–	16
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Gender Advisory Unit																		
Approved 2025	–	–	–	–	1	1	1	–	–	3	–	–	1	1	–	1	–	5
Proposed 2026	–	–	–	–	1	1	1	–	–	3	–	–	1	1	1	1	–	6
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**1**
Security Section																		
Approved 2025	–	–	–	–	1	2	4	2	55	64	–	2	109	111	3	1	4	179
Proposed 2026	–	–	–	–	1	2	5	2	53	63	–	0	125	125	5	3	8	196
Change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**(2)**	**(1)**	**–**	**(2)**	**16**	**14**	**2**	**2**	**4**	**17**
Total, Special Representative of the Secretary-General for Afghanistan																		
Approved 2025	1	–	1	1	8	13	10	3	59	96	–	21	135	156	3	3	6	258
Proposed 2026	1	–	1	1	9	13	11	3	57	96	–	21	150	171	6	5	11	278
Change	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**(2)**	**–**	**–**	**–**	**15**	**15**	**3**	**2**	**5**	**20**

34. The Special Representative of the Secretary-General for Afghanistan provides strategic leadership to the political, human rights and development/humanitarian coordination-related work of the United Nations in the country. The Special Representative serves as Head of Mission, is responsible for the executive management of the Mission's resources and administration and is supported by the Front Office.

Proposed organizational changes

Table 11
Human resources: Office of the Special Representative of the Secretary-General for Afghanistan

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Front Office				
Post	+1	P-5	Chief of Section, Conduct and Discipline	Redeployment from UNAMA Support Office in Kuwait
Post	+1	NPO	Associate Protocol Officer	Establishment
Post	+1	NPO	Assistant Coordination Officer	Establishment
Post	-2	LL	Administrative Assistant	Abolishment
Subtotal	**+1**			
Human Rights Service				
Post	+1	LL	Human Rights Assistant	Redeployment from Kabul field office
Subtotal	**+1**			
Gender Advisory Unit				
Position	+1	iUNV	Gender Affairs Officer	Reassignment from Acquisition Management Unit
Subtotal	**+1**			
Security Section				
Post	+1	P-3	Administrative Officer	Reassignment from Kabul field office
Post	+1	FS	Security Officer	Reassignment from Kabul field office
Post	-1	FS	Security Officer	Abolishment
Post	+1	LL	Administrative Assistant	Establishment
Post	-2	FS	Security Officer	Abolishment
Post	-1	NPO	Assistant Security Officer	Abolishment
Post	+1	LL	Field Security Assistant	Establishment
Post	-1	NPO	Associate Training Officer	Abolishment
Post	+1	LL	Training Assistant	Establishment
Post	+1	LL	Administrative Assistant	Establishment
Post	-6	LL	Field Security Guard	Abolishment
Post	+17	LL	Field Security Radio Operator	Redeployment from various field offices
Post	+1	LL	Field Security Guard	Redeployment from Kabul field office
Position	+1	iUNV	Security Officer	Establishment
Position	+1	iUNV	Security Logistics Officer	Redeployment from Herat field office
Position	+2	nUNV	Local Security Assistant	Conversion from extrabudgetary resources
Subtotal	**17**			
Total	**20**			

35. The following changes are proposed for 2026:

(a) **Front Office of the Office of the Special Representative of the Secretary-General for Afghanistan**:

(i) Redeployment of one post of Chief of Section, Conduct and Discipline (P-5), to Kabul from Kuwait, effective 1 January 2026, in view of the closure of the UNAMA Support Office in Kuwait and to enhance oversight and coordination with key stakeholders and client missions, taking into consideration that UNAMA accounts for more than half of the allegations processed by the Unit;

(ii) Establishment of one post of Associate Protocol Officer (National Professional Officer) and one post of Assistant Coordination Officer (National Professional Officer), in combination with the proposed abolishment of the two posts of Administrative Assistant (Local level), to strengthen the protocol capacity of the Office, which requires dedicated protocol and advisory support at a higher degree of expertise and responsibility in order to provide effective engagement support to the head of entity. The Associate Protocol Officer will be responsible for supporting the Office in managing formal engagement with the de facto authorities on United Nations privileges and immunities and host country obligations, coordinating high-level meetings and managing administrative tasks to ensure the timely resolution of sensitive issues and enhanced Mission compliance with host country protocols and procedure. The Assistant Coordination Officer will support the Office's high-level political engagement through liaison, coordination and contextual advisory functions, including the maintenance of working relationships with de facto officials, diplomatic missions and civil society actors; preparation of correspondence and background materials; the provision of general administrative support; and the provision of advice on cultural, religious and political sensitivities to ensure effective engagement in a politically complex environment;

(b) **Human Rights Service**: redeployment of one post of Human Rights Assistant (Local level) from the Kabul field office to support the work of the Service on issues related to detention monitoring and the prevention of torture and ill-treatment in prisons and places of detention;

(c) **Gender Advisory Unit**: reassignment of one position of Facilities Management Assistant (international United Nations Volunteer) as Gender Affairs Officer (international United Nations Volunteer) from the Acquisition Management Unit to enhance the capacity of the Unit to effectively mainstream gender equality as a cross-cutting issue throughout mandate implementation and support the advancement of the implementation of the women and peace and security agenda, in line with Security Council resolution 2727 (2024) and related resolutions;

(d) **Security Section**: changes to the staffing structure in the Security Section are proposed to ensure effective resource management and the efficiency of the day-to-day administrative needs of the Section in the context of the restructuring of the Mission's field security operations centre. UNAMA has reviewed its security communications architecture and, in line with recommendations from assessments undertaken, proposes to create a central Remote Security Operations Centre in Kabul. Currently, the Mission operates a physical security operations centre in each field location, with 46 Field Security Radio Operators providing security communications support nationwide. Under the remote modality, security communication operations will be consolidated in Kabul, from which remote field radio networks will be centrally monitored and operated. With the implementation of the remote centre, the number of physical security operations centres in the regions would be reduced, leading to the abolishment of 25 posts of Field Security Radio Operator (Local level) (inclusive of four posts abolished in the context of the closure of the Maymana and Pul-e Khumri provincial offices) across the various field offices. To that end, it is further proposed that the centre be constituted through the continuation of 4 existing posts in Kabul and the redeployment of 17 posts of Field Security Radio Operator (Local level) from the field offices (10 from the regional offices and 7 from the provincial offices). The following changes in the Section are therefore proposed for 2026:

(i) Reassignment of two posts from the Kabul field office: one post of Security Coordination Officer (P-3) as Administrative Officer (P-3) to reflect adjustments to the roles and responsibilities currently undertaken by the post in view of the need to have dedicated administrative capacity at the appropriate level; and one post of Fire Safety Officer (Field Service) as Security Officer (Field Service) in the Security Investigations Unit to provide critical support to security investigations and incident response;

(ii) Abolishment of one post of Security Officer (Field Service) and establishment of one post of Administrative Assistant (Local level) to strengthen administrative and financial oversight within the Security Section and to promote the nationalization of functions;

(iii) Abolishment of two posts of Security Officer (Field Service) in view of the streamlining of operational functions, as it was determined that the functions could be absorbed by the existing capacity within the Section;

(iv) Abolishment of six posts of Field Security Guard (Local level), based on a review of security requirements at the United Nations air terminal in Kabul, which assessed that the functions of the posts could be discharged by existing staff within the Section;

(v) Abolishment of two National Professional Officer posts of Assistant Security Officer and Associate Training Officer, in combination with the proposed establishment of two Local level posts, one Field Security Assistant and one Training Assistant, as the functions have evolved, and it was determined that the tasks currently being performed could be effectively carried out with a lower-level skill set;

(vi) Establishment of one post of Administrative Assistant (Local level) to support budget execution, procurement processing and contract management;

(vii) Establishment of one position of Security Officer (international United Nations Volunteer) to support the coordination of security-related activities and administrative processes;

(viii) Redeployment of 17 posts of Field Security Radio Operator (Local level) from the field offices to constitute the Remote Security Operations Centre;

(ix) Redeployment of one Field Security Guard (Local level) from the Kabul field office to support operational requirements;

(x) Redeployment of one position of Security Logistics Officer (international United Nations Volunteer) from the Herat field office to support the Section's needs with respect to the coordination of security logistics, inventory management and transportation services;

(xi) Conversion of two positions of Local Security Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 30) to provide effective administrative, logistical and operational support to the Crisis Coordination Centre and to serve as the first security point of contact for all United Nations staff requiring security assistance.

Table 12
Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	1	1	1	1	–	–	4	1	–	–	1	–	–	–	5
Proposed 2026	–	–	–	1	1	1	1	–	–	4	1	–	–	1	–	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

36. The Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) will continue to provide backstopping to the Mission, including the provision of operational support, assistance in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, and engagement with Member States and other key regional and international partners.

Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

Table 13
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																		
Approved 2025	–	1	–	–	–	1	1	–	1	4	–	1	3	4	–	–	–	8
Proposed 2026	–	1	–	–	–	1	1	–	1	4	–	–	3	3	–	–	–	7
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**–**	**–**	**–**	**(1)**
Political Affairs Service																		
Approved 2025	–	–	–	1	2	7	4	1	–	15	–	8	8	16	–	3	3	34
Proposed 2026	–	–	–	1	2	7	5	1	–	16	–	8	6	14	–	6	6	36
Change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**1**	**–**	**–**	**(2)**	**(2)**	**–**	**3**	**3**	**2**
Liaison Office in Tehran																		
Approved 2025	–	–	–	–	–	1	–	–	–	1	–	1	2	3	–	–	–	4
Proposed 2026	–	–	–	–	–	1	–	–	–	1	–	1	2	3	–	–	–	4
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Liaison Office in Islamabad																		
Approved 2025	–	–	–	–	–	1	–	–	–	1	–	1	3	4	–	–	–	5
Proposed 2026	–	–	–	–	–	1	–	–	–	1	–	1	2	3	–	–	–	4
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**(1)**
Regional Cooperation Unit																		
Approved 2025	–	–	–	–	1	–	2	–	–	3	–	–	–	–	–	–	–	3
Proposed 2026	–	–	–	–	1	–	2	–	–	3	–	–	–	–	–	–	–	3
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Strategic Engagement Advisory Unit																		
Approved 2025	–	–	–	–	1	–	1	–	–	2	–	1	–	1	–	–	–	3
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**–**	**–**	**(2)**	**–**	**(1)**	**–**	**(1)**	**–**	**–**	**–**	**(3)**
Joint Analysis and Reporting Section																		
Approved 2025	–	–	–	–	1	2	2	–	–	5	–	1	4	5	–	–	–	10
Proposed 2026	–	–	–	–	1	2	2	–	–	5	–	1	3	4	–	–	–	9
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**(1)**

	International staff										National staff				United Nations Volunteers			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)																		
Approved 2025	–	1	–	1	5	12	10	1	1	31	–	13	20	33	–	3	3	67
Proposed 2026	–	1	–	1	4	12	10	1	1	30	–	11	16	27	–	6	6	64
Change	**–**	**–**	**–**	**–**	**(1)**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(2)**	**(4)**	**(6)**	**–**	**3**	**3**	**(4)**

37. The Deputy Special Representative of the Secretary-General (Political Affairs) advises the Special Representative of the Secretary-General on political issues and the dynamics affecting the implementation of the mandate of the Mission and manages the political pillar. The Deputy Special Representative supports the implementation of the mandate through the provision of regular analyses of the political situation in the country and the region by: (a) liaising with the international community, diplomatic community and NGOs in Afghanistan on political issues; (b) coordinating political priorities within the Mission and with United Nations Headquarters; and (c) providing good offices and outreach, particularly in the areas of political stability and regional cooperation.

Proposed organizational changes

Table 14
Human resources: Deputy Special Representative of the Secretary-General (Political Affairs)

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Front Office				
Post	-1	NPO	Political Affairs Officer	Reassignment to Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)
Subtotal	**-1**			
Political Affairs Service				
Post	-1	P-5	Senior Civil Affairs Officer	Abolishment
Post	+1	P-5	Senior Political Affairs Officer	Redeployment from Strategic Engagement Advisory Unit
Post	+1	P-3	Political Affairs Officer	
Post	+1	NPO	Associate Political Affairs Officer	
Post	-1	NPO	Associate Judicial Affairs Officer	Reassignment to Kandahar field office
Post	-2	LL	Political Affairs Assistant	Abolishment
Position	+3	nUNV	Associate Political Affairs Officer	Conversion from extrabudgetary resources
Subtotal	**2**			
Liaison Office in Islamabad				
Post	-1	LL	Protocol Assistant	Abolishment
Subtotal	**-1**			

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Strategic Engagement Advisory Unit				
Post	-1	P-5	Senior Political Affairs Officer	Redeployment to Political Affairs Service
Post	-1	P-3	Political Affairs Officer	
Post	-1	NPO	Associate Political Affairs Officer	
Subtotal	**-3**			
Joint Analysis and Reporting Section				
Post	-1	LL	Political Affairs Assistant	Abolishment
Subtotal	**-1**			
Total	**-4**			

38. The following changes are proposed for 2026:

(a) **Front Office**: reassignment of one post of Associate Political Affairs Officer (National Professional Officer) as Coordination Officer (National Professional Officer) to the Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) to enhance the coordination role of the Office in engaging with the de facto authorities at the highest levels to ensure coherence, collaboration and efficient resource allocation, and to provide political support for optimal humanitarian and basic human needs outcomes, in line with the responsibilities laid out in the operative paragraph 5 (a) and (b) of Security Council resolution 2626 (2022);

(b) **Political Affairs Service**:

(i) Abolishment of one post of Senior Civil Affairs Officer (P-5) due to the current restrictive operating environment and limited opportunities to support local communities, which are now primarily spearheaded at the local level through UNAMA field offices;

(ii) Redeployment of the three posts from the Strategic Engagement Advisory Unit, comprising of one Senior Political Affairs Officer (P-5), one Political Affairs Officer (P-3) and one Associate Political Affairs Officer (National Professional Officer), as the functions previously undertaken by the Unit can be integrated within the Political Affairs Service. The integration is aimed at reinforcing the Mission's comprehensive approach to engagement with the de facto authorities, providing timely advice on political dynamics and policy directions of the de facto authorities, enhancing strategic and operational engagements with other Afghan political stakeholders and enhancing collaboration with the field offices on subnational political issues;

(iii) Reassignment of one post of Associate Judicial Affairs Officer (National Professional Officer) as Assistant Programme Management Officer (National Professional Officer) in the Kandahar field office, in response to the need to have dedicated capacity support for the mine action programme at the regional level;

(iv) Abolishment of two posts of Political Affairs Assistant (Local level), following a review of current workload arrangements;

(v) Conversion of three positions of Associate Political Affairs Officer (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 30) to monitor, support and report on activities related to political inclusion and security-related activities by the de facto security forces, facilitate engagement with different actors and support data collection and management as the basis for political economy analysis;

(c) **Liaison Office in Islamabad**: abolishment of one post of Protocol Assistant (Local level), following a review of the workload of the Office;

(d) **Strategic Engagement Advisory Unit**: redeployment of the three posts (1 P-5, 1 P-3 and 1 National Professional Officer) to the Political Affairs Service, as described in paragraph 38 (b) (ii);

(e) **Joint Analysis and Reporting Section**: abolishment of one post of Political Affairs Assistant (Local level), as the post has been vacant and the functions can be adequately covered by the existing staff within the Section.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)

Table 15
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*[a]	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)																		
Approved 2025	–	1	–	1	1[b]	3[b]	1	–	2	9	–	1[b]	4[b]	5	–	–	–	14
Proposed 2026	–	1	–	1	1[b]	3[b]	2	–	2	10	–	3[b]	4[b]	7	–	–	–	17
Change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**1**	**–**	**2**	**–**	**2**	**–**	**–**	**–**	**3**
Resident Coordinator Office/United Nations Country Team Unit																		
Approved 2025	–	–	–	–	–	–	–	–	–	–	–	1	1	2	–	–	–	2
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	1	1	2	–	–	–	2
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Aid Coordination Coherence Section																		
Approved 2025	–	–	–	–	1	1	1	–	–	3	–	1	1	2	–	–	–	5
Proposed 2026	–	–	–	–	1	1	1	–	–	3	–	1	1	2	–	–	–	5
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Risk Management Coordination Section																		
Approved 2025	–	–	–	–	1	1	–	–	–	2		2	2	4	–	–	–	6
Proposed 2026	–	–	–	–	1	2	–	–	–	3		2	2	4	–	–	–	7
Change	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**–**	**–**	**1**		**–**	**–**	**–**	**–**	**–**	**–**	**1**
Total, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (development pillar)																		
Approved 2025	–	1	–	1	3	5	2	–	2	14	–	5	8	13	–	–	–	27
Proposed 2026	–	1	–	1	3	6	3	–	2	16	–	7	8	15	–	–	–	31
Change	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**–**	**2**	**–**	**2**	**–**	**2**	**–**	**–**	**–**	**4**

[a] Funded at 50 per cent and cost-shared with the Development Coordination Office.
[b] Includes one P-5, one P-4, one NPO and one LL position approved as general temporary assistance.

39. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) is responsible for maintaining links with the United Nations country team as part of the role of Resident Coordinator and Humanitarian Coordinator. The Security Council, in paragraph 5 (a),

(b), (i) and (j) of its resolution 2626 (2022), mandated the Deputy Special Representative to coordinate and facilitate the provision of humanitarian assistance and financial resources to support humanitarian activities; coordinate international donors and organizations in relation to basic human needs; coordinate the overall risk management approach of the United Nations in Afghanistan; and coordinate explosive ordnance threat mitigation measures in support of humanitarian and development initiatives.

Proposed organizational changes

Table 16
Human resources: Deputy Special Representative of the Secretary-General/Resident Coordinator/ Humanitarian Coordinator (development pillar)

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Front Office				
Post	+1	P-3	Political Affairs Officer	Establishment
Post	+1	NPO	Assistant Coordination Officer	Establishment
Post	+1	NPO	Coordination Officer	Reassignment from Office of the Deputy Special Representative (Political Affairs)
Position	–	P-5	Senior Programme Management Officer	Continuation
Position	–	NPO	Associate Programme Management Officer	Continuation
Position	–	LL	Data Analysis Assistant	Continuation
Position	–	P-4	Coordination Officer	Continuation
Subtotal	**+3**			
Risk Management Coordination Section				
Post	+1	P-4	Programme Officer	Establishment
Subtotal	**+1**			
Total	**4**			

40. The following changes are proposed for 2026:

(a) **Front Office**:

(i) Establishment of one post of Political Affairs Officer (P-3) to strengthen the Mission's capacity on climate, peace and security, and to lead on engagement across UNAMA field offices on climate security risks and environmental peacebuilding, as well as local peace initiatives related to climate change; data collection, reporting and analysis; engagement with NGOs, Afghan academia and civil society to support analysis and outreach, focusing on the inclusion of Afghan women and youth; and support for joint United Nations action and coordination with the United Nations country team in a politically sensitive environment;

(ii) Establishment of one post of Assistant Coordination Officer (National Professional Officer) to support the work of UNAMA on climate, peace and security, particularly in coordinating engagement with the de facto authorities;

(iii) Reassignment of one post of Political Affairs Officer (National Professional Officer) as Coordination Officer (National Professional Officer) from the Office of the Deputy Special Representative of the Secretary-General (Political Affairs) to serve as a key interlocutor between the Office and the de facto authorities on issues such as access, the

operating and regulatory environment of aid operations and related security issues, and advocacy with regard to United Nations privileges and immunities;

(iv) Continuation of three general temporary assistance positions of Senior Programme Management Officer (P-5), Associate Programme Management Officer (National Professional Officer) and Data Analysis Assistant (Local level) established to support the mine action programme in UNAMA. The UNAMA Mine Action Unit supports the implementation of the Mission's mine action programme in line with paragraph 5 (c) of Security Council resolution 2626 (2022) and provides technical expertise and advice to Mission leadership and relevant stakeholders on mine action and engages with national mine action authorities, the United Nations country team and the humanitarian team to advocate for mine action. In this context, it is proposed that the three temporary positions be continued, to advance the mine action objectives of UNAMA in the most effective, cost-efficient and transparent manner possible;

(v) Continuation of one general temporary assistance position of Coordination Officer (P-4) to continue to undertake research and analysis, triangulating information on the delivery of assistance in Afghanistan, and facilitate engagement and negotiation with the de facto institutions around operational challenges in delivering humanitarian and basic human needs assistance to the people of Afghanistan, as well as advocating with the de facto authorities for rights, inclusion, equity, transparency and accountability in aid delivery;

(b) **Risk Management Coordination Section**: establishment of one post of Programme Officer (P-4) to provide specialized expertise in activities related to combating money-laundering and the financing of terrorism. The establishment of the post will enhance the United Nations system's capacity in Afghanistan to address the growing risks associated with money-laundering and terrorism financing activities through the implementation of robust safeguards and compliance with international standards on combating money-laundering and countering the financing of terrorism, maintain donor confidence and protect the integrity and accountability of United Nations programmes.

Mission Support

Table 17
Staffing requirements: Mission Support

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Office of the Chief of Mission Support																		
Approved 2025	–	–	–	1	–	1	2	–	2	6	–	1	1	2	3	–	3	11
Proposed 2026	–	–	–	1	–	1	2	–	2	6	–	1	1	2	3	–	3	11
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operations and Resource Management																		
Approved 2025	–	–	–	–	1	4	4	–	17	26	–	10	39	49	11	8	19	94
Proposed 2026	–	–	–	–	1	4	4	–	16	25	–	9	40	49	10	9	19	93
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**(1)**	**1**	**–**	**(1)**	**1**	**–**	**(1)**
Supply Chain and Service Delivery Management																		
Approved 2025	–	–	–	–	1	4	4	–	14	23	–	14	139	153	39	2	41	217
Proposed 2026	–	–	–	–	1	4	4	–	13	22	–	14	130	144	40	4	44	210
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**(9)**	**(9)**	**1**	**2**	**3**	**(7)**

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Total, Mission Support																		
Approved 2025	–	–	–	1	2	9	10	–	33	55	–	25	179	204	53	10	63	322
Proposed 2026	–	–	–	1	2	9	10	–	31	53	–	24	171	195	53	13	66	314
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**(2)**	**–**	**(1)**	**(9)**	**(10)**	**–**	**3**	**3**	**(8)**

41. Mission Support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises two main workstreams, namely, operations and resource management, and supply chain and service delivery management.

Proposed organizational changes

Office of the Chief of Mission Support

Operations and Resource Management

Table 18
Human resources: Operations and Resource Management

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Procurement Unit				
Post	-1	FS	Procurement Assistant	Abolishment
Subtotal	**-1**			
Field Technology Section				
Post	-1	NPO	Associate Information Systems Officer	Reassignment to Kabul Regional Office
Post	-1	LL	Information Systems Assistant	Abolishment
Position	+1	nUNV	Associate Information Management Assistant	Conversion from extrabudgetary resources
Subtotal	**-1**			
Human Resources and Training Section				
Post	+2	LL	Human Resource Assistant	Reassignment: 1 from Maymana field office and 1 from Pul-e Khumri field office
Subtotal	**+2**			
Acquisition Management Unit				
Position	-1	iUNV	Facilities Management Assistant	Reassignment to Gender Advisory Unit
Subtotal	**-1**			
Total	**-1**			

42. The following changes are proposed for 2026:

(a) **Procurement Unit**: abolishment of one post of Procurement Assistant (Field Service), following an internal review of the Mission's mode of operations, which has shifted towards greater utilization of information and communications technology (ICT) tools in the Mission;

(b) **Field Technology Section**:

(i) Reassignment of one post of Associate Information Systems Officer (National Professional Officer) as Assistant Programme Management Officer (National Professional Officer) in the Kabul regional office in response to the need to have dedicated capacity support for the mine action programme in the central region;

(ii) Abolishment of one post of Information Systems Assistant (Local level), as the functions of the post can be absorbed by existing capacity in the Section;

(iii) Conversion of one position of Associate Information Management Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 30) to support the implementation of the file classification scheme and records management;

(c) **Human Resources and Training Section**: reassignment of two posts of Administrative Assistant (Local level), one from the Maymana field office and one from the Pul-e Khumri field office, as Human Resources Assistant (Local level) to enhance the Section's capacity to address critical staff queries and support recruitment and onboarding activities, data analysis and reporting;

(d) **Acquisition Management Unit**: reassignment of one position of Facilities Management Assistant (international United Nations Volunteer) as Gender Affairs Officer (international United Nations Volunteer) in the Gender Advisory Unit.

Supply Chain and Service Delivery Management

Table 19
Human resources: Supply Chain and Service Delivery Management

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Office of the Chief of Supply Chain and Service Delivery Management				
Post	-1	LL	Administrative Assistant	Abolishment
Subtotal	**-1**			
Aviation and Movement Control Section				
Post	-1	FS	Movement Control Assistant	Abolishment
Post	-3	LL	Movement Control Assistant	Abolishment
Post	-2	LL	Air Operations Assistant	Abolishment
Position	+1	nUNV	Air Operations Assistant	Conversion from extrabudgetary resources
Subtotal	**-5**			
Transport Unit				
Post	-1	LL	Vehicle Technician	Abolishment
Post	-1	LL	Vehicle Technician	Redeployment to Kandahar field Office
Subtotal	**-2**			
Property Management Unit				
	-1	LL	Administrative Assistant	Abolishment
Subtotal	**-1**			
Medical Staff Counselling and Welfare Section				
Position	+2	iUNV	Paramedic	Establishment
Position	-1	iUNV	Paramedic	Redeployment to Bayman field office
Subtotal	**+1**			

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
General Supply and Fuel Unit				
Position	+1	iUNV	Finance Assistant	Conversion from extrabudgetary resources
Subtotal	**+1**			
Total	**-7**			

43. The following changes are proposed for 2026:

(a) **Office of the Chief of Supply Chain and Service Delivery Management**: abolishment of one post of Administrative Assistant (Local level) following a review of the workload;

(b) **Aviation and Movement Control Section**:

(i) Abolishment of six posts, comprising four posts of Movement Control Assistant (1 Field Service and three Local level) and two of Air Operations Assistant (Local level) following a review of the workload of the Section;

(ii) Conversion of one position of Air Operations Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 30) to support the work of the Section, including by managing the electronic databases, monitoring agreed periods of aircraft non-availability due to maintenance and/or aircrew sickness, ensuring that valid maintenance/medical release certificates are provided, and monitoring and verifying aviation fuel consumption;

(c) **Transport Unit**:

(i) Abolishment of one post of Vehicle Technician (Local level), as it has been determined that the functions can be effectively covered by the other posts within the Unit;

(ii) Redeployment of one post of Vehicle Technician (Local level) to the Kandahar field office to support operational requirements.

(d) **Property Management Unit**: Abolishment of one post of Administrative Assistant (Local level) following a review of the workload;

(e) **Medical, Staff Counselling and Welfare Section**:

(i) Establishment of two positions of Paramedic (international United Nations Volunteer), costed at 30 per cent cost of the full cost, representing the contribution of UNAMA in line with the current cost-sharing arrangement, to enhance capacity support to the Medical Officer (P-3) and to provide medical coverage, including basic consultations, emergency triage and referrals;

(ii) Redeployment of one position of Paramedic (international United Nations Volunteer) to the Bamyan field office to provide capacity support to the United Nations Medical Emergency Response Team in line with operational requirements;

(f) **General Supply and Fuel Unit**: Conversion of one position of Finance Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 30) to support the Unit in financial management.

Field offices in regions and provinces

44. The field offices will continue to drive mandate implementation at the subnational level through the building of effective working relationships with the de facto authorities to facilitate an enabling

environment for mandate and programme implementation and to strengthen the coherence of United Nations activities.

45. The Mission currently maintains six regional offices, located in Balkh (Mazar-e Sharif), Kabul, Kandahar, Herat, Nangarhar (Jalalabad) and Paktiya (Gardez), and five provincial offices, located in Badakhshan (Faizabad), Baghlan (Pul-e Khumri), Bamyan, Faryab (Maymana) and Kunduz.

46. The heads of office have a direct reporting line to the Chief of Staff.

47. For 2026, it is proposed that the number of provincial offices be reduced from five to three, with the closure of the offices in Maymana and Pul-e Khumri.

Table 20
Staffing requirements: regional and provincial offices

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Regional offices																		
Approved 2025	–	–	–	–	6	11	15	–	20	52	–	46	163	209	14	6	20	281
Proposed 2026	–	–	–	–	6	11	14	–	16	47	–	46	153	199	13	8	21	267
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(4)**	**(5)**	**–**	**–**	**(10)**	**(10)**	**(1)**	**2**	**1**	**(14)**
Provincial offices																		
Approved 2025	–	–	–	–	–	2	4	–	3	9	–	18	100	118	5	5	10	137
Proposed 2026	–	–	–	–	–	2	4	–	4	10	–	12	59	71	6	4	10	91
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**(6)**	**(41)**	**(47)**	**1**	**(1)**	**(1)**	**(46)**
Total, regional and provincial offices																		
Approved 2025[a]	–	–	–	–	6	13	19	–	23	61	–	64	263	327	19	11	30	418
Proposed 2026[b]	–	–	–	–	6	13	18	–	20	57	–	58	212	270	19	12	31	358
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(3)**	**(4)**	**–**	**(6)**	**(51)**	**(57)**	**–**	**1**	**1**	**(60)**

[a] Consisting of six regional and five provincial offices.
[b] Consisting of six regional and three provincial offices.

Proposed organizational changes

Regional offices

Table 21
Human resources: regional offices

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Kabul				
Post	-1	P-3	Security Coordination Officer	Reassignment to Security Section
Post	-1	FS	Fire Safety Officer	Reassignment to Security Section
Post	+1	NPO	Assistant Programme Management Officer	Reassignment from Field Technology Section
Post	-1	LL	Field Security Guard	Redeployment to Security Section
Post	-1	LL	Human Rights Assistant	Redeployment to Human Rights Service
Subtotal	**-3**			

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Kandahar				
Post	-1	FS	Information Systems Assistant	Abolishment
Post	-1	NPO	Associate Information Systems Officer	Abolishment
Post	+1	LL	Information Systems Assistant	Establishment
Post	+1	NPO	Assistant Programme Management Officer	Reassignment from Political Affairs Service
Post	-2	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Post	+1	LL	Vehicle Technician	Redeployment from Transport Unit
Position	+1	nUNV	Associate Political Affairs Officer	Conversion from extrabudgetary resources
Subtotal	**-2**			
Herat				
Post	-1	NPO	Assistant Security Officer	Abolishment
Post	+1	LL	Field Security Assistant	Establishment
Post	-1	NPO	Associate Information Systems Officer	Abolishment
Post	+1	LL	Information Systems Assistant	Establishment
Post	-2	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Position	-1	iUNV	Security Logistics Officer	Redeployment to Security Section
Subtotal	**-5**			
Mazar-e Sharif				
Post	-1	NPO	Associate Information Systems Officer	Abolishment
Post	+1	LL	Information Systems Assistant	Establishment
Post	+2	NPO	Associate Political Affairs Officer	Redeployment (1 from Maymana field office and 1 from Pul-e Khumri field office)
Post	+2	NPO	Assistant Human Rights Officer	Redeployment (1 from Maymana and 1 from Pul-e Khumri)
Post	+2	LL	Political Affairs Assistant	Redeployment from Pul-e Khumri field office
Post	+1	LL	Human Rights Assistant	Redeployment from Maymana field office
Post	+4	LL	Driver	Redeployment (2 from Maymana and 2 from Pul-e Khumri)
Post	+1	LL	Public Information Assistant	Establishment
Post	-4	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Subtotal	**6**			
Jalalabad				
Post	-1	FS	Information Systems Assistant	Abolishment
Post	-1	FS	Security Officer	Redeployment to Bamyan field office
Post	-1	NPO	Associate Information Systems Officer	Abolishment
Post	+1	LL	Information Systems Assistant	Establishment
Post	+1	NPO	Assistant Programme Management Officer	Reassignment from Pul-e Khumri field office

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Post	-3	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Subtotal	**-6**			
Gardez				
Post	-1	NPO	Associate Information Systems Officer	Abolishment
Post	+1	LL	Information Systems Assistant	Establishment
Post	-1	NPO	Assistant Security Officer	Abolishment
Post	+1	LL	Field Security Assistant	Establishment
Post	-3	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Position	+1	nUNV	Assistant Human Rights Officer	Reassignment from Maymana field office
Subtotal	**-4**			
Total	**-14**			

48. The following changes to the staffing structure of regional and provincial offices are proposed:

(a) The closure of field radio security operations centres, resulting in the abolishment of 21 posts of Field Radio Operator (Local level) and the redeployment of 17 posts of Field Radio Operator (Local level) – two from each of the five regional offices and seven from the provincial offices (Bamyan (2), Maymana (1), Faizabad (1), Pul-e Khumri (1) and Kunduz (2)) – to the Security Section to constitute the Remote Security Operations Centre;

(b) The closure of the Pul-e Khumri and Maymana field offices, resulting in the abolishment of 19 posts, the redeployment of 14 posts and the reassignment of 6 posts. With the closure of these offices, the Mazar-e Sharif regional office will now serve as the hub for the northern region. The redeployed capacities from the two field offices will ensure continuing delivery on the mandate in the areas, through the conduct of daily monitoring of developments, ongoing engagement with interlocutors and stakeholders, and the undertaking of regular field visits and outreach, as required;

(c) A review of mission support capacities in the field offices, which identified that some ICT and security-related functions currently at the National Professional Officer level have evolved and can be effectively carried out with a lower-level skill set. To that end, it is proposed that nine National Professional Officer posts, consisting of five posts of Associate Information Systems Officer and four posts of Assistant Security Officer, be abolished and nine Local level posts, consisting of five posts of Information Systems Assistant and four of Field Security Assistant, be established in their stead;

49. In addition to the above, the following changes in the UNAMA regional offices are also proposed for 2026:

(a) **Kabul**:

(i) Reassignment of two posts to the Security Section, comprising: one post of Security Coordination Officer (P-3) as Administrative Officer (P-3) to reflect adjustments to the roles and responsibilities currently undertaken by the post in view of the need to have dedicated administrative capacity at the appropriate level; and one post of Fire Safety Officer (Field Service) as Security Officer (Field Service) in the Security Investigations Unit to provide critical support to security investigation and incident response;

(ii) Reassignment of one post of Associate Information Systems Officer (National Professional Officer) as Assistant Programme Management Officer (National

Professional Officer) from the Field Technology Section to support the mine action programme in the central region;

(iii) Redeployment of one post of Field Security Guard (Local level) to the Security Section;

(iv) Redeployment of one post of Human Rights Assistant (Local level) to the Human Rights Service;

(b) **Kandahar**:

(i) Abolishment of one post of Information Systems Assistant (Field Service), with the functions to be effectively discharged by existing national staff, with remote technical support from Kabul, as required;

(ii) Reassignment of one post of Associate Judicial Affairs Officer (National Professional Officer) from the Political Affairs Service in Kabul as Assistant Programme Management Officer (National Professional Officer) to support the mine action programme at the regional level;

(iii) Redeployment of one post of Vehicle Technician (Local level) from the Transport Unit to support the increase in road movements;

(iv) Conversion of one position of Associate Political Affairs Officer (national United Nations Volunteer) (see para. 30) to provide political analysis and support in the monitoring of provincial and district level developments;

(c) **Herat**:

(i) Redeployment of one position of Security Logistics Officer (international United Nations Volunteer) to the Security Section;

(d) **Mazar-e Sharif**:

(i) Redeployment of 11 posts, namely one Associate Political Affairs Officer (National Professional Officer), one Assistant Human Rights Officer (National Professional Officer), two Political Affairs Assistants (Local level) and two Drivers (Local level) from the Pul-e Khumri field office, and one Associate Political Affairs Officer (National Professional Officer), one Assistant Human Rights Officer (National Professional Officer), one Human Rights Assistant (Local level) and two Drivers (Local level) from the Maymana field office, to provide for the requisite capacity of the Office, which will now serve as a regional hub for the northern region and continue to service the respective areas following the closure of both field offices;

(ii) Establishment of one post of Public Information Assistant (Local level) to support strategic communications work, including by supporting outreach, good offices and confidence-building measures between the de facto authorities and other stakeholders. This post will support the strategic communications work previously undertaken by the Maymana and Pul-e Khumri field offices;

(e) **Jalalabad**:

(i) Abolishment of one post of Information Systems Assistant (Field Service) following a review of the workload of the Office, with the functions of the position to be effectively discharged by existing national staff, with remote technical support from Kabul, as required;

(ii) Redeployment of one post of Security Officer (Field Service) to the Bamyan field office to enhance security capacity in line with operational requirements;

(iii) Reassignment of one post of Assistant Political Affairs Officer (National Professional Officer) as Assistant Programme Management Officer (National Professional Officer) from the Pul-e Khumri field office to provide critical mine action capacity in the eastern region;

(f) **Gardez**:

Reassignment of one position of Associate Political Affairs Officer (national United Nations Volunteer) from the Maymana field office as Assistant Human Rights Officer (national United Nations Volunteer) to address the gap in human rights expertise in the Office.

Provincial offices

Proposed organizational changes

Table 22
Human resources: provincial offices

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Bamyan				
Post	+1	FS	Security Officer	Redeployment from Jalalabad field office
Post	-3	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Position	+1	iUNV	Paramedic	Redeployment from Medical, Staff Counselling and Welfare Section in Kabul
Subtotal	**-3**			
Maymana				
Post	-1	NPO	Assistant Political Affairs Officer	Reassignment to Kunduz field office
Post	-1	NPO	Associate Political Affairs Officer	Redeployment to Mazar-e Sharif field office
Post	-1	NPO	Assistant Human Rights Officer	
Post	-2	LL	Driver	
Post	-1	LL	Human Rights Assistant	
Post	-1	LL	Administrative Assistant	Reassignment to Human Resources and Training Section
Post	-1	LL	Field Security Assistant	Abolishment
Post	-1	LL	Field Security Guard	Abolishment
Post	-1	LL	Air Operations Assistant	Abolishment
Post	-1	LL	Driver	Abolishment
Post	-1	LL	Political Affairs Assistant	Abolishment
Post	-1	LL	Field Security Radio Operator	Abolishment
Post	-1	LL	Field Security Radio Operator	Redeployment to Security Section
Position	-1	nUNV	Associate Political Affairs Officer	Reassignment to Gardez field office
Subtotal	**-15**			
Faizabad				
Post	-2	LL	Field Security Radio Operator	Abolishment
Post	-1	LL	Field Security Radio Operator	Redeployment to Security Section
Subtotal	**-3**			
Pul-e Khumri				
Post	-1	NPO	Assistant Political Affairs Officer	Reassignment to Jalalabad field office
Post	-1	NPO	Associate Political Affairs Officer	Redeployment to Mazar-e Sharif field office
Post	-1	NPO	Assistant Human Rights Officer	

Office/service/section/unit	*Number/change*	*Level*	*Functional title*	*Action*
Post	-2	LL	Driver	
Post	-1	LL	Field Security Assistant	Redeployment to Kunduz field office
Post	-3	LL	Field Security Radio Operator	Abolishment
Post	-8	LL	Field Security Guard	Abolishment
Post	-1	LL	Information Systems Assistant	Abolishment
Post	-1	LL	Driver	Abolishment
Post	-1	LL	Field Security Radio Operator	Redeployment to Security Section
Post	-2	LL	Political Affairs Assistants	Redeployment to Mazar-e Sharif field office
Post	-1	LL	Administrative Assistant	Reassignment to Human Resources and Training Section
Position	-1	nUNV	Associate Political Affairs Officer	Reassignment to Kunduz field office
Subtotal	**-24**			
Kunduz				
Post	-1	NPO	Assistant Security Officer	Abolishment
Post	+1	LL	Field Security Assistant	Establishment
Post	+1	NPO	Assistant Programme Management Officer	Reassignment from Maymana field office
Post	-2	LL	Field Security Radio Operator	Abolishment
Post	-2	LL	Field Security Radio Operator	Redeployment to Security Section
Post	+1	LL	Field Security Assistant	Redeployment from Pul-e Khumri field office
Post	+1	nUNV	Assistant Human Rights Officer	Reassignment from Pul-e Khumri field office
Subtotal	**-1**			
Total	**-46**			

50. In addition to those proposed in paragraph 48, the following changes in the UNAMA provincial offices are also proposed for 2026:

(a) **Bamyan**:

(i) Redeployment of one post of Security Officer (Field Service) from Jalalabad;

(ii) Redeployment of one position of Paramedic (international United Nations Volunteer) from the Medical, Staff Counselling and Welfare Section in Kabul;

(b) **Maymana**: closure of the office, resulting in the following:

(i) Redeployment of six posts, namely, one Associate Political Affairs Officer (National Professional Officer), one Assistant Human Rights Officer (National Professional Officer), one Human Rights Assistant (Local level) and two Drivers (Local level) to the Mazar-e Sharif field office, and one Field Security Radio Operator (Local level) to the Security Section;

(ii) Reassignment of three posts, namely, one Assistant Political Affairs Officer (National Professional Officer) as Assistant Programme Management Officer in the Kunduz field office, one Administrative Assistant (Local level) as Human Resources Assistant (Local level) in the Human Resources and Training Section and one Associate Political Affairs Officer (national United Nations Volunteer) as Assistant Human Rights Officer (national United Nations Volunteer) in the Gardez field office;

(iii) Abolishment of six posts, namely, one Field Security Radio Operator (Local level), one Field Security Assistant (Local level), one Field Security Guard (Local level), one Air

Operations Assistant (Local level), one Political Affairs Assistant (Local level) and one Driver (Local level);

(c) **Pul-e Khumri**: closure of the office, resulting in the following:

(i) Redeployment of eight posts, namely, one Assistant Human Rights Officer (National Professional Officer), one Associate Political Affairs Officer (National Professional Officer), two Drivers (Local level) and two Political Affairs Assistants (Local level) to the Mazar-e Sharif field office, one Field Security Radio Operator (Local level) to the Security Section and one Field Security Assistant (Local level) to the Kunduz field office;

(ii) Reassignment of three posts, namely, one Assistant Political Affairs Officer (National Professional Officer) as Assistant Programme Management Officer (National Professional Officer) in the Jalalabad field office, one Administrative Assistant (Local level) as Human Resources Assistant (Local level) in the Human Resources and Training Section and one Associate Political Affairs Officer (national United Nations Volunteer) as Assistant Human Rights Officer (national United Nations Volunteer) in the Kunduz field office;

(iii) Abolishment of 13 posts, namely, eight Field Security Guards (Local level), three Field Security Radio Operators (Local level), one Information Systems Assistant (Local level) and one Driver (Local level);

(d) **Kunduz**:

(i) Reassignment of one post of Assistant Political Affairs Officer (National Professional Officer) as Assistant Programme Management Officer (National Professional Officer) from the Maymana field office to address the gap in technical mine action expertise in the northern region;

(ii) Redeployment of one post of Field Security Assistant (Local level) from the Pul-e Khumri field office to enhance security operations capability to address increasing security challenges in the region;

(iii) Reassignment of one post of Associate Political Affairs Officer (national United Nations Volunteer) from the Pul-e Khumri field office as Assistant Human Rights Officer (national United Nations Volunteer).

Consolidated Kuwait Office

Table 23
Staffing requirements: Consolidated Kuwait Office

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	2	1	2	1	14	20	–	–	19	19	–	–	–	39
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**(2)**	**(1)**	**(2)**	**(1)**	**(14)**	**(20)**	**–**	**–**	**(19)**	**(19)**	**–**	**–**	**–**	**(39)**

51. The Consolidated Kuwait Office comprises two components:

(a) **UNAMA Support Office in Kuwait**, which includes one mission staff located in Kuwait, undertakes support functions that are not related to the Kuwait Joint Support Office, namely the post of Chief of Section, Conduct and Discipline (P-5), reporting directly to the Chief of Staff. For 2026, in view of the planned closure of Kuwait Joint Support Office, it is proposed to redeploy the post from Kuwait to Kabul;

(b) **Kuwait Joint Support Office**,[1] which provides transactional administrative services related to finance and human resources to UNAMA, UNAMI and other missions in the Middle East, Asia, Europe and the Americas. UNAMA contributes 38 posts (1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 19 Local level) funded directly from the Mission's budget.

52. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises occupied by UNAMI in Kuwait City.

53. In its resolution 79/258, the General Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions to review the role of the Kuwait Joint Support Office in view of the upcoming drawdown of UNAMI. In this context, the Department of Operational Support conducted a review of the Office that focused on ensuring that the 16 peace operations that it currently supports could continue to receive shared services with efficiency, interoperability, responsiveness and operational continuity after the termination of the mandate for UNAMI at the end of 2025. In this regard, the Secretariat intends to transition the peace operations currently supported by the Office to the Regional Service Centre in Entebbe by the end of the UNAMI liquidation process, which is anticipated to be completed in September 2026, leading to the abolishment of the existing 38 posts funded by UNAMA, effective 1 October 2026. The financial resources for these posts are provided for only nine months in the 2026 proposed budget for UNAMA.

Table 24
Staffing requirements: Kuwait Joint Support Office

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Head of Office																		
Approved 2025	–	–	–	–	1	1	–	–	–	2	–	–	1	1	–	–	–	3
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**(2)**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**(3)**
Human Resources Section																		
Approved 2025	–	–	–	–	–	–	1	–	6	7	–	–	6	6	–	–	–	13
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(6)**	**(7)**	**–**	**–**	**(6)**	**(6)**	**–**	**–**	**–**	**(13)**
Finance Section (including Payroll Cluster)																		
Approved 2025	–	–	–	–	–	–	1	1	4	6	–	–	9	9	–	–	–	15
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**(4)**	**(6)**	**–**	**–**	**(9)**	**(9)**	**–**	**–**	**–**	**(15)**
Travel Section																		
Approved 2025	–	–	–	–	–	–	–	–	1	1	–	–	2	2	–	–	–	3
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	–	**–**	**(2)**	**(2)**	**–**	**–**	**–**	**(3)**
Quality/Performance Management																		

[1] In its resolution 65/259, the General Assembly noted the intention of the Secretary-General to establish a support office in Kuwait for UNAMA and requested him to explore possibilities for cost-sharing between UNAMA and UNAMI. Following a period of assessment, in October 2012 the Secretary-General informed the Assembly that the Kuwait Office would include a Kuwait Joint Support Office, which would integrate UNAMA and UNAMI functions in the areas of finance and human resources.

	International staff										*National staff*				*United Nations Volunteers*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*FS*	*Subtotal*	*GS*	*NPO*	*LL*	*Subtotal*	*International*	*National*	*Subtotal*	*Total*
Approved 2025	–	–	–	–	–	–	–	–	3	3	–	–	1	1	–	–	–	4
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(3)**	**(3)**	–	**–**	**(1)**	**(1)**	**–**	**–**	**–**	**(4)**
Total, Kuwait Joint Support Office																		
Approved 2025	–	–	–	–	1	1	2	1	14	19	–	–	19	19	–	–	–	38
Proposed 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**(2)**	**(1)**	**(14)**	**(19)**	–	**–**	**(19)**	**(19)**	**–**	**–**	**–**	**(38)**

3. Financial resources

Table 25
Financial resources by category of expenditure
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditures*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
I. Military and police personnel					
Military observers	28.7	18.0	23.7	23.7	–
Subtotal, category I	**28.7**	**18.0**	**23.7**	**23.7**	**–**
II. Civilian personnel					
International staff	55 059.0	57 851.4	56 928.3	54 481.5	(2 446.8)
National Professional Officer	9 504.2	8 262.8	8 942.1	8 568.7	(373.4)
National General Service staff	23 391.5	22 021.5	21 542.7	19 527.9	(2 014.8)
United Nations Volunteers	4 567.4	4 502.5	4 152.9	4 777.2	624.3
General temporary assistance	478.8	456.3	574.3	602.7	28.4
Subtotal, category II	**93 000.9**	**93 094.5**	**92 140.3**	**87 958.0**	**(4 182.3)**
III. Operational costs					
Consultants and consulting services	19.6	6.7	19.6	–	(19.6)
Official travel	994.7	464.2	994.5	994.5	–
Facilities and infrastructure	19 357.4	15 226.0	18 181.4	21 810.4	3 629.0
Ground transportation	459.5	220.9	450.7	546.1	95.4
Air operations	4 422.4	2 492.1	3 726.4	3 676.0	(50.4)
Marine operations	–	20.0	–	–	–
Communications and information technology	5 730.2	3 250.0	6 157.5	6 231.8	74.3
Medical	802.6	370.3	601.4	563.3	(38.1)
Other supplies, services and equipment	2 508.7	1 770.1	2 399.5	2 659.3	259.8
Subtotal, category III	**34 295.1**	**23 820.4**	**32 531.0**	**36 481.4**	**3 950.4**
Total	**127 324.7**	**116 932.9**	**124 695.0**	**124 463.1**	**(231.9)**

4. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Military observers	28.7	18.0	23.7	23.7	–

54. Resources amounting to $23,700 are proposed to provide for the deployment of one military observer.

Civilian personnel costs

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
International staff	55 059.0	57 845.4	56 928.3	54 481.5	(2 446.8)

55. The reduced requirements are attributable primarily to: (a) the application of a higher vacancy rate of 10.4 per cent, compared with the rate of 8.3 per cent applied in the approved budget for 2025; (b) the abolishment of 27 posts (inclusive of 19 Kuwait Joint Support Office posts proposed for abolishment effective 1 October 2026); and (c) and the application of a lower common staff costs rate based on 2024 actual expenditure, compared with the rate applied in the approved budget for 2025. The decreased requirements are offset in part by the inclusion of a provision for the estimated payments due to Kuwait Joint Support Office staff members at the time of separation from service, and the proposed establishment of two posts (1 P-4 and 1 P-3) with the application of a 50 per cent vacancy rate.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
National Professional Officer	9 504.2	8 262.8	8 942.1	8 568.7	(373.4)

56. The reduced requirements are attributable to the proposed abolishment of 10 posts, as well as the reassignment of five posts with the application of a 50 per cent vacancy rate. The reduced requirements are offset in part by the application of a lower vacancy rate of 14.8 per cent compared with the rate of 15.5 per cent applied in the approved budget for 2025, as well as the proposed establishment of three posts with the application of a 50 per cent vacancy rate.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
National General Service staff	23 391.5	22 021.5	21 542.7	19 527.9	(2 014.8)

57. The reduced requirements are attributable primarily to the proposed abolishment of 80 posts, inclusive of 19 Kuwait Joint Support Office posts proposed for abolishment effective 1 October 2026. The

decreased requirements are offset in part by the inclusion of a provision for the estimated payments due to Office staff members at the time of separation from service, the application of a lower vacancy rate of 10.7 per cent, compared with the rate of 11.2 per cent applied in the approved budget for 2025, and the proposed establishment of 13 posts with the application of a 50 per cent vacancy rate.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
United Nations Volunteers	4 567.4	4 502.5	4 152.9	4 777.2	624.3

58. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 4.0 per cent for international United Nations Volunteers, compared with the rate of 5.3 per cent applied in the approved budget for 2025; (b) the proposed conversion of nine national positions from extrabudgetary funds and the establishment of three international positions; and (c) increased rates of monthly living allowance for both categories of volunteers and higher requirements for exit lump sum payments for international United Nations Volunteers, based on the latest pro forma estimates provided by the United Nations Volunteers Programme.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
General temporary assistance	478.8	456.3	574.3	602.7	28.4

59. The increased requirements are attributable primarily to the application of the continuing vacancy rate of 14.8 per cent for the two National Professional Officer positions that were approved for establishment in 2025 and budgeted with a vacancy rate of 50 per cent, offset in part by the application of a higher vacancy rate of 10.4 per cent for the continuing international positions, compared with the rate of 8.3 per cent applied in the approved budget for in 2025.

Operational costs

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Consultants and consulting services	19.6	6.7	19.6	–	(19.6)

60. No resources are proposed for consultants and consulting services. Resources to provide for services to enhance the language skills of mission personnel, previously budgeted under this budget class, are now being budgeted under individual contractual services to align with the contractual services modality.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Official travel	994.7	464.2	994.5	994.5	–

61. Resources amounting to $994,500 are proposed to provide for official business travel ($820,800), comprising: within-Mission travel to provide essential technical support for field offices and to facilitate regular programme consultations among mission components for the effective

implementation of its mandate; and travel outside the Mission area, including attendance at various high-level conferences on Afghanistan by the Special Representative of the Secretary-General and senior staff, for the implementation of the Mission's mandate, meetings and consultations with political counterparts, and briefings to the Security Council, as well as travel related to training ($173,700).

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Facilities and infrastructure	19 357.4	15 226.0	18 181.4	21 810.4	3 629.0

62. The increased requirements are attributable to: (a) higher requirements for minor construction and renovation works for the construction of a central warehouse for more efficient space management, improvements to the wastewater treatment plant to promote waste segregation and recycling efforts, and improvements to compound facilities, including upgrading security perimeter and air conditioning systems in the field; and (b) the acquisition of safety and security equipment, as well as the replacement of prefabricated accommodations and equipment such as bedding, kitchen appliances needed to replace old equipment for the purposes of staff well-being in offices and accommodations, and consumable engineering supplies required to support general maintenance and proposed minor projects. The increased requirements are offset in part by lower requirements for security services based on the latest contractual rates.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Ground transportation	459.5	220.9	450.7	563.1	95.4

63. The increased requirements are attributable to the acquisition of vehicle workshop equipment in connection with the implementation of the new car log security system, offset in part by lower requirements for petrol, oil and lubricants owing to lower fuel cost.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Air operations	4 422.4	2 492.1	3 726.4	3 676.0	(50.4)

64. The reduced requirements are attributable to a lower estimated volume of 411,500 litres of fuel for replacement aircraft at an average price of $1.318 per litre, compared with 904,000 litres at an average price of $1.291 per litre included in the approved budget for 2025, offset by higher rental and operational costs, in connection with the proposed replacement of the Beechcraft 1900D fixed-wing aircraft with a SAAB 340B at a higher contractual price.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Communications and information technology	5 730.2	3 250.0	6 157.5	6 231.8	74.3

65. The increased requirements are attributable to public information services related to outreach programmes to support expanded engagement with communities, civil society and local authorities, as well as spare parts. The increased requirements are offset in part by reduced costs for centralized services, owing to the proposed decrease in the number of personnel, as well as a lower overall volume of acquisition of communications and information technology equipment.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Medical	802.6	370.3	601.4	563.3	(38.1)

66. The reduced requirements are attributable to realignment of the provision for ICT service costs of the Joint Medical Services and the United Nations Medical Emergency Response Team under the communications and information technology budget class, to better align with the recording of expenditures.

(Thousands of United States dollars)

	Appropriation 2024	*Expenditures 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Other supplies, services and equipment	2 508.7	1 770.1	2 399.5	2 659.3	259.8

67. The increased requirements are attributable to higher requirements for freight costs associated with the increased volume of acquisition (as explained under facilities and infrastructure above), as well as new requirements for inspection fees on imports of communications-related information technology equipment imposed by the authorities in 2024, and higher requirements for individual contractors.

5. Extrabudgetary resources

(a) Voluntary contributions

68. In 2025, voluntary contributions in the amount of $2,959,300 are projected to be utilized, comprising the following funding sources:

(a) A total of $200,700 through the Department of Political and Peacebuilding Affairs to support the national female youth United Nations Volunteers programme. The programme's objective is in line with the Mission's mandate and contributes to advancing mandate implementation, including inclusive governance, respect for human rights, and peacebuilding with reinforced local capacities, and to good practices across the range of mandated activities and operations;

(b) A total of $2,758,600 under the Mission's trust fund to provide for 10 posts (1 P-5, 2 P-4, 6 P-3 and 1 Field Service) and operational costs to support climate change, local peace initiatives and political engagement and meetings with regional governments, and the advancement of international engagement on Afghanistan in a more coherent, coordinated and structured manner in line with the recommendations of the independent assessment on Afghanistan (S/2023/856).

69. In 2026, voluntary contributions in the estimated amount of $1,429,400 are projected to be utilized under the Mission's trust fund to continue to provide for five P-3 posts for 12 months, and another four posts (1 P-5, 1 P-4, 1 P-3 and 1 Field Service) for two months.

70. The decrease in the estimates projected for 2026 compared with the estimates of 2025 reflects the duration of the commitments made by the respective donors under existing agreements. In addition,

the national United Nations Volunteer positions are proposed to be converted to regular budget funding.

(b) Cost recovery

71. In 2025, resources in the amount of $23,500,000 are estimated to be received from United Nations agencies, funds and programmes and other entities through the cost-recovery mechanism, for services provided by the Mission to these entities, including co-location in Mission compounds and medical services throughout Afghanistan. These cost recovery resources will be utilized to provide for the staff costs of five posts (1 P-3 and 4 Field Service) and for medical-related requirements, including medical personnel and supplies, as well as the costs associated with maintaining United Nations compounds, including security services, rent, utilities and maintenance services. Such resources will complement regular budget resources of the Mission.

72. For 2026, resources in the amount of $23,500,000 are estimated to be received from United Nations agencies, funds and programmes. These estimates are based on existing clients and cost-shared allocations and do not take into account any possible substantial reductions in the number, size and funding ability of the entities, which could translate to lower collections and an increase requirements for the cost-shared portion for UNAMA and the other entities that would remain under the existing co-location arrangements.

Annex I

Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

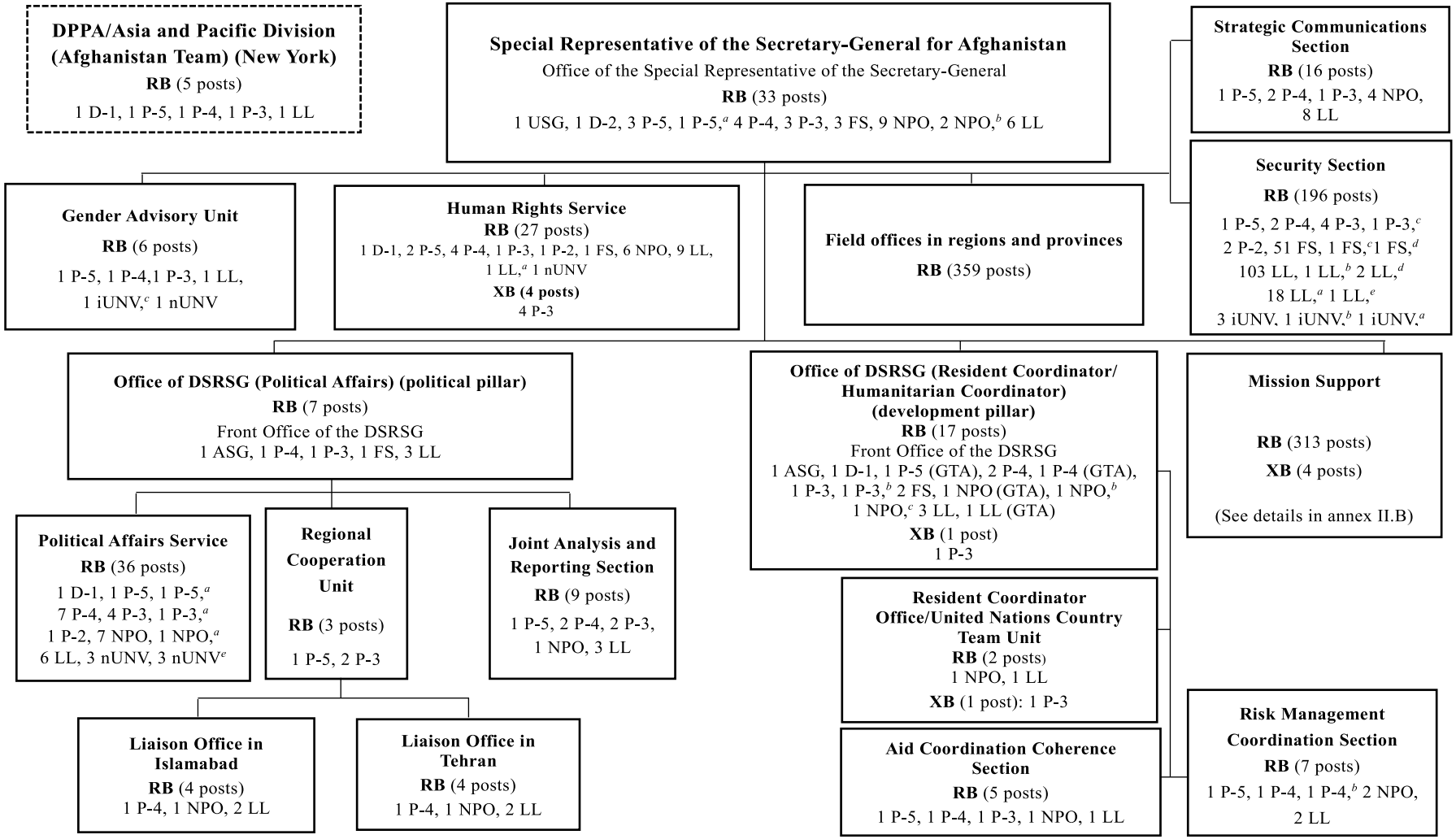
Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.5)	
The Advisory Committee expresses its concern about the high number of vacant posts and trusts that the Mission will fill all vacant posts, including long-vacant ones, as soon as possible and will provide an update on the recruitment status of all vacant posts to the General Assembly at the time of its consideration of the present report and in the next budget submission (para. 24).	As at 30 March 2025, the Mission had 133 vacant posts, including 10 posts which had been vacant for 24 months or longer. The increase in the number of vacant posts is a direct result of the mission-level recruitment freeze implemented in 2024 as part of austerity measures to manage the liquidity challenges, which has necessitated that more posts remain vacant than required for mandate implementation, and for which the Mission has capacity to fill expeditiously. A list of posts vacant for over two years, including information on their recruitment status, is provided in the supplementary information to the present report.
Mindful of the upcoming drawdown of the United Nations Assistance Mission for Iraq (UNAMI), the Advisory Committee trusts that the Secretary-General will conduct the necessary review of the Kuwait Joint Support Office and include his proposals for the consideration of the General Assembly in the context of his next proposed programme budget submission (para. 39).	In 2024, the Department of Operational Support conducted a review of the Kuwait Joint Support Office to determine how the peace operations it currently supports can continue to receive sustainable location-independent support services that deliver the benefits of efficiency, interoperability, responsiveness and operational continuity, through the transition of UNAMI in 2025, its liquidation in 2026 and beyond. In this regard, the Secretariat intends to transition the peace operations supported by the Office to the Regional Service Centre in Entebbe, Uganda, by the end of the UNAMI liquidation process, leading to the abolishment of all posts funded by special political missions. Details on the transition plan are presented in the context of A/80/6 (Sect. 3)/Add.1.
The Advisory Committee, noting the information provided on the cost comparison between flights provided by the United Nations Humanitarian Air Service and those provided by UNAMA, considers that the most effective and economical ways of cooperation should be further explored and trusts that an update on the related impact on requirements under air operations will be provided in the context of the next budget submission (para. 45).	The Aviation and Movement Control Section in UNAMA continues to utilize the services of the United Nations Humanitarian Air Service on a regular basis. The Mission carefully analyses each request for air transportation and takes a decision on whether to task its aircraft or transport passengers and/or cargo with regular flights of the Service. The seat price that the Service offers on its regular flights allows the Mission to use its services as required and to plan for a reduced number of flight hours and corresponding reduced amount of aviation fuel. The Mission actively seeks opportunities for cost-sharing with the Service, for example, from co-located use of United Nations air terminals. The Mission has a memorandum of understanding on cooperation in air operations with the Service and supports its requests for air transportation on a cost-reimbursable basis. Further

Brief description of the recommendation	*Action taken to implement the recommendation*
	opportunities for cooperation are being explored and will be considered in the 2027 aviation budget proposal. It is important to consider, however, that UNAMA has only one aircraft to ensure duty of care and the routine transportation needs of mission personnel deployed in 11 locations around Afghanistan. At the same time, the Air Service, faced with substantially reduced donor funding, recently reduced its fleet of aircraft from seven to three, including the loss of the last remaining helicopter that could operate to locations that cannot be served by fixed-wing aircraft, including in response to critical medical emergencies that might occur in remote locations. In view of the downsizing of the Service's air fleet, higher utilization of the Mission's aircraft is anticipated in 2026, which has been factored into the budgeted flight hours.

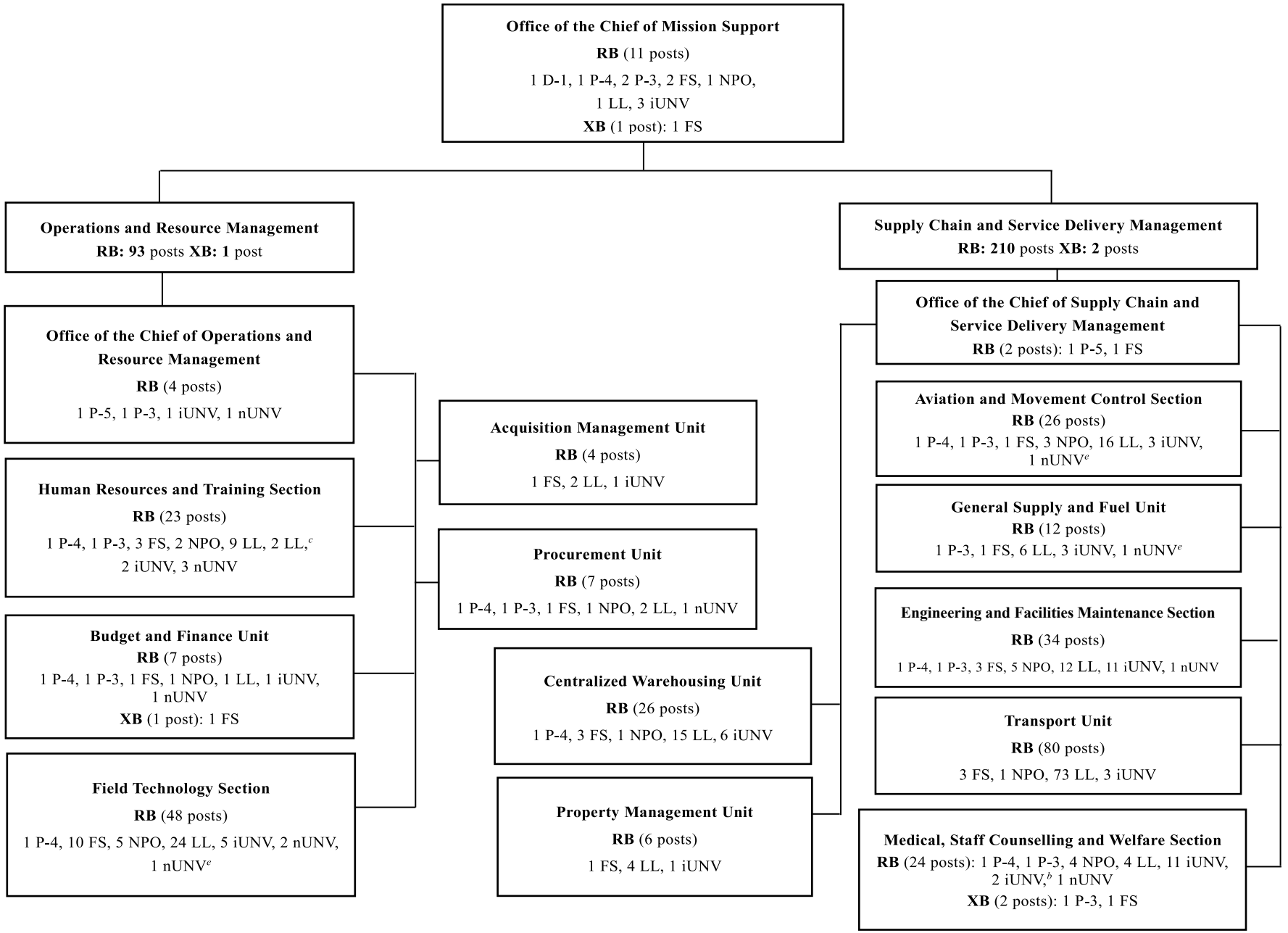
Annex II

Organizational structure and post distribution for 2026

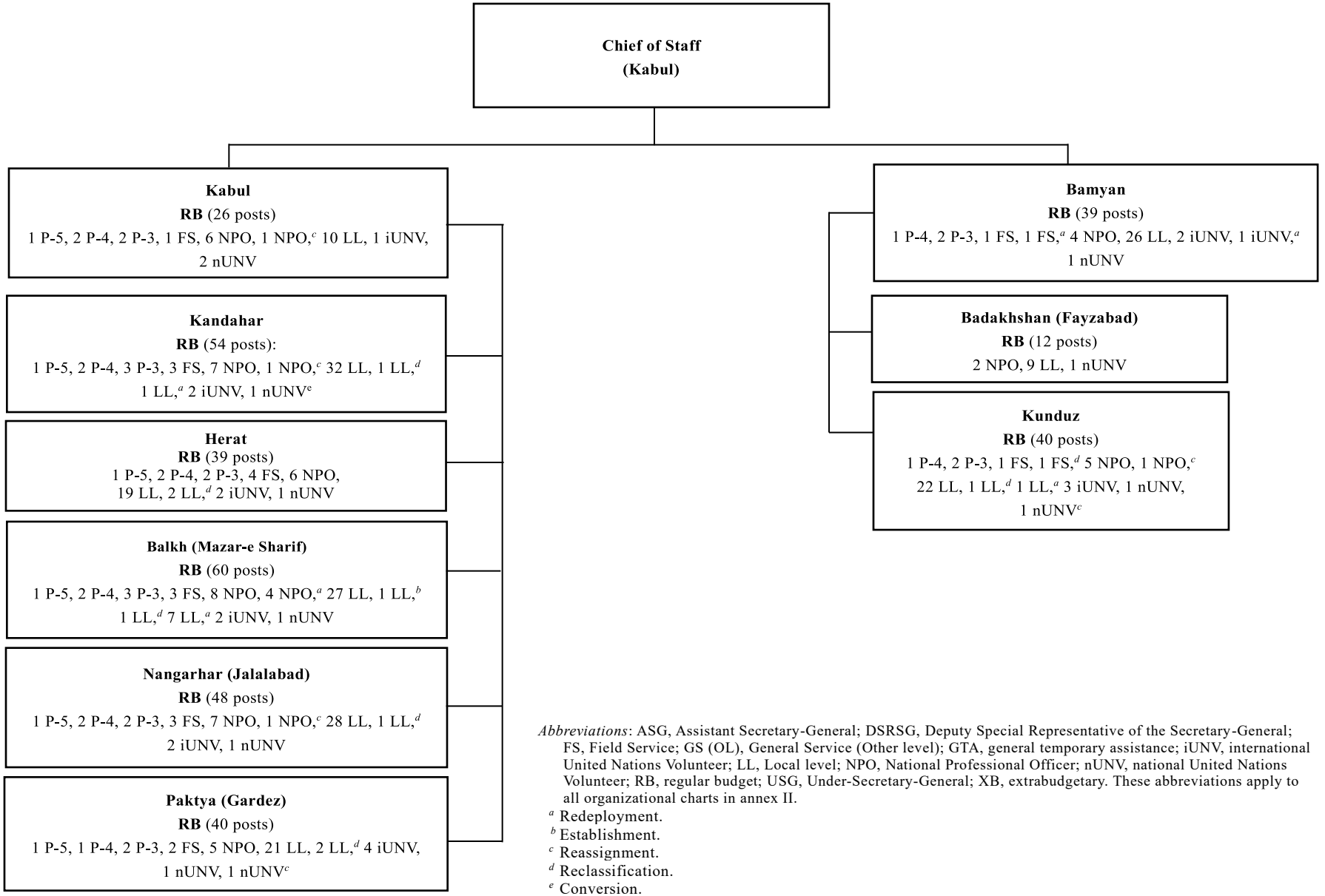
A. United Nations Assistance Mission in Afghanistan



B. Mission Support



C. Field offices in regions and provinces



Abbreviations: ASG, Assistant Secretary-General; DSRSG, Deputy Special Representative of the Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GTA, general temporary assistance; iUNV, international United Nations Volunteer; LL, Local level; NPO, National Professional Officer; nUNV, national United Nations Volunteer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary. These abbreviations apply to all organizational charts in annex II.

[a] Redeployment.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Conversion.

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Eightieth session
Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part II
Political affairs

Section 3
Political affairs

Special political missions

United Nations Assistance Mission for Iraq

Summary

The present report contains the proposed resource requirements for 2026 for the liquidation of the United Nations Assistance Mission for Iraq in the amount of $38,041,000 (net of staff assessment).

* A/80/50.

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** The part consisting of the proposed programme plan for 2026 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution 77/267.

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

I. Overview of the Mission

A. Planned activities for 2026 and programme performance in 2024

Overall orientation

Mandates and background

1. The mandate of the United Nations Assistance Mission for Iraq (UNAMI) was established by the Security Council in its resolution 1483 (2003) and extended in subsequent resolutions of the Council. In its resolution 2732 (2024), the Council decided to extend the Mission's mandate for a final 19-month period, until 31 December 2025, after which UNAMI would cease all work and operations except with respect to any remaining liquidation of the Mission. In addition, the Council decided to authorize the retention of United Nations Guard Units from within the Mission's existing footprint to protect the Mission's personnel, facilities and assets, including during the liquidation period.

2. The transition and liquidation plan of the Secretary-General for UNAMI, prepared in consultation with the Government of Iraq, submitted to the Security Council on 24 December 2024 (S/2024/966, annex), identified, among the strategic transition priorities, a safe and gradual mission drawdown by 31 December 2025.

3. By the end of its drawdown period, UNAMI is expected to complete the handover of tasks to the United Nations country team and physically close and environmentally clean up two locations (Mosul and Kirkuk). The office in Basra is in a hotel and will be closed by 31 December and returned to its original state and to its owner by the end of January 2026. UNAMI remains on schedule to complete the physical verification of the majority of its assets and the disposal of assets through transfer, gifting and sale, in line with the Financial Regulations and Rules of the United Nations, the repatriation of 215 United Nations Guard Unit personnel and their equipment and the separation of civilian staff in line with the drawdown plan, except those to be retained to support the liquidation activities.

4. The liquidation period will commence on 1 January 2026 and will address all residual matters after the Mission's closure on 31 December 2025. A liquidation team will be required until 30 September 2026 to address residual liquidation activities not completed during the drawdown phase of the Mission and to ensure that due diligence is exercised throughout the liquidation processes. These liquidation activities include, but are not limited to, asset disposal, the repatriation of the remaining contingent-owned equipment, environmental cleanup, engineering the maintenance/refurbishment of the premises in the three locations in Baghdad (Tamimi compound, United Nations Integrated Compound in Baghdad and Forward Support Base) and the compounds in Erbil and Kuwait to be handed over to the Government or the United Nations country team, and the separation or transfer to other United Nations entities of personnel and the movement of United Nations-owned equipment.

5. Emphasis will also be placed on finalizing administrative tasks, such as resolving and closing outstanding claims and payments and completing archiving processes, before the end of the liquidation period. The objective is to minimize the workload to be transferred to the Regional Service Centre in Entebbe, Uganda, and United Nations Headquarters.

Programme of work

Objective

6. The objective, following the closure of the Mission on 31 December 2025, is to ensure the timely conclusion of the field-based liquidation activities by 30 September 2026.

Strategy and external factors for 2026

7. To contribute to the objective, the liquidation team will:

   (a) Implement the liquidation plan (ibid.);

   (b) Complete the handover of premises and assets to the national authorities and the United Nations country team, as appropriate;

   (c) Ensure a structured, efficient and secure liquidation, facilitating the safe departure of civilian and military personnel from Iraq;

   (d) Preserve institutional memory and capture lessons learned by documenting and preserving knowledge gained over the Mission's lifespan through established archiving and record management procedures.

8. The above-mentioned work will result in:

   (a) Meeting the 30 September 2026 deadline for the completion of the field-based liquidation activities;

   (b) Preserving an operational environment for a sustained long-term United Nations presence in Iraq and the region.

9. With regard to the external factors, the liquidation plan is based on the following planning assumptions:

   (a) The security and situation remain sufficiently permissive for the safe movement of staff and removal of United Nations assets as necessary;

   (b) The United Nations country team will have sufficient capacity and access to fully absorb additional assets and premises management;

   (c) The Iraqi authorities will remain supportive of the liquidation activities throughout the agreed field-based liquidation period.

Programme performance in 2024

Inclusive engagement on the transition of the Mission

10. Following the adoption of Security Council resolution 2732 (2024), UNAMI realigned its efforts to focus on the four streamlined areas outlined in the mandate, including the provision of its good offices and technical assistance to the Kurdistan Region parliamentary elections held in October 2024, the promotion and protection of human rights and the facilitation of development tasks. The Mission intensified its facilitation of dialogue and progress towards the final resolution of outstanding issues between Iraq and Kuwait, in preparation to address the Council's request to the Secretary-General to make recommendations for an "appropriate follow-on mechanism". The Mission simultaneously began its work to prepare, in consultation with the Government of Iraq, the Secretary-General's transition and liquidation plan for submission to the Council by 31 December 2024, which took into consideration three strategic transition priorities to guide the work of the United Nations system in Iraq as it phased out UNAMI: (a) effective mandate delivery; (b) the transfer of tasks to ensure the preservation of gains and sustained United Nations support; and (c) the safe and gradual mission drawdown by the end of December 2025.

11. Progress towards the objective is presented in the performance measure below (see table 1).

Table 1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Progress made towards residual mandated tasks, including the coordinated engagement with the Government of Iraq on the transition and the finalization of a transition and liquidation plan

Planned activities during the liquidation period in 2026

12. Major liquidation activities during the period from 1 January to 30 September 2026 will include the following:

(a) Physically close and conduct the environmental remediation and handover of the two liquidation locations (Basra and Kuwait). The Tehran Liaison Office will be closed in February 2026 and, where feasible, its residual activities will be transferred to UNAMA;

(b) Repatriate the remaining 30 United Nations Guard Unit personnel by 30 September 2026, with their contingent-owned equipment;

(c) Administratively separate all remaining civilian personnel associated with the liquidation process by 30 September 2026;

(d) Reconcile and close financial records, as well as the settlement of legal and administrative cases, as applicable;

(e) Transfer and dispose of archived paper records by 30 June 2026;

(f) Dispose of assets (property, plant and equipment, and inventory) in line with the provisions of the Financial Regulations and Rules and the asset disposition plan.

13. UNAMI will establish service-level agreements during 2025 with the Regional Service Centre and the United Nations Logistics Base at Brindisi, Italy, which will govern the range of support services provided during the liquidation and post-field-based liquidation periods. The support will continue throughout the post-field-based liquidation period to reconcile records, prepare a final asset disposition report and provide residual administrative and financial activities. The progress of the provision of support services by the Regional Service Centre and the Logistics Base throughout the field-based liquidation period will be monitored through weekly meetings.

14. The current mission locations in Baghdad, Erbil and Kuwait will become the sole operational facilities for the liquidation team as from 1 January 2026. From these locations, the liquidation team will work in conjunction with other teams in Kuwait and the United Nations Logistics Base to execute liquidation tasks.

Proposed composition of the liquidation team

15. It is proposed that the liquidation team be constituted by the retention of 135 existing posts (detailed in paras. 17 to 21 below).

16. On 1 January 2026, the Resident Coordinator/Humanitarian Coordinator (Assistant Secretary-General) will become the highest-ranking United Nations representative in Iraq and will assume the functions of the head of entity. As head of entity for the period from 1 January to 31 May 2026, he or she will lead the overall governance, coordination and maintenance of communication with the relevant authorities. During this period, this post will continue to be funded at 50 per cent and cost-

shared with the Development Coordination Office, in line with the established arrangement for similar triple-hatted posts.

17. The front office of the head of entity will comprise three posts (P-4, Field Service and National Professional Officer) that will provide support to the Resident Coordinator/Humanitarian Coordinator in his/her capacity as head of entity.

18. Five posts, comprising 2 P-4, 1 P-3 and 2 National Professional Officer, will be responsible for a range of critical functions, including liaising with the Government of Iraq, implementing the conduct and discipline strategies and oversight, providing legal advice and translation services, and providing guidance on the liquidation team's communication strategy in coordination with the front office of the head of entity. Their role will ensure that key legal and public information aspects of the closure are effectively managed.

19. The current post of Chief of Mission Support (D-1) will assist the head of entity from 1 January to 31 May 2026 in managing the liquidation team. From 1 June to 30 September 2026, the Chief of Mission Support will head the liquidation team. The Chief of Mission Support will carry out performance monitoring and reporting and stewardship of human, financial and physical resources in compliance with the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations. The Chief of Mission Support will be assisted by pillar heads covering service delivery, operation and resource management, and security. It is proposed that the mission support component of the liquidation team be comprised of 87 posts (1 D-1, 2 P-5, 8 P-4, 4 P-3, 22 Field Service, 12 National Professional Officer and 38 Local level).

20. In terms of security, a security team of 15 personnel will be retained to provide protection and carry out activities such as securing mission assets, mission-related investigations, inspections, protection and essential fire-safety services. The team includes two Close Protection Officers and three Field Security Assistants dedicated to providing security for the Resident Coordinator/Humanitarian Coordinator serving as the head of entity, both within and outside United Nations compounds. The security team would be supplemented by the retention of the United Nations Guard Unit composed of 30 personnel responsible for the protection of United Nations personnel, assets and facilities within the internal perimeter of the liquidation's two locations.

21. A team consisting of 24 posts (2 P-4, 1 P-3, 3 Field Services and 18 Local level) in the Kuwait Joint Support Office will continue to provide critical back-office support in travel, finance and human resources. In view of the termination of the mandate of UNAMI on 31 December 2025, it is the intention of the Secretariat to ensure the transition of the peace operations supported by the Office to the Regional Service Centre by the end of the Mission's liquidation on 30 September 2026. The retention of the currently encumbered posts is to ensure that sufficient capacity is available to prepare for and implement the transition, aligned with the projected timeline for the complete liquidation of UNAMI.

22. Temporary surge capacity will be provided by the Department of Operational Support, which will provide support and coordination between United Nations Headquarters and the United Nations Logistics Base, with occasional deployment to Iraq and Kuwait.

23. The selection process for personnel for the liquidation team will consider the existing personnel and the skill sets relevant to the liquidation period. UNAMI (and the liquidation team after the Mission's closure) will continue to support the placement of separating national staff for consideration by other entities within the United Nations in Iraq, through the sharing of the list of national staff with the United Nations country team and by broadcasting to these staff information on job openings posted by other organizations. A national staff capacity-building programme was strategically designed to equip national staff with the skills and support necessary for successful career transitions ahead of mission closure. Key initiatives already implemented in 2024 and 2025 include: (a) the comprehensive assessment of staff skills, which considers the current skills and learning needs of staff and how this aligns to the local market; (b) job search and application training in collaboration with local recruiters and vocational and technical certifications such as the International Computer Driving Licence; and (c) entrepreneurial workshops by Business by Design, personalized career

coaching, mentorship and a training newsletter that provides up-to-date information on job opportunities across United Nations and non-United Nations entities. Other activities planned for 2025 include virtual and in-person career fairs, the launch of a dedicated job platform application tool and expanded vocational training and collaboration with the United Nations country team on vocational training and business start-ups.

24. The size and composition of the team during the liquidation will be progressively reduced through the abolishment of posts. It is proposed that 10 staff members will be separated by 31 May 2026, 22 by 30 June 2026 and 103 by 30 September 2026. This process will continue in parallel with the closure of the liquidation team's office in Erbil by 30 June 2026 and the offices in Baghdad and Kuwait by 30 September 2026, which will mark the end of the field-based liquidation activities.

25. Thereafter, there would still be residual liquidation activities such as asset reconciliation, the completion of the derecognition and deactivation of property records and the preparation of input for the final disposition of assets, which would be undertaken by the United Nations Logistics Base. At the Headquarters level, the Department of Operational Support will lead the overall monitoring and analysis of the progress of the completion of the residual liquidation activities. The Department of Management Strategy, Policy and Compliance will coordinate the preparation and submission of financial and budget performance reporting after the closure of the 2026 financial period, early in 2027. The two Departments will continue to support the liquidation period on aspects related to the liquidation, including coordination with various teams at Headquarters and reporting to senior management stakeholders and legislative bodies.

26. Additional support during liquidation will be provided through the deployment of personnel on temporary duty assignment, general temporary assistance or individual contractors, including at the Regional Service Centre and the United Nations Logistics Base, as necessary.

27. The clinic managed by the United Nations country team will provide medical services to staff operating in Baghdad on a cost-recovery basis until 30 September 2026.

B. Proposed post and non-post resource requirements in 2026

1. Total resource requirements

Resource requirements (regular budget)

Table 2
Financial resources
(Thousands of United States dollars)

	2024		2025	2026	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2026 vs. 2025 Increase/(decrease)
Category of expenditure	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel costs	5 099.8	4 544.3	4 371.7	818.5	(3 553.2)
Civilian personnel costs	76 928.7	77 891.4	80 920.2	32 346.1	(48 574.1)
Operational costs	16 098.0	7 660.1	10 107.2	4 876.4	(5 230.8)
Total (net of staff assessment)	**98 126.5**	**90 095.8**	**95 399.1**	**38 041.0**	**(57 358.1)**

Table 3
Drawdown of human resources

	International staff										National staff				United Nations Volunteers			
	USG	ASG[a]	D-2	D-1	P-5	P-4	P-3	P-2	FS	Subtotal	NPO	GS	LL	Subtotal	International	National	Subtotal	Total
Approved 2025	1	2	1	6	12	38	32	3	117	212	100	–	315	415	–	1	1	628
Retained as at 31 December 2025	–	1	–	1	2	14	6	–	31	55	15	–	65	80	–	–	–	135
Proposed posts in 2026																		
As at 1 January 2026	–	1	–	1	2	14	6	–	31	55	15	–	65	80	–	–	–	135
As at 31 May 2026	–	–	–	1	2	13	6	–	28	50	13	–	62	75	–	–	–	125
As at 30 June 2026	–	–	–	1	2	12	5	–	24	44	8	–	51	59	–	–	–	103
As at 30 September 2026	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	**–**	**(1)**	**–**	**(1)**	**(2)**	**(14)**	**(6)**	**–**	**(31)**	**(55)**	**(15)**	**–**	**(65)**	**(80)**	**–**	**–**	**–**	**(135)**

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

[a] One position is funded at 50 per cent and cost-shared with the Development Coordination Office.

28. The proposed resource requirements for liquidation activities in 2026 amount to $38,041,000 (net of staff assessment). The proposed requirements would provide for: (a) military and police personnel costs related to the 30 United Nations Guard Unit personnel to be withdrawn by 30 September 2026 ($818,500); (b) staff salaries, common staff costs and danger pay ($32,346,100) for the gradual separation of 135 civilian personnel encumbered as at 1 January 2026 to be retained for the liquidation team, consisting of 55 international staff (1 Assistant Secretary-General, 1 D-1, 2 P-5, 14 P-4, 6 P-3 and 31 Field Service) and 80 national staff (15 National Professional Officer and 65 Local level), including $19 million for estimated payments due to staff members at the time of separation or relocation, inclusive of $11.3 million relating to the remaining estimated payments due

to staff members to be separated in 2025, for which only a partial provision was approved in the 2025 budget, as well as a provision for $882,400 for surge capacity in the Department of Operational Support; and (c) operational costs ($4,817,000).

29. The phased separation of the liquidation team comprising 135 posts is detailed below:

(a) Abolishment, as at 31 May 2026, of 10 posts, comprising the post of the Head of Entity/Resident Coordinator/Humanitarian Coordinator (Assistant Secretary-General), his support team, namely, one Special Assistant (P-4), one Administrative Assistant (Field Service) and one Assistant Coordination Officer (National Professional Officer), as well as two Close Protection Officers (Field Service) and three Field Security Assistants (Local level) who provide dedicated security support to the head of entity. In addition, one Logistics Officer (National Professional Officer) in the Office of the Chief of Mission Support will also be abolished;

(b) Abolishment, as at 30 June 2026, of 22 posts (1 P-4, 1 P-3, 4 Field Service, 5 National Professional Officer and 11 Local level), with functions that cover public communications, protocol, movement and control, property management, procurement and the environment;

(c) Abolishment, as at 30 September 2026, of 103 posts (1 D-1, 2 P-5, 12 P-4, 5 P-3, 24 Field Service, 8 National Professional Officer and 51 Local level). During the field-based liquidation period up to 30 September 2026, these posts will perform legal, conduct and discipline, security, finance and budget, human resources, communications and information technology, property management, travel and administration functions, inclusive of 24 posts in Kuwait Joint Support Office.

30. In addition, provision is made for surge capacity in the Department of Operational Support and the United Nations Logistics Base for five general temporary assistance personnel: one Human Resources Officer and one Programme Management Officer, both at the P-4 level, one Programme Management Officer and one Supply Chain Planning Officer, both at the P-3 level; and one Senior Property Management Assistant (General Service (Principal level)).

Vacancy rates

31. The cost estimates for the United Nations Guard Unit takes into consideration the full deployment during the liquidation period and repatriation by 30 September 2026 of the 30 Guard Unit personnel. For civilian personnel, the cost estimates for the period from 1 January to 30 September 2026 are based on the assumption of full incumbency during the liquidation period and the phased abolishment of posts outlined in paragraph 29 above.

2. Financial resources

Table 4
Financial resources by category of expenditure
(Thousands of United States dollars)

	2024		*2025*	*2026*	*Variance*
	Appropriation	*Expenditure*	*Appropriation*	*Requirements*	*2026 vs. 2025 Increase/(decrease)*
Category of expenditure	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(4)-(3)*
I. Military and police personnel					
Military contingents	5 099.8	4 544.3	4 371.7	818.5	(3 553.2)
Subtotal, category I	**5 099.8**	**4 544.3**	**4 371.7**	**818.5**	**(3 553.2)**
II. Civilian personnel					
International staff	50 245.0	48 934.3	52 097.6	24 361.0	(27 736.6)
National Professional Officers	10 452.3	11 436.9	10 583.5	2 700.6	(7 882.9)

	2024		2025	2026	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2026 vs. 2025 Increase/(decrease)
Category of expenditure	(1)	(2)	(3)	(4)	(5)=(4)-(3)
National General Service staff	16 168.5	17 067.8	18 205.9	4 461.5	(13 744.4)
United Nations Volunteers	62.9	154.1	33.2	–	(33.2)
General temporary assistance	–	298.3	–	882.4	882.4
Subtotal, category II	**76 928.7**	**77 891.4**	**80 920.2**	**32 405.5**	**(48 514.7)**
III. Operational costs					
Consultants and consulting services	283.7	68.1	158.3	–	(158.3)
Official travel	1 014.6	388.7	728.0	188.9	(539.1)
Facilities and infrastructure	5 580.1	2 708.9	3 557.2	2 888.7	(668.5)
Ground transportation	1 126.3	414.5	736.3	270.8	(465.5)
Air operations	3 734.6	1 620.3	2 069.2	–	(2 069.2)
Communications and information technology	2 927.5	1 879.2	1 589.1	820.3	(768.8)
Medical	345.2	74.5	313.5	14.4	(299.1)
Other supplies, services and equipment	1 086.0	505.7	955.6	633.9	(321.7)
Subtotal, category III	**16 098.0**	**7 660.1**	**10 107.2**	**4 817.0**	**(5 290.2)**
Total	**98 126.5**	**90 095.8**	**95 399.1**	**38 041.0**	**(57 358.1)**

3. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	Appropriation 2024	Expenditure 2024	Appropriation 2025	Requirements 2026	Variance 2026 vs. 2025
Military contingents	5 099.8	4 544.3	4 371.7	818.5	(3 553.2)

32. The reduced requirements are attributable primarily to the gradual withdrawal of United Nations Guard Unit personnel, in accordance with the liquidation plan. The proposed resources include a provision for 30 personnel retained until 30 September 2026 for the field-based liquidation period, a decrease compared with the provision made for 245 personnel until 31 July 2025 and 157 personnel until 31 December 2025 in the approved budget for 2025.

Civilian personnel costs

(Thousands of United States dollars)

	Appropriation 2024	Expenditure 2024	Appropriation 2025	Requirements 2026	Variance 2026 vs. 2025
International staff	50 245.0	48 934.3	52 097.6	24 361.0	(27 736.6)

33. The reduced requirements are attributable to the phased separation of international staff, except for a smaller staffing complement of 55 personnel retained to complete the liquidation by 30 September 2026. The reduced requirements are offset in part by the inclusion of a provision of $16.2 million for payments due to staff members upon separation from service, including $9.2 million for staff members to be separated in 2025, for which only a partial provision was approved in the 2025 budget.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
National Professional Officers	10 452.3	11 436.9	10 583.5	2 700.6	(7 882.9)

34. The reduced requirements are attributable to the phased separation of staff, except for 15 National Professional Officers retained to complete the liquidation by 30 September 2026. The reduced requirements are offset in part by the inclusion of a provision of $1.7 million for payments due to staff members upon separation from service, including $1.5 million for staff members to be separated in 2025, for which only a partial provision was approved in the 2025 budget.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
National General Service	16 168.5	17 067.8	18 205.9	4 461.5	(13 744.4)

35. The reduced requirements are attributable to the phased separation of staff, except for 65 Local level staff retained to complete the liquidation by 30 September 2026. The reduced requirements are offset in part by the inclusion of a provision of $1.2 million for payments due to staff members upon separation from service, including $601,600 for staff members to be separated in 2025, for which only a partial provision was approved in the 2025 budget.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
United Nations Volunteers	62.9	154.1	33.2	–	(33.2)

36. No resources are proposed for United Nations Volunteers because the two positions were downsized in 2025.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
General temporary assistance	–	298.3	–	882.4	882.4

37. Resources amounting to $882,400 are proposed to provide for surge capacity for five general temporary assistance positions (2 P-4, 2 P-3 and 1 General Service (Principal level)) to support the liquidation activities, including after the field-based liquidation activities have ended on 30 September 2026. The capacity requirements have been identified by the Department of Operational Support and will encompass activities related to human resources, data analysis and management and property management.

Operational costs

(Thousands of United States dollars)

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Consultants and consulting services	283.7	68.1	158.3	–	(158.3)

38. No provision is included for consultants and consulting services for the liquidation period.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Official travel	1 014.6	388.7	728.0	188.9	(539.1)

39. The reduced requirements are attributable primarily to a lower volume of travel during the liquidation period, which will be limited to travel to carry out liquidation activities and for the deployment of staff on temporary duty assignment from United Nations Headquarters to ensure the timely finalization of liquidation tasks.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Facilities and infrastructure	5 580.1	2 708.9	3 557.2	2 888.7	(668.5)

40. The reduced requirements are attributable primarily to a smaller scope of activities related to facilities and infrastructure after the closure and handover to relevant authorities of five locations during 2025 and a smaller staffing complement during the liquidation period. Accordingly, the demand for utilities, disposal services, maintenance, security services and construction, as well as the demand for fuel for generators, is expected to decrease.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Ground transportation	1 126.3	414.5	736.3	270.8	(465.5)

41. The reduced requirements are attributable primarily to: (a) the non-requirement of spare parts; (b) lower requirements for petrol, oil and lubricants due to the smaller staffing complement during the liquidation period and the planned reduction in the fleet of United Nations-owned vehicles; and (c) lower requirement for the rental of special purpose vehicles following the completion of closure activities in 2025.

42. The reduced requirements are offset in part by higher requirements for repairs and maintenance in connection with the planned destruction and cannibalization of armoured vehicles that will not be disposed through transfer to other United Nations entities.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Air operations	3 734.6	1 620.3	2 069.2	–	(2 069.2)

43. No provision is included for air operations for the liquidation period because the current aircraft contract will be discontinued in 2025.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Communications and information technology	2 927.5	1 879.2	1 589.1	820.3	(768.8)

44. The reduced requirements are attributable primarily to the smaller staffing complement and phased withdrawal of personnel during the liquidation period, resulting in lower requirements for telecommunications and network services, the maintenance of communications and information technology equipment and support services, software, licences and fees, public information and production services, and spare parts.

45. The reduced requirements are offset in part by the cost of refurbishment of 71 high-value electronic counter-measure equipment items identified for transfer to the strategic deployment stocks for inclusion in the return, refurbishment and reuse programme at the United Nations Logistics Base for storage and potential transfer to other peacekeeping and special political missions.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Medical	345.2	74.5	313.5	14.4	(299.1)

46. The reduced requirements are attributable to the smaller staffing complement and phased withdrawal of personnel during the liquidation period, resulting in reduced requirements for medical services and the non-requirement for supplies due to stock availability.

	Appropriation 2024	*Expenditure 2024*	*Appropriation 2025*	*Requirements 2026*	*Variance 2026 vs. 2025*
Other supplies, services and equipment	1 086.0	505.7	955.6	633.9	(321.7)

47. The reduced requirements are attributable mainly to the smaller staffing complement, which resulted in lower requirements for training fees, supplies and services, welfare and rations, as well as lower requirements for bank charges due to a lower overall anticipated volume of transactions. The reduced requirements are offset in part by higher requirements for freight costs owing to a provision to cover the shipment of assets to the United Nations Logistics Base and for the shipment of archives and records.

Extrabudgetary resources

(a) Voluntary contributions

48. No extrabudgetary resources are projected for 2026 owing to the end of the mandate in 2025.

(b) Cost recovery

49. In 2025, resources in the amount of $9,251,800 are projected to be received from the United Nations country team and will continue to be utilized to provide for the continuation of six positions (2 Field Service and 4 four international United Nations Volunteer) and to continue to support the United Nations Guard Unit, cost-sharing of other security staff costs and services, space management, cleaning services, field technology services, ground transport, medical services, and fuel and other supplies.

50. No resources are projected to be received in 2026 from the United Nations country team owing to the cessation of the Mission’s operations on 31 December 2025.

Annex I

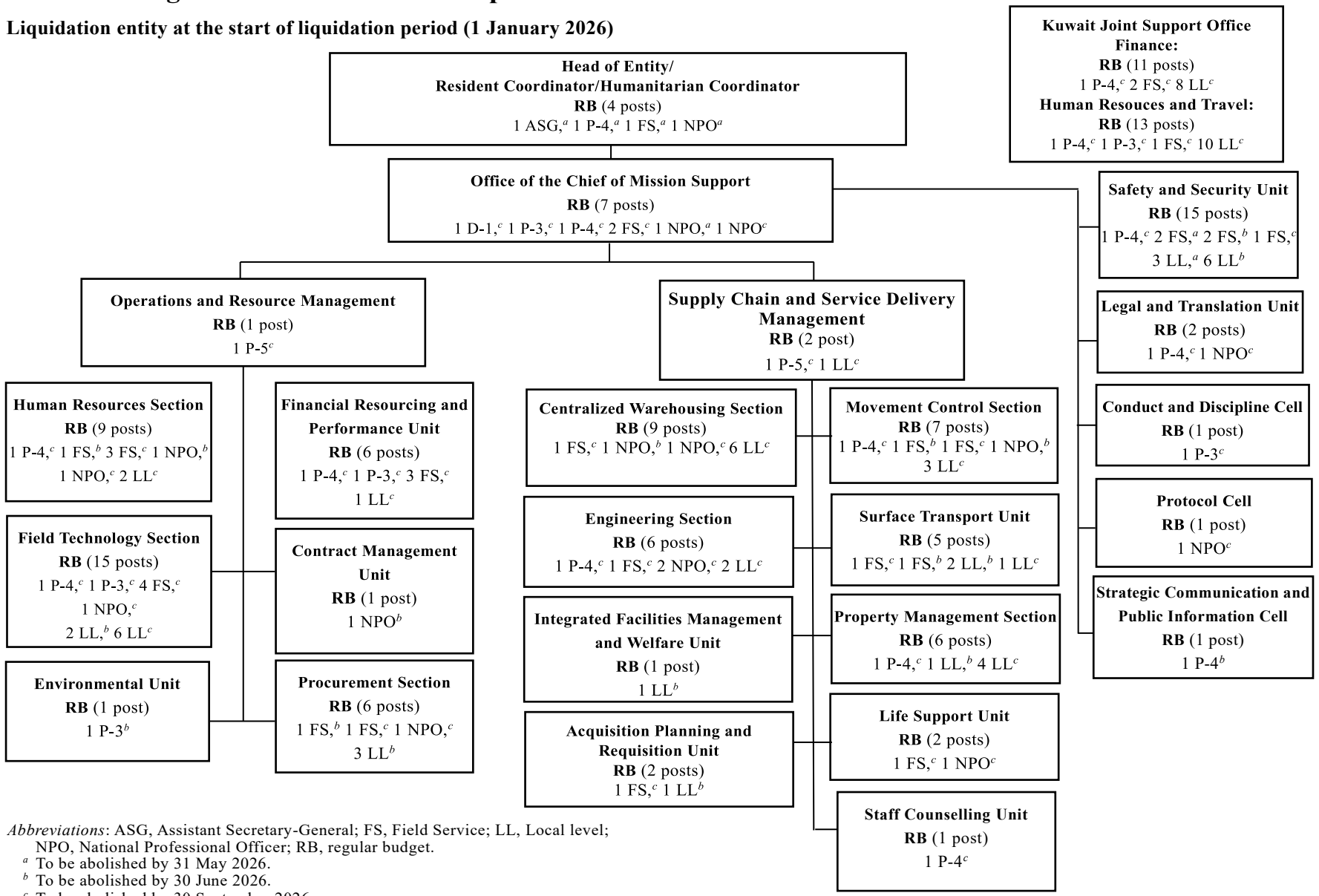
Summary of follow-up action taken to implement decisions and requests of the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/79/7/Add.48)	
The Advisory Committee recalls that the General Assembly recognized the importance of capacity-building for national staff in the drawdown phases of missions (see resolutions 69/258 B, 69/259 B and 67/277) and trusts that the Secretary-General will continue his efforts in this regard and will provide an update in the context of his next report on the Mission (para. 27).	UNAMI has developed a comprehensive human resources strategy that encompasses capacity-building for national staff to acquire new skills that can be useful in their future careers, either within or outside the United Nations. The measures already undertaken and the planned initiatives for 2025 are detailed in paragraph 23 of the present report.
The Advisory Committee trusts that additional information related to UNAMI staff who were reinstated or rejoined the Organization less than 12 months after separation, as well as any related recovery of termination indemnities, will be provided in future reports (para. 32).	As at 30 April, 40 staff had separated from UNAMI, including 6 who took up appointment with other United Nations entities. Information on UNAMI staff who will be reinstated or rejoin the Organization less than 12 months after separation, as well as any related recovery of termination indemnities, will be reported on in the context of future chapeau report.
While noting that quantifiable workload information for UNAMI-funded Kuwait Joint Support Office posts would not accurately represent workload solely generated by UNAMI, the Advisory Committee is of the opinion that the service delivery model of the Office should be scalable, in that a reduction in the number of client missions and their associated transaction processing requirements should result in a reduction in the Office's staffing. The Committee further notes that there are seven UNAMI-funded posts in the Office that are vacant. The Committee trusts that the Secretary-General will provide further justification for the retention of the 32 UNAMI-funded posts in the Office to the General Assembly in the context of its review of the present report and in his upcoming report on the liquidation requirements for the Mission (para. 44).	The General Assembly, by its resolution 79/258 B, decided to abolish all vacant posts for UNAMI, including the seven vacant UNAMI-funded posts in the Kuwait Joint Support Office. With regard to the retention of the remaining posts, in 2024 the Department of Operational Support conducted a review of the Kuwait Joint Support Office to determine how the peace operations that the Office supports can continue to receive shared services with efficiency, interoperability, responsiveness and operational continuity, with the termination of the mandate of UNAMI at the end of 2025. In this regard, the Secretariat intends to ensure the transition of the peace operations supported by the Support Office to the Regional Service Centre by the end of the UNAMI liquidation process, leading to the abolishment of all special political mission-funded posts. Details on the transition plan are presented in the context of the chapeau report (A/80/6 (Sect. 3)/Add.1).

Annex II

Organizational structure and post distribution for 2026

Liquidation entity at the start of liquidation period (1 January 2026)



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; RB, regular budget.

[a] To be abolished by 31 May 2026.

[b] To be abolished by 30 June 2026.

[c] To be abolished by 30 September 2026.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part II
Political affairs

Section 4
Disarmament

Programme 3
Disarmament

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

4.1 The Office for Disarmament Affairs is responsible for supporting multilateral efforts aimed at achieving the goal of general and complete disarmament under strict and effective international control. Its mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including the final document of the tenth special session of the General Assembly, which was the first special session devoted to disarmament (resolution S-10/2). Weapons of mass destruction, in particular nuclear weapons, remain the primary concern owing to their unparalleled destructive potential. The evolving global strategic environment has heightened the urgency of addressing emerging biosecurity risks, including through improving processes to anticipate, prevent, coordinate and respond to such risks, as well as bolstering the norm against chemical weapons. The Office provides support for national and international efforts to combat, prevent and eradicate the illicit trade in small arms and light weapons, which remain a significant driver of armed violence and conflict, and to reduce safety and security risks in through-life conventional ammunition management. The Office also supports States' efforts to address emerging issues, including developments in science and technology, and their impact on international security.

Strategy and external factors for 2026

4.2 The Office will ensure full implementation of its legislative mandates and adherence to United Nations policies and procedures. It will continue to support multilateral negotiations and deliberations and offer expertise and practical solutions, while fostering confidence and trust among Member States, and will strive to facilitate the reconciliation of disparate positions among Member States resulting from a volatile international security environment. The Office will seek to mitigate the risks that it faces in carrying out its mandate and will implement its next strategic plan, for the period 2026–2030, aligning its work and priorities with global and organizational agendas.

4.3 The Office will continue to be guided by existing frameworks, including relevant elements of the Sustainable Development Goals and the Secretary-General's peace and security and development reforms, in accordance with relevant General Assembly resolutions. The Office will also be informed by *Securing Our Common Future: An Agenda for Disarmament*, in accordance with the mandates of the Office. Furthermore, it will actively support Member States in the implementation of their disarmament obligations and commitments, as outlined in the Pact for the Future (General Assembly resolution 79/1).

4.4 With regard to cooperation with other entities, the Office will continue to enhance collaboration with other international, regional and subregional organizations in the areas of disarmament, arms control and non-proliferation. Through its three regional centres and its liaison office in Vienna, the Office will foster greater regional cooperation, facilitating dialogue and cooperation among States and regional and subregional organizations and arrangements. The Office will further enhance its partnerships with various stakeholders, such as civil society, academia, the private sector and young people. Through such partnerships, it will be able to meet regional and national disarmament and arms control priorities effectively, while building greater local disarmament capacity and enhancing the viability of regional frameworks.

4.5 With regard to inter-agency coordination and liaison, the Office will continue to pursue cohesive and integrated approaches within the United Nations peace and security pillar and with other specialized United Nations agencies and other entities, such as the United Nations Youth Office, the Office for Digital and Emerging Technologies and the Coordinating Action on Small Arms mechanism, the United Nations system-wide inter-agency coordination mechanism for small arms and ammunition control and the reduction of armed violence. The Office will continue to work with other United

Nations entities to foster a holistic approach to addressing risks associated with arms, thereby contributing to conflict prevention, the protection of civilians and international peace and security. By working collaboratively across the United Nations system, the Office will encourage greater efforts to integrate disarmament, humanitarian and development activities.

4.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The political environment and developments are supportive of disarmament efforts and are conducive to the facilitation of negotiations on new arms limitation and disarmament agreements;

(b) Member States are willing to implement the recommendations, resolutions and decisions of relevant meetings and conferences;

(c) International organizations and entities cooperate;

(d) National institutions support the promotion of equal opportunities for women and the promotion of meaningful and inclusive participation and engagement of young people in disarmament, non-proliferation and arms control.

4.7 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, in line with organizational mandates and policies for mainstreaming a gender perspective into policies and programmes in the United Nations system (see Economic and Social Council resolution 2024/3). The Office will continue to accord high priority to assisting Member States in the implementation of Security Council resolutions on women and peace and security and to assisting States, upon request, in promoting the role of women in disarmament, non-proliferation and arms control and gender-sensitive policymaking and programming in line with General Assembly resolution 65/69 and subsequent resolutions on women, disarmament, non-proliferation and arms control, including through data collection and education.

4.8 In line with the United Nations Disability Inclusion Strategy and General Assembly resolutions 74/144 and 76/154, the Office will continue to implement its departmental action plan and collaborate with other United Nations entities to promote accessibility and the equal participation of persons with disabilities in disarmament discussions and decision-making processes.

4.9 The Office will continue to facilitate youth engagement and promote the meaningful and inclusive participation of young people in discussions in the field of disarmament and non-proliferation, in line with General Assembly resolution 78/31 on youth, disarmament and non-proliferation.

Legislative mandates

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

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly	79/43	Relationship between disarmament and development
59/95	Improving the effectiveness of the methods of work of the First Committee	79/57	Women, disarmament, non-proliferation and arms control
77/298	The United Nations Global Counter-Terrorism Strategy: eighth review	79/80	Promoting international cooperation on peaceful uses in the context of international security
79/1	The Pact for the Future		

Security Council resolutions

1325 (2000)	1673 (2006)
1540 (2004)	1810 (2008)

1887 (2009)
1977 (2011)
2055 (2012)
2117 (2013)
2118 (2013)
2475 (2019)

Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation

General Assembly resolutions and decisions

74/50 and 78/239; decisions 75/516, 76/515 and 77/514	Nuclear disarmament verification
75/31 and 78/15	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
78/20 and 79/22	Reducing space threats through norms, rules and principles of responsible behaviours
78/238 and 79/21	Further practical measures for the prevention of an arms race in outer space
79/34	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction
79/51	Transparency and confidence-building measures in outer space activities
79/58	Implementation of the Convention on Cluster Munitions
79/62	Lethal autonomous weapons systems
79/63	United Nations disarmament fellowship, training and advisory services
79/71	Report of the Conference on Disarmament
79/75	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
79/78	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
79/79	Strengthening and institutionalizing the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
Decision 79/512	Open-ended working group on the prevention of an arms race in outer space in all its aspects

Subprogramme 2
Weapons of mass destruction

General Assembly resolutions and decisions

42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention
42/38 C	Notification of nuclear tests
54/280	Agreement to regulate the relationship between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
72/31	Taking forward multilateral nuclear disarmament negotiations
72/51	International Day against Nuclear Tests
73/71	Fourth Conference of Nuclear-Weapon-Free Zones and Mongolia, 2020
Decision 73/546	Convening a conference on the establishment of a Middle East zone free of nuclear weapons and other weapons of mass destruction
77/66	Eleventh Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
78/17 and 79/16	Establishment of a nuclear-weapon-free zone in the region of the Middle East
78/28; decision 79/513	Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
78/63 and 79/74	The risk of nuclear proliferation in the Middle East
79/29	The Hague Code of Conduct against Ballistic Missile Proliferation
79/30	Mongolia's international security and nuclear-weapon-free status
79/32	Follow-up to the advisory opinion of the International Court of Justice on the legality of the threat or use of nuclear weapons
79/33	Reducing nuclear danger
79/38	Treaty of the Prohibition of Nuclear Weapons
79/39	Universal Declaration on the Achievement of a Nuclear-Weapon-Free World
79/42	Measures to prevent terrorists from acquiring weapons of mass destruction
79/47	Follow-up to the 2013 high-level meeting of the General Assembly on nuclear disarmament
79/48	Measures to uphold the authority of the 1925 Geneva Protocol
79/50	Nuclear disarmament

79/60 Addressing the legacy of nuclear weapons: providing victim assistance and environmental remediation to Member States affected by the use or testing of nuclear weapons

79/134 Cooperation between the United Nations and the Organisation for the Prohibition of Chemical Weapons

79/238 Nuclear war effects and scientific research

79/240 Group of Scientific and Technical Experts on Nuclear Disarmament Verification

79/241 Comprehensive study of the question of nuclear-weapon-free zones in all its aspects

Subprogramme 3
Conventional arms

General Assembly resolutions

77/33 Objective information on military matters, including transparency of military expenditures

77/69 Transparency in armaments

79/26 Conventional arms control at the regional and subregional levels

79/31 Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them

79/40 The illicit trade in small arms and light weapons in all its aspects

79/49 Effects of the use of armaments and ammunitions containing depleted uranium

79/53 Countering the threat posed by improvised explosive devices

79/54 Through-life conventional ammunition management

79/59 Information on confidence-building measures in the field of conventional arms

Subprogramme 4
Information and outreach

General Assembly resolutions and decisions

47/53 D World Disarmament Campaign

Decision 54/418 Advisory Board on Disarmament Matters

78/31 Youth, disarmament and non-proliferation

78/237 Developments in the field of information and telecommunications in the context of international security

79/23 Role of science and technology in the context of international security and disarmament

79/28 United Nations study on disarmament and non-proliferation education

79/45 Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control

79/46 Promotion of multilateralism in the area of disarmament and non-proliferation

79/69 United Nations Disarmament Information Programme

79/237 Open-ended working group on security of and in the use of information and communications technologies 2021–2025 established pursuant to General Assembly resolution 75/240

79/239 Artificial intelligence in the military domain and its implications for international peace and security

Subprogramme 5
Regional disarmament

General Assembly resolutions and decisions

Decision 77/511 Maintenance of international security – good neighbourliness, stability and development in South-Eastern Europe

78/13 Implementation of the Declaration of the Indian Ocean as a Zone of Peace

79/25 Regional disarmament

79/27 Confidence-building measures in the regional and subregional context

79/65 United Nations Regional Centre for Peace and Disarmament in Africa

79/66 United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean

79/67 United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific

79/70 United Nations regional centres for peace and disarmament

79/76 Strengthening of security and cooperation in the Mediterranean region

Deliverables

4.11 Table 4.1 lists all cross-cutting deliverables of the programme.

Table 4.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1

Evaluation activities

4.12 The following evaluations conducted by the Office and completed in 2024 have guided the proposed programme plan for 2026:

(a) Evaluation of the Office's strategic plan for 2021–2025;

(b) Evaluation of the Office's work on engaging, educating and empowering young people.

4.13 In response to the results of the evaluations referenced above, the Office will place greater emphasis on regional cooperation, in particular through its regional centres, recognizing the importance of local contexts in addressing disarmament and arms control challenges. It will also enhance its focus on integrating disarmament and arms control into the broader United Nations system, as relevant and appropriate. The insights from the evaluation of the Office's strategic plan have also informed the next such plan, for the period 2026–2030.

4.14 An evaluation of the Office's work in supporting the integration of disarmament and arms control measures into common country analyses and United Nations Sustainable Development Cooperation Frameworks is planned for 2026.

Programme of work

Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation

Objective

4.15 The objective, to which this subprogramme contributes, is to advance multilateral negotiations and deliberations on agreements on disarmament, arms limitation and non-proliferation in all its aspects, as required by States Parties to existing multilateral agreements and the Conference on Disarmament.

Strategy

4.16 To contribute to the objective, the subprogramme will:

(a) Provide support for negotiations in the Conference on Disarmament and in conferences and meetings of States Parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects at the organizational, procedural and substantive levels;

(b) Render assistance and provide support for the follow-up to decisions, recommendations and programmes of action adopted by conferences and meetings of States Parties to various multilateral disarmament, arms control and non-proliferation agreements and to treaty-making conferences, expert groups and other disarmament meetings under the responsibility of the subprogramme;

(c) Implement the United Nations Disarmament Fellowship, Training and Advisory Services Programme;

(d) Facilitate the efforts of Member States to prevent an arms race in outer space.

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

(a) Effective and efficient holding of the meetings of the Conference on Disarmament, other conferences, working groups and expert groups and of the various treaty bodies falling under the remit of the subprogramme;

(b) Strengthened operational viability and compliance with treaty obligations and adherence to and/or implementation of decisions, recommendations and programmes of action, as well as increased reporting by States Parties;

(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through participation in the United Nations Disarmament Fellowship, Training and Advisory Services Programme.

Programme performance in 2024

Progress of States towards the establishment of mechanisms for scientific and technological review and for international cooperation and assistance under the Biological Weapons Convention

4.18 At the ninth Review Conference of the States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction, held in 2022, States Parties agreed to establish the Working Group on the Strengthening of the Convention. The Working Group was mandated, inter alia, to develop mechanisms for scientific and technological review and for international cooperation and assistance, with a view to establishing such mechanisms. In 2024, the Group made progress towards establishing the mechanisms through substantive discussions, which were informed by intersessional work undertaken by the Friends of the Chair to develop potential recommendations for their establishment. Intersessional work will continue in 2025, with a view to the adoption of the recommendations during the year. The establishment of the mechanisms would contribute to the strengthening of the Convention and ultimately help to safeguard humanity from the risks posed by biological weapons.

4.19 Progress towards the objective is presented in the performance measure below (see table 4.2).

Table 4.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The ninth Review Conference agreed to establish the Working Group on the Strengthening of the Convention, with a view to developing mechanisms for scientific and technological review and for international cooperation and assistance	The Working Group initiated discussions on the mechanisms for scientific and technological review and for international cooperation and assistance	The Working Group made progress towards the establishment of the mechanisms for scientific and technological review and for international cooperation and assistance

Planned results for 2026

Result 1: increase in deliberations and eventual negotiations in the Conference on Disarmament

Programme performance in 2024 and target for 2026

4.20 The subprogramme's work contributed to the establishment of subsidiary bodies during the 2024 session of the Conference on Disarmament and to the adoption of the reports of those bodies, including recommendations that they resume their work in 2025, which met the planned target.

4.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.3).

Table 4.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Conference on Disarmament adopted two of the five reports of the subsidiary bodies and a procedural report of the Conference to the General Assembly	Formal and informal thematic discussions were held on agenda items of the Conference and other specific topics, consensus was reached on the annual report and a resolution was adopted by the General Assembly (resolution 78/61)	States members of the Conference reached an agreement on the establishment of subsidiary bodies and on recommendations for those bodies to resume their work in 2025	States members of the Conference are able to carry out substantive work in a sustained and progressive manner on priority and emerging issues	States members of the Conference are able to carry out substantive work in a sustained and progressive manner on priority and emerging issues

Result 2: prevention of an arms race in outer space

Programme performance in 2024 and target for 2026

4.22 The subprogramme's work contributed to the adoption of a substantive report by the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space and inclusion of agreed language on the prevention of an arms race in outer space in the Pact

for the Future, facilitating the work of future intergovernmental processes on the topic, which met the planned target.

4.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.4).

Table 4.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Adoption of substantive recommendations by the Disarmament Commission Conclusion of work within the open-ended working group on reducing space threats through norms, rules and principles of responsible behaviours Initiation of work in the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	Adoption of a substantive report by the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space and inclusion of agreed language on the prevention of an arms race in outer space in the Pact for the Future	Substantive deliberations in intergovernmental bodies contribute to negotiations for the conclusion of an international agreement or agreements to prevent an arms race in outer space	Substantive deliberations in intergovernmental bodies contribute to negotiations for the conclusion of an international agreement or agreements to prevent an arms race in outer space

Result 3: strengthened disarmament expertise through the United Nations Disarmament Fellowship, Training and Advisory Services Programme

Proposed programme plan for 2026

4.24 Each year, the subprogramme provides training and study visit opportunities to representatives of Member States in the field of disarmament through the United Nations Disarmament Fellowship, Training and Advisory Services Programme. Since 1979, the Programme has trained over 1,125 officials from 172 Member States, with the aim of providing participants, in particular in developing countries, with further knowledge and professional competence to fulfil their duties in the field of disarmament and international security. It addresses theory and practice through lectures, practical exercises, simulations and, upon invitation, visits to international organizations and States.

Lessons learned and planned change

4.25 The lesson for the subprogramme, considering the value of in-country study visits in providing participants with practical exposure and a deeper understanding of key issues on disarmament, was the need to expand such study visits to cover all regions more equitably. In applying the lesson, the subprogramme will intensify efforts to enhance training, including by incorporating more practical experiences and progressively expanding its study visits to cover all geographical regions equitably.

4.26 Expected progress towards the objective is presented in the performance measure below (see table 4.5).

Table 4.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	For the first time since its establishment, the Programme conducted a study visit to an African country	Study visits under the Programme are conducted in all regions	Participants in the Programme are offered study visits that cover all geographical regions in an equitable manner

Deliverables

4.27 Table 4.6 lists all deliverables of the subprogramme.

Table 4.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**293**	**341**	**344**	**319**
1. Documents, verbatim records and reports of the Conference on Disarmament	86	95	130	86
2. Report of the Secretary-General to the General Assembly on the United Nations Disarmament Fellowship, Training and Advisory Services Programme	1	1	–	1
3. Report of the Secretary-General containing the substantive views of Member States and other non-governmental entities on lethal autonomous weapons systems	1	1	–	–
4. Report of the Secretary-General containing the substantive views of Member States on the report of the Group of Governmental Experts to further consider nuclear disarmament verification issues	1	1	–	–
5. Documents of the Review Conference and Meeting of States Parties to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	32	38	32	32
6. Documents of the Meetings of the Working Group and the Meetings of States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	80	81	80	80
7. Documents of the Meeting of the High Contracting Parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, of the annual conferences of its Amended Protocol II and Protocol V and of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems	40	88	40	40
8. Documents of the Review Conference and Meetings of States Parties to the Convention on Cluster Munitions	20	21	20	40
9. Reports and documents for the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	30	15	–	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. Reports and documents for the open-ended working group on further practical measures for the prevention of an arms race in outer space	2	–	–	–
11. Reports and documents of the open-ended working group on the prevention of an arms race in outer space in all its aspects	–	–	42	40
Substantive services for meetings (number of three-hour meetings)	**217**	**158**	**229**	**221**
12. Consultations and meetings of the Conference on Disarmament	95	48	95	95
13. Review Conference and Meetings of the States Parties to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	14	14	10	10
14. Meetings of the Working Group and Meetings of States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	36	31	36	36
15. Preparatory Committee, Review Conference and Meetings of the High Contracting Parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, the annual conferences of its Amended Protocol II and Protocol V, meetings of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems, the Group of Experts of the High Contracting Parties to Amended Protocol II and the Meeting of Experts on Protocol V	36	36	36	46
16. Meetings of States Parties and the Review Conference of the Convention on Cluster Munitions	8	6	8	14
17. Meetings of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	24	23	–	–
18. Meetings of the open-ended working group on further practical measures for the prevention of an arms race in outer space	4	–	–	–
19. Meetings of the open-ended working group on the prevention of an arms race in outer space in all its aspects	–	–	24	20
Conference and secretariat services for meetings (number of three-hour meetings)	**217**	**158**	**209**	**221**
20. Consultations and meetings of the Conference on Disarmament	95	48	95	95
21. Review Conference and Meetings of the States Parties to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	14	14	10	10
22. Meetings of the Working Group and Meetings of States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	36	31	36	36
23. Preparatory Committee, Review Conference and Meetings of the High Contracting Parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, the annual conferences of its Amended Protocol II and Protocol V, meetings of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems, the Group of Experts of the High Contracting Parties to Amended Protocol II and the Meeting of Experts on Protocol V	36	36	36	46
24. Meetings of States Parties and the Review Conference of the Convention on Cluster Munitions	8	6	8	14
25. Meetings of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	24	23	–	–
26. Meetings of the open-ended working group on further practical measures for the prevention of an arms race in outer space	4	–	–	–
27. Meetings of the open-ended working group on the prevention of an arms race in outer space in all its aspects	–	–	24	20

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Documentation services for meetings (thousands of pages)	**10.6**	**19.7**	**10.6**	**12.1**
28. All meetings serviced by the subprogramme	10.6	19.7	10.6	12.1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**6**	**4**	**4**
29. On the Biological Weapons Convention	4	6	4	4
Seminars, workshops and training events (number of days)	**70**	**70**	**70**	**70**
30. United Nations Disarmament Fellowship, Training and Advisory Services Programme	70	70	70	70
Technical materials (number of materials)	**–**	**2**	**–**	**–**
31. On the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects	–	2	–	–

C. Substantive deliverables

Databases and substantive digital materials: databases relating to annual national reports on compliance, Protocol V and Amended Protocol II to the Convention on Certain Conventional Weapons, explosive remnants of war under Protocol V to the Convention, articles 7 and 8 (9) of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction, and article 7 of the Convention on Cluster Munitions; electronic reporting system for the confidence-building measures and the cooperation and assistance database of the Biological Weapons Convention; website relating to the Conference on Disarmament, the Geneva Branch of the Office for Disarmament Affairs, including web pages on financial matters, fissile material, the Biological Weapons Convention, the Convention on Certain Conventional Weapons, the Convention on the Prohibition of Military or Any Other Hostile Use of Environmental Modification Techniques, the Convention on Cluster Munitions and the Anti-Personnel Landmines Convention and the United Nations Disarmament Fellowship, Training and Advisory Services Programme.

D. Communication deliverables

Outreach programmes, special events and information materials: briefings and outreach materials on disarmament, arms limitation and non-proliferation for the Geneva-based permanent missions and governmental, non-governmental and civil society organizations.

Digital platforms and multimedia content: web pages on financial issues in support of conventions; digital tools to improve national reporting and compliance (Biological Weapons Convention and Convention on Certain Conventional Weapons).

Subprogramme 2
Weapons of mass destruction

Objective

4.28 The objective, to which this subprogramme contributes, is to advance disarmament and non-proliferation in all aspects of nuclear weapons and all other weapons of mass destruction and their means of delivery.

Strategy

4.29 To contribute to the objective, the subprogramme will:

(a) Support the process of negotiations, deliberations and consensus-building in the areas of disarmament and non-proliferation of weapons of mass destruction, in particular nuclear weapons and their means of delivery;

(b) Support the full implementation of international instruments dealing with the disarmament and non-proliferation of nuclear weapons, including the Treaty on the Non-Proliferation of Nuclear Weapons and the Treaty on the Prohibition of Nuclear Weapons, and for the entry into force of the Comprehensive Nuclear-Test-Ban Treaty;

(c) Support the enhancement and implementation of further ways and means of cooperation among the States Parties to nuclear-weapon-free zone treaties and the protocols thereto;

(d) Support Member States in their negotiations on the establishment of a Middle East zone free of nuclear weapons and all other weapons of mass destruction;

(e) Provide substantive and technical support to office bearers of the First Committee and the Disarmament Commission;

(f) Continue to raise awareness of the dangers posed by nuclear weapons, including through substantive and technical support to the International Day for the Total Elimination of Nuclear Weapons and the International Day against Nuclear Tests;

(g) Strengthen cooperation with relevant intergovernmental organizations, such as the International Atomic Energy Agency, including in areas such as nuclear security and non-proliferation, and expand interaction, as appropriate, with civil society, in particular research and academic institutions and non-governmental organizations working in the areas of disarmament and non-proliferation of nuclear weapons and their delivery systems;

(h) Continue its close cooperation with the Organisation for the Prohibition of Chemical Weapons (OPCW) to promote the universality and full implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction;

(i) Support efforts to ensure accountability for the use of chemical weapons by, inter alia, supporting OPCW efforts in this regard and by working with members of the Security Council in order to build unity on the issue. The subprogramme will also continue to provide briefings to the Council on the implementation of resolution 2118 (2013) on the elimination of the chemical weapons programme of the Syrian Arab Republic;

(j) Continue to enhance the operational readiness of the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons by organizing, with interested Member States and relevant partners, training and capacity-building activities for experts and analytical laboratories.

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

(a) The building of trust and understanding among Member States in order to facilitate consensus on effective measures relating to the total elimination of nuclear weapons and measures to prevent any use of a nuclear weapon, and to uphold the norms against the proliferation and testing of nuclear weapons;

(b) The strengthening and reinforcement of the norm against chemical weapons use;

(c) Enhanced ability of Member States to uphold the global norms against the use of weapons of mass destruction;

(d) Strengthened coordination capabilities of Member States to respond to incidents involving the alleged use of biological weapons.

Programme performance in 2024

States Parties to treaties establishing nuclear-weapon-free zones strengthened cooperation and consultation mechanisms

4.31 As part of ongoing efforts by relevant States to strengthen coordination and cooperation among nuclear-weapon-free zones, the subprogramme co-organized a workshop with the Government of Kazakhstan to facilitate an exchange of views among representatives of States Parties to nuclear-weapon-free zone treaties on their experiences in implementing those treaties, including lessons learned and best practices. The workshop strengthened consultation and fostered cooperation

between Member States that are Parties to treaties establishing nuclear-weapon-free zones, including for coordination on future work. In addition, the subprogramme maintained and updated a dedicated platform on the programme's website to support States' efforts, which enhanced communication between zones.

4.32 Progress towards the objective is presented in the performance measure below (see table 4.7).

Table 4.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
A dedicated web-based platform on nuclear-weapon-free zones is available to States Parties to enhance cooperation and coordination	–	Strengthened cooperation and consultations among States Parties to nuclear-weapon-free zone treaties

Planned results for 2026

Result 1: strengthening the multilateral nuclear disarmament and non-proliferation regime

Programme performance in 2024 and target for 2026

4.33 The subprogramme's work contributed to the successful conduct of the second session of the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, which met the planned target.

4.34 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.8).

Table 4.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The 2020 Review Conference of the Parties to the Treaty, which was delayed by two years owing to the coronavirus disease (COVID-19) pandemic, was held States Parties established a working group to further strengthen the review process of the Treaty	The first session of the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held	The second session of the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held	The third session of the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons is held States agree on arrangements for the 2026 Review Conference	The 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons is held

Result 2: process to achieve the establishment of a Middle East zone free of nuclear weapons and other weapons of mass destruction

Programme performance in 2024 and target for 2026

4.35 The subprogramme's work contributed to advancing the process of establishing a Middle East zone free of nuclear weapons and other weapons of mass destruction, with the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction undertaking substantive deliberations, including through meetings of its intersessional working committee, to advance the preparations for the negotiation of a legally binding treaty and contributing to the implementation of the decision adopted at its fourth session on the time of endorsement of the presidency of the annual sessions of the Conference, as contained in document A/CONF.236/2023/DEC.3, which met the planned target.

4.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.9).

Table 4.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	The Conference undertook substantive discussions and agreed to continue deliberations at its intersessional working committee meetings on, inter alia, nuclear verification, peaceful uses and technical cooperation and an index of the list of topics to be addressed by future sessions of the Conference	The Conference undertook substantive deliberations, including through meetings of its intersessional working committee, to advance the preparations for the negotiation of a legally binding instrument The decision adopted at the fourth session on the time of endorsement of the presidency of the annual sessions of the Conference was implemented	The President of the sixth session, together with the members of the Conference, undertakes organizational and substantive preparations, including through the intersessional working committee, for the sixth session aimed at reaching a common position on the negotiation of a Middle East zone treaty	The President of the seventh session, together with the members of the Conference, undertakes organizational and substantive preparations for the seventh session aimed at reaching a common position on the negotiation of a Middle East zone treaty

Result 3: improved readiness of the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons

Proposed programme plan for 2026

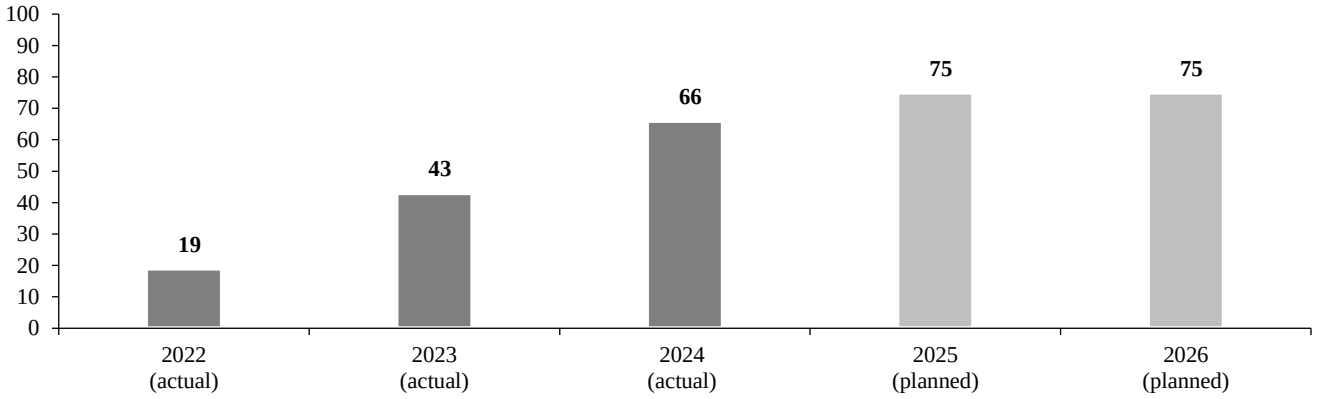
4.37 The mandate for the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons was established in General Assembly resolution 42/37 C and reaffirmed in Security Council resolution 620 (1988). The subprogramme is tasked with ensuring its operational readiness to respond to reports from Member States. To this effect, the subprogramme maintains rosters of experts and analytical laboratories that may be called upon to support an investigation by the Mechanism in accordance with the guidelines and procedures in Assembly resolution 45/57 C.

Lessons learned and planned change

4.38 The lesson for the subprogramme was that a well-supported training programme for experts nominated by Member States was essential for enhancing the operational readiness of the Mechanism. In applying the lesson, the subprogramme will seek to expand training activities and foster a broader representation of experts from different regions who are prepared and available to support investigations if called upon.

4.39 Expected progress towards the objective is presented in the performance measure below (see figure 4.I).

Figure 4.I
Performance measure: number of trained experts on the Mechanism's roster (annual)



Deliverables

4.40 Table 4.10 lists all deliverables of the subprogramme.

Table 4.10
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**106**	**92**	**148**	**334**
1. Reports of and notes by the Secretary-General to the General Assembly on nuclear and chemical weapons	10	10	8	10
2. Report by the Secretary-General transmitting a comprehensive study on the question of nuclear-weapon-free zones in all of its aspects	–	–	1	1
3. Report by the Secretary-General on the establishment of a Group of Scientific and Technical Experts on Nuclear Disarmament Verification	–	–	1	–
4. Reports and documents for the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	16	15	20	18
5. Reports and documents for the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	80	67	88	–
6. Reports and documents for the first Review Conference of the Parties to the Treaty on the Prohibition of Nuclear Weapons	–	–	–	100
7. Reports and documents for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	–	–	–	205
8. Reports and documents for the Meetings of States Parties to the Treaty on the Prohibition of Nuclear Weapons	–	–	30	–

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Substantive services for meetings (number of three-hour meetings)	**84**	**111**	**168**	**232**
9. Meetings of the First Committee	25	25	25	25
10. Meetings of the Disarmament Commission	15	15	15	15
11. One-day symposium on victim assistance and environmental remediation in the context of General Assembly resolution 79/60	–	–	–	2
12. Meetings of a qualified group of experts to prepare a new comprehensive study of the question of nuclear-weapon-free zones in all its aspects	–	–	10	20
13. Meetings convened by the Chair of the independent Scientific Panel on the Effects of Nuclear War	–	–	10	20
14. Plenary meetings of the high-level plenary meeting to commemorate and promote the International Day for the Total Elimination of Nuclear Weapons	2	2	2	2
15. High-level plenary meetings to commemorate and promote the International Day against Nuclear Tests	2	2	2	2
16. Meetings of the Conference and the Bureau of the Conference on Facilitating the Entry into Force of the Comprehensive Nuclear-Test-Ban Treaty	–	–	2	–
17. Meetings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	10	10	10	10
18. Pre-session consultations and meetings for the Meeting of States Parties to the Treaty on the Prohibition of Nuclear Weapons	–	27	60	–
19. Pre-session consultations and meetings of the first Review Conference of the Parties to the Treaty on the Prohibition of Nuclear Weapons	–	–	–	70
20. Pre-session consultations and meetings for the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	30	30	32	–
21. Pre-session consultations and meetings related to the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	–	–	–	66
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**35**	**57**	**38**	**38**
22. Intersessional briefings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	3	8	8	8
23. Training courses for the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons on chemical weapons investigations and updating the roster of experts	32	49	30	30

C. Substantive deliverables

Consultation, advice and advocacy: impartial technical, substantive and procedural advice provided to Member States; consultations with civil society, including on participation by civil society in treaty-related conferences; consultations with academia and specialized technical institutions; liaison with relevant intergovernmental organizations (e.g. OPCW, International Atomic Energy Agency and Comprehensive Nuclear-Test-Ban Treaty Organization); interdepartmental coordination, including as Vice-Chair of the United Nations Global Counter-Terrorism Coordination Compact Working Group on Emerging Threats and Critical Infrastructure Protection.

D. Communication deliverables

Outreach programmes, special events and information materials: fact sheets on weapons of mass destruction disarmament and associated treaties; side events at relevant United Nations and ad hoc conferences; newsletter of the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons; outreach and advocacy to the general public and students conducted through events organized by the subprogramme.

Digital platforms and multimedia content: website and social media platforms related to weapons of mass destruction issues.

Subprogramme 3
Conventional arms

Objective

4.41 The objective, to which this subprogramme contributes, is to advance the regulation and limitation of conventional weapons and ammunition, taking into account the legitimate needs of States for self-defence.

Strategy

4.42 To contribute to the objective, the subprogramme will:

(a) Provide substantive support, including preparatory activities for intergovernmental processes, to the following:

(i) First Committee of the General Assembly and the Security Council;

(ii) Ninth Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and its open-ended technical expert group to address developments in small arms and light weapons manufacturing, technologies and design;

(iii) Preparatory meeting of States on the Global Framework for Through-life Conventional Ammunition Management;

(b) Support and assist with the development, updating, revision, translation and dissemination, as appropriate, of the following:

(i) International Ammunition Technical Guidelines through the Saf*er*Guard programme;

(ii) Database on military expenditures;

(iii) Register of Conventional Arms;

(iv) Modular Small-arms-control Implementation Compendium;

(v) Repository of military confidence-building measures;

(vi) Database on national reports of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;

(vii) Online platform and reporting database related to the Global Framework for Through-life Conventional Ammunition Management;

(viii) Dedicated fellowship training programmes on through-life conventional ammunition management and on small arms and light weapons control;

(c) Implement and assist States in the implementation of the outcomes of the fourth United Nations Conference to Review Progress Made in the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;

(d) Assist States in the regional and national implementation of the Global Framework for Through-life Conventional Ammunition Management;

(e) Provide capacity-building support for requesting States to collect and consolidate data to monitor indicator 16.4.2 of the Sustainable Development Goals;

(f) In partnership with United Nations system entities:

(i) Promote safe and secure weapons and ammunition management, in disarmament, demobilization and reintegration processes and in peace operation contexts;

(ii) Support the integration of small arms control considerations into United Nations country-level system-wide approaches to development;

(g) Support, implement and facilitate assistance projects that develop the capacity of national institutions with regard to conventional arms and ammunition control, including through the United Nations Trust Facility Supporting Cooperation on Arms Regulation, the Saving Lives Entity fund and the Safe*r*Guard Programme, as well as the maintenance and expansion of the roster of experts validated according to the International Ammunition Technical Guidelines, through the establishment and operationalization of an efficient and agile global mechanism for requesting, offering and receiving assistance in through-life conventional ammunition management; support the continued work of the Ammunition Management Advisory Team; and support the Silencing the Guns by 2030 and its Africa Amnesty Month initiative of the African Union;

(h) Implement, as required, relevant recommendations issued in 2025 by the Group of Governmental Experts on the United Nations Register of Conventional Arms;

(i) Manage the transparency instruments on military expenditures and the Register of Conventional Arms and provide support to States for their increased participation and use;

(j) Support initiatives and efforts for fostering military confidence-building measures at the subregional and regional levels;

(k) Support efforts to combat, prevent and eradicate the illicit trade in small arms and light weapons, their parts and ammunition in accordance with actions 18 (f) and 26 (g) of the Pact for the Future.

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

(a) Strengthened implementation of global arms control instruments, including legislation, policies and regulations on small arms and light weapons and conventional ammunition at the national, regional and subregional levels;

(b) Enhanced effectiveness of existing international assistance frameworks through the implementation of the Programme of Action on Small Arms, the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons (the International Tracing Instrument) and the Global Framework for Through-life Conventional Ammunition Management;

(c) Improved integration of small arms and light weapons and conventional ammunition control considerations into development and prevention processes and frameworks;

(d) Reduced armed violence and risk of armed conflict by reducing the destabilizing effect of increasing arms and ammunition transfers and accumulations, as well as fostering confidence-building measures among States;

(e) Continued relevance and improved participation of States in the United Nations Report on Military Expenditures and the Register of Conventional Arms.

Programme performance in 2024

Renewed commitments to combat illicit small arms and light weapons

4.44 The illicit trade in small arms and light weapons, and the risk of diversion to unauthorized recipients, may exacerbate the risk of armed conflict or violence. The subprogramme facilitated the convening in 2024 of the fourth United Nations Conference to Review Progress Made in the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, as well as the implementation of the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons. The Review Conference concluded with the adoption of a political declaration and action-oriented

measures for the period 2024–2030. In addition, the subprogramme supported Member States in preparing voluntary national reports on the implementation of the Programme of Action, resulting in 100 reports submitted, an increase from the previous reporting period.

4.45 Progress towards the objective is presented in the performance measure below (see table 4.11).

Table 4.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Adoption of an outcome document at the eighth Biennial Meeting of States on Small Arms	–	Adoption of an outcome document at the fourth United Nations Conference to Review Progress Made in the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects 100 voluntary national reports submitted by Member States on implementation of the Programme of Action

Planned results for 2026

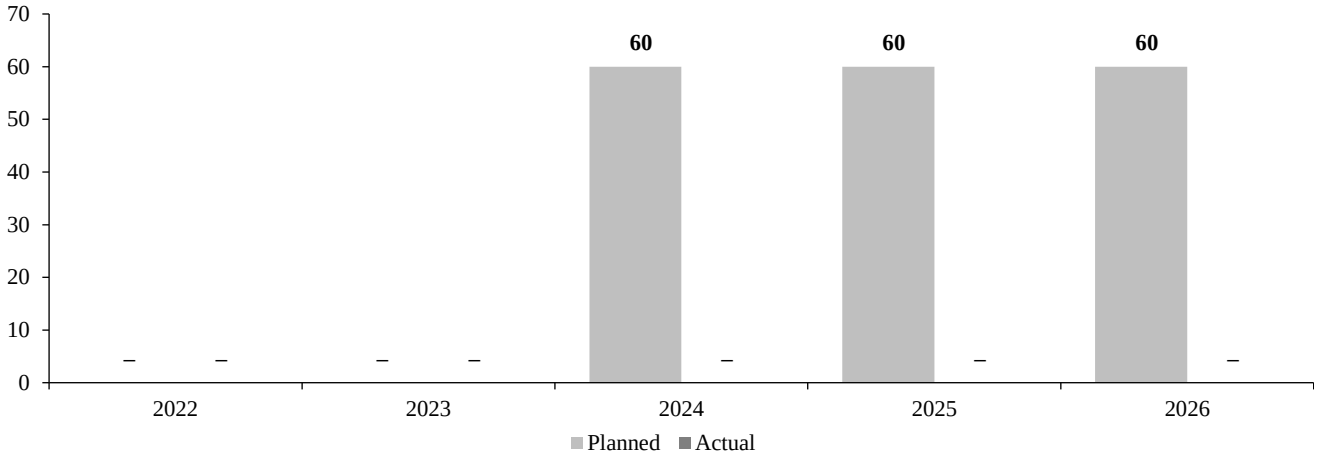
Result 1: strengthened implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons

Programme performance in 2024 and target for 2026

4.46 The subprogramme's work contributed to the development of course materials for a dedicated fellowship training programme on small arms and light weapons, which did not meet the planned target of 60 governmental officials benefiting from such a fellowship. The target was not met due to the liquidity situation of the Organization, which delayed the recruitment of staff to manage the programme.

4.47 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 4.II).

Figure 4.II
Performance measure: government officials benefiting from a dedicated fellowship training programme on small arms and light weapons to strengthen the implementation of the Programme of Action on Small Arms and the International Tracing Instrument
(Number of fellows)



Result 2: increased utilization of the global assistance mechanism for through-life ammunition management

Programme performance in 2024 and target for 2026

4.48 The subprogramme's work contributed to the successful conceptualization of the global assistance mechanism for through-life ammunition management, which met the planned target.

4.49 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.12).

Table 4.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	The General Assembly requested the establishment, under the Safe*r*Guard programme, of an efficient and agile global mechanism for requesting, offering and receiving assistance in through-life conventional ammunition management	The global assistance mechanism for through-life ammunition management, including its modalities and processes, was designed and conceptualized through multi-stakeholder consultations	Member States make requests and access offers for assistance in utilizing the global assistance mechanism for through-life ammunition management	Member States provide and receive assistance in through-life conventional ammunition management facilitated by the global assistance mechanism for through-life ammunition management

Result 3: addressing developments in the manufacturing, technology and design of small arms and light weapons to prevent, combat and eradicate their illicit trade and misuse

Proposed programme plan for 2026

4.50 In its resolution 79/40, the General Assembly decided to establish an open-ended technical expert group to develop agreed recommendations to ensure the full and effective implementation of the Programme of Action and the International Tracing Instrument in the light of developments in small arms and light weapons manufacturing, technology and design, in particular polymer and modular weapons and firearms produced using three-dimensional printing, focusing on the provision of international cooperation and assistance.

Lessons learned and planned change

4.51 The lesson for the subprogramme, on the basis of its experience supporting other expert groups, was the importance of providing information on the work of the open-ended technical expert group, to keep all States informed of progress made. In applying the lesson, the subprogramme will facilitate meetings of the expert group and increase information-sharing so that all Member States can monitor progress and outcomes.

4.52 Expected progress towards the objective is presented in the performance measure below (see table 4.13).

Table 4.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The eighth Biennial Meeting of States on Small Arms requested States to discuss the establishment of a dedicated expert group to address developments in the manufacturing, technology and design of small arms and light weapons	–	The General Assembly, in its resolution 79/40, decided to establish an open-ended technical expert group, which would meet for the first time in 2026	Substantive and procedural preparations for the convening of the open-ended technical expert group are conducted	The meeting of the open-ended technical expert group is held

Deliverables

4.53 Table 4.14 lists all deliverables of the subprogramme.

Table 4.14
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**6**	**7**	**23**	**21**
1. Reports of the Secretary-General to the General Assembly on conventional arms, arms transfers, military expenditures, small arms and light weapons, disarmament and development, improvised explosive devices, depleted uranium and through-life conventional ammunition management	6	7	6	7
2. Report of the Secretary-General to the Security Council on small arms and light weapons	–	–	1	–
3. Report of the Group of Governmental Experts on the United Nations Register of Conventional Arms	–	–	1	–
4. Report and documents of the preparatory meeting of States on the Global Framework for Through-life Conventional Ammunition Management	–	–	15	–
5. Report and documents of the ninth Biennial Meeting of on Small Ams and of the open-ended technical expert group to address developments in small arms and light weapons manufacturing, technologies and design	–	–	–	14
Substantive services for meetings (number of three-hour meetings)	**71**	**87**	**75**	**67**
6. Meetings of the First Committee	25	33	25	31
7. Meetings of the Group of Governmental Experts on the United Nations Register of Conventional Arms	10	9	20	-
8. Meetings of the fourth Review Conference of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons	20	18	–	-
9. Meetings of the preparatory committee for the fourth Review Conference of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons under the Programme of Action on Small Arms	10	10	–	–
10. Informal consultations among Member States related to the Programme of Action on Small Arms	6	13	–	6
11. Meetings of the Biennial Meeting of States on Small Arms and of the open-ended technical expert group to address developments in small arms and light weapons manufacturing, technologies and design	–	–	–	10
12. Meetings of the preparatory meeting of States on the Global Framework for Through-life Conventional Ammunition Management	–	–	10	–
13. Informal meetings of the Saf*er*Guard Technical Review Board	–	4	20	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**6**	**6**	**11**
14. On the implementation of the Programme of Action on Small Arms	2	5	2	5
15. Assessments and quick-response deployments under the global assistance mechanism for through-life conventional ammunition management	–	1	4	4
16. Assessment deployments under the structured procedure for the Programme of Action	–	–	–	2
Seminars, workshops and training events (number of days)	**90**	**10**	**94**	**174**
17. Competency training and/or validation exercises on the International Ammunition Technical Guidelines	10	10	14	14
18. Fellowship programme on the Programme of Action on Small Arms	80	–	80	80
19. Fellowship programme on the Global Framework for Through-life Conventional Ammunition Management	–	–	–	80

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: one briefing to delegates on United Nations transparency instruments (Register of Conventional Arms and United Nations Report on Military Expenditures) and one briefing to the Biennial Meeting of States on Small Arms on the Programme of Action on Small Arms; two regional briefings and consultations on the new Global Framework for Through-life Conventional Ammunition Management to support the development of regional and subregional commitments; and two expert seminars in preparation for the convening of the open-ended technical expert group.

Databases and substantive digital materials: online reporting systems related to global reported arms trade, military expenditures, military confidence-building measures and implementation of the Programme of Action on Small Arms available for use in voluntary reporting by Member States; online collaborative platform for International Ammunition Technical Guidelines management; online secured platform for the global assistance mechanism for through-life conventional ammunition management; online reporting and data collection platform related to the Global Framework for Through-life Conventional Ammunition Management.

D. Communication deliverables

Digital platforms and multimedia content: conventional arms webpage; website of the Saf*er*Guard programme on ammunition.

Subprogramme 4
Information and outreach

Objective

4.54 The objective, to which this subprogramme contributes, is to enhance awareness, understanding and knowledge by Member States and the public for advancing disarmament, non-proliferation and arms control.

Strategy

4.55 To contribute to the objective, the subprogramme will:

(a) Carry out outreach and information-sharing activities in cooperation with Member States and other relevant partners and stakeholders by organizing panel discussions, public events, exhibitions, media briefings, book launches, film screenings and other activities;

(b) Produce publications, implement a comprehensive media strategy and engage in outreach targeting audiences of different ages, genders, disabilities, geographic locations and perspectives;

(c) Support civil society engagement in intergovernmental forums by facilitating access arrangements, organizing consultative meetings and arranging for presentations by invited civil society representatives;

(d) Implement the recommendations of the 2002 United Nations study on disarmament and non-proliferation education, in cooperation with Member States and other relevant partners, by producing and disseminating educational materials, developing e-modules on substantive topics and organizing peace and disarmament education activities and contests, with particular emphasis on educating young people, including young women and those not traditionally engaged, to champion and promote disarmament efforts;

(e) Seek specific measures to promote the meaningful and inclusive participation and empowerment of young people on disarmament and non-proliferation issues, including through the dedicated digital platform Youth for Disarmament and token grants and awards supported by voluntary contributions.

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

(a) Increased interest in and support for multilateral disarmament efforts, enhancement of engagement by the general public and other stakeholders on these issues and the availability of clear, timely and impartial information to Member States;

(b) Better informed stakeholders, including government officials, civil society representatives and the general public;

(c) Progress in the development of common understandings in multilateral discussions by States on information and communications technology security in the context of international security, as well as improved awareness and knowledge of the subject among States and non-governmental actors.

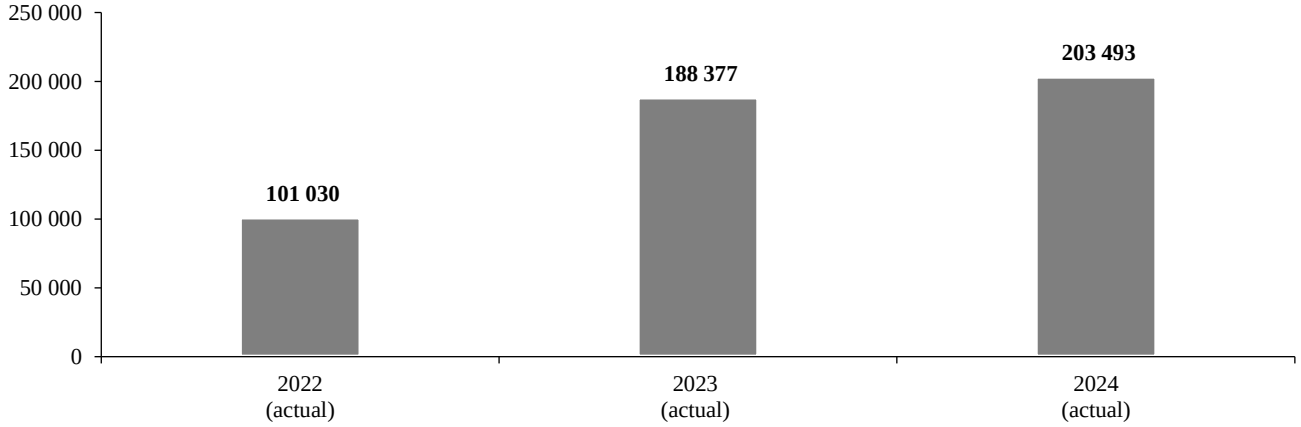
Programme performance in 2024

Enhanced awareness of global military expenditure among a wider audience

4.57 The subprogramme collaborated with the Department of Global Communications and other relevant entities to update a wall panel on military expenditure, first displayed in 2013, at the permanent disarmament exhibit at United Nations Headquarters. As a result, more than 200,000 visitors who visited the exhibit area in 2024 had access to up-to-date visual and educational information on global military expenditure, enhancing their understanding of the benefits of investing in disarmament efforts.

4.58 Progress towards the objective is presented in the performance measure below (see figure 4.III).

Figure 4.III
Performance measure: number of visitors to the permanent disarmament exhibit (annual)



Planned results for 2026

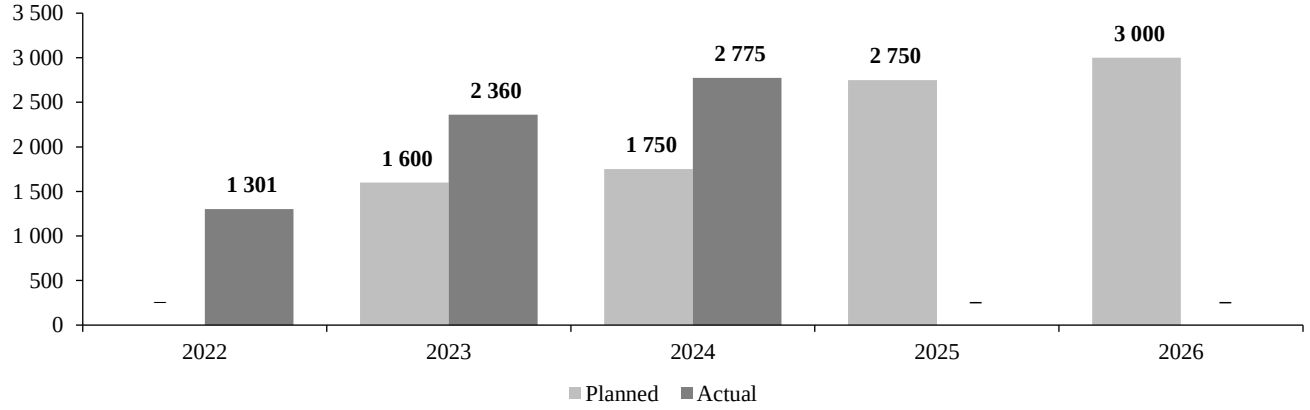
Result 1: *United Nations Disarmament Yearbook* – strengthened engagement and increased reach of topical issues and trends with respect to multilateral disarmament, non-proliferation and arms control

Programme performance in 2024 and target for 2026

4.59 The subprogramme's work contributed to 2,775 unique visitors to the *United Nations Disarmament Yearbook* website, which exceeded the planned target of 1,750.

4.60 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 4.IV).

Figure 4.IV
Performance measure: number of unique visitors to the *United Nations Disarmament Yearbook* website (annual)



Result 2: empowerment of youth in the field of disarmament and non-proliferation

Programme performance in 2024 and target for 2026

4.61 The subprogramme's work contributed to 100 youth leaders from 64 countries participating in the first phase of the Youth Leader Fund for a World without Nuclear Weapons programme, which met the planned target.

4.62 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.15).

Table 4.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Youth leaders developed projects to engage youth on topics related to disarmament, non-proliferation and arms control following the completion of the Leaders4Tomorrow training programme	100 youth leaders from 60 countries selected to participate in an online meeting to launch the Youth Leader Fund for a World without Nuclear Weapons	100 youth leaders from 64 countries participated in the first phase of the Youth Leader Fund for a World without Nuclear Weapons programme	Youth leaders organize and participate in activities, such as dialogues to raise awareness and networking events, related to nuclear disarmament and non-proliferation	Youth leaders participate in webinars, training sessions and site visits related to nuclear disarmament and non-proliferation for the second phase of the Youth Leader Fund for a World without Nuclear Weapons programme

Result 3: increased awareness of disarmament and non-proliferation issues

Proposed programme plan for 2026

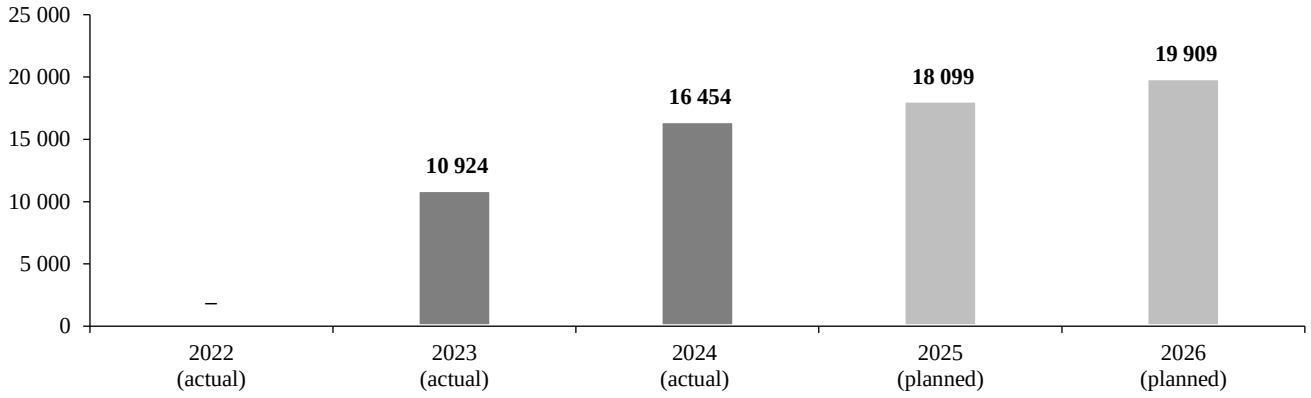
4.63 The subprogramme strives to enhance awareness and knowledge of and information on disarmament and non-proliferation issues among Member States, academia, civil society and the general public, in particular youth, through the increased production and dissemination of electronic publications, social media posts and other information materials.

Lessons learned and planned change

4.64 The lesson for the subprogramme was that traditional publications and dissemination methods were not effectively reaching younger demographics, as evidenced by stakeholder feedback collected during the 2023–2024 biennium. In applying the lesson, the subprogramme will strengthen its digital outreach strategy in social media through multilingual content and the development of accessible resources to enhance public understanding of disarmament issues, while continuing to engage with academic institutions and civil society organizations to support Member States' efforts in respect of disarmament processes.

4.65 Expected progress towards the objective is presented in the performance measure below (see figure 4.V).

Figure 4.V
Performance measure: average number of unique accounts reached per month on Instagram (annual)



Note: Data for 2022 were unavailable.

Deliverables

4.66 Table 4.16 lists all deliverables of the subprogramme.

Table 4.16
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**17**	**16**	**18**	**15**
1. Reports of the Secretary-General, transmitting views of Member States to the General Assembly on: environmental norms in the context of disarmament and arms control; the promotion of multilateralism; the United Nations study on disarmament and non-proliferation education; the United Nations Disarmament Information Programme; the role of science and technology; and artificial intelligence in the military domain	6	5	6	5
2. Reports of the Secretary-General on the work of the Advisory Board on Disarmament Matters (including pre-session, in-session and post-session documents)	10	10	10	10
3. Report of the Secretary-General on youth, disarmament and non-proliferation	–	–	1	–
4. Progress report of the open-ended working group on security of and in the use of information and communications technologies 2021–2025	1	1	1	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Substantive services for meetings (number of three-hour meetings)	**42**	**42**	**32**	**12**
Meetings of:				
5. The Advisory Board on Disarmament Matters	12	12	12	12
6. The open-ended working group on security of and in the use of information and communications technologies 2021–2025	30	30	20	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**1**	**1**	**1**	**1**
7. Training of teachers on disarmament and non-proliferation	1	1	1	1
Publications (number of publications)	**8**	**8**	**8**	**8**
8. On disarmament, including the *United Nations Disarmament Yearbook*, Occasional Papers and other serialized and non-serialized publications	8	8	8	8
C. Substantive deliverables				
Databases and substantive digital materials: database on the status of disarmament and arms regulation agreements, disarmament reference library and e-documents library.				
D. Communication deliverables				
Outreach programmes, special events and information materials: pamphlets, brochures, publicity kits, guides, posters, disarmament fact sheets; disarmament activities of the Messenger of Peace, including public service announcements; symposiums, workshops, youth contests and panel discussions on disarmament issues; briefings for visitors and outside groups on disarmament; disarmament and non-proliferation education materials; audiovisual resources, including videos, events and exhibits promoting disarmament and non-proliferation.				
External and media relations: opinion pieces placed in journals.				
Digital platforms and multimedia content: websites on disarmament education and Securing Our Common Future: An Agenda for Disarmament; Youth for Disarmament web platform, the Office's Meetings Place website and the *United Nations Disarmament Yearbook* website.				

Subprogramme 5
Regional disarmament

Objective

4.67 The objective, to which this subprogramme contributes, is to advance regional disarmament, non-proliferation and arms control efforts and initiatives, and the effective implementation of global and regional disarmament, non-proliferation and arms control treaties and other instruments, and strengthen partnerships with regional organizations.

Strategy

4.68 To contribute to the objective, the subprogramme will:

(a) Provide technical and legal training, conduct capacity-building activities and support the implementation by Member States of relevant treaties, international standards and guidelines, including the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, the Arms Trade Treaty, the Biological Weapons Convention, Security Council resolutions 1325 (2000), 1540 (2004), 1673 (2006), 1810 (2008), 1977 (2011), 2055 (2012), 2325 (2016), 2370 (2017), 2572 (2021), 2622 (2022) and 2663 (2022) and General Assembly resolutions 79/57, 79/65, 79/66 and 79/67;

(b) Cooperate with relevant regional, subregional, civil society and other organizations, such as the African Union, the Caribbean Community (CARICOM), the Economic Community of West

African States, the Organization of American States, the Association of Southeast Asian Nations, the Organization for Security and Cooperation in Europe and the Pacific Islands Forum, in the field of disarmament, non-proliferation and arms control, building on existing synergies and avoiding duplication with efforts already undertaken by such organizations.

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

(a) Increased adherence to the disarmament instruments and strengthened small arms, light weapons and ammunition control, thereby curbing illicit trade and the circulation of small arms and light weapons to strengthen regional peace and security;

(b) Confidence-building measures among Member States;

(c) Closer partnerships with regional and subregional organizations.

Programme performance in 2024

Member States develop a road map for Central America and the Dominican Republic on preventing and combating illicit trafficking and the proliferation of firearms, ammunition and explosives

4.70 The trafficking of illicit small arms and light weapons and ammunition contributes to all forms of armed violence, while enabling and multiplying violence and crime. The subprogramme, in collaboration with the Organization of American States and the Central American Integration System, provided technical support to seven Member States in the Central American region to develop a road map on preventing the illicit trafficking and proliferation of arms and ammunition, which was adopted on 12 February 2025. The road map is focused on strengthening norms and institutional coordination; preventing armed violence and the misuse of firearms; managing the life cycle of weapons, ammunition and accessories; and investigating and criminally prosecuting illicit trafficking, possession and use of arms and ammunition. With sustained support from the international community, the road map will provide effective, sustainable and comprehensive mechanisms for enhancing arms control and ammunition management by bringing together States, promoting information-sharing and mobilizing resources to address urgent challenges.

4.71 Progress towards the objective is presented in the performance measure below (see table 4.17).

Table 4.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Member States developed a road map for Central America and the Dominican Republic on preventing the trafficking of firearms, ammunition and explosives, along with an accompanying monitoring and evaluation framework

Planned results for 2026

Result 1: disarmament and non-proliferation education and training for all

Programme performance in 2024 and target for 2026

4.72 The subprogramme's work contributed to greater regional spread of educational opportunities and increased access to tailored learning content for students, teachers and civil society, which met the planned target.

4.73 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.18).

Table 4.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The General Assembly adopted resolution 77/51, proclaiming 5 March as the International Day for Disarmament and Non-Proliferation Awareness A common framework for education in disarmament and non-proliferation was made available to Member States, regional organizations and other stakeholders to strengthen coherence and coordination of educational initiatives	Greater engagement of educational and training partners in developing disarmament education programmes and non-formal education opportunities	Greater regional spread of educational opportunities through an incremental expansion of partnerships with academia and training partners Increased access to tailored learning content for students, teachers and civil society through the delivery of tailored and contextualized education by educational partners and educators	Educators and educational partners, including academia, civil society and regional organizations, implement or contribute to educational initiatives in disarmament and non-proliferation in partnership with the subprogramme and use its educational materials, knowledge and skills development programmes Educational tools and available content for educators and partners are expanded and diversified to maximize reach of knowledge and skills development in disarmament and non-proliferation	Educators and partners have greater access and understanding of disarmament topics through the online learning platforms of the Office for Disarmament Affairs, and use them for related disarmament initiatives

Result 2: regional, subregional and national-level sensitization and support to the implementation of the Global Framework for Through-life Conventional Ammunition Management

Programme performance in 2024 and target for 2026

4.74 The subprogramme's work contributed to regional, subregional and national actors, including representatives of ministries of defence and interior, national militaries, law enforcement and investigative bodies, regional organizations and civil society, engaging in awareness-raising activities to promote the Global Framework for Through-life Conventional Ammunition Management, which met the planned target.

4.75 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 4.19).

Table 4.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Adoption of the Global Framework for Through-life Conventional Ammunition Management by the General Assembly in resolution 78/47	Regional, subregional and national actors participated in activities to raise awareness of the Global Framework for Through-life Conventional Ammunition Management	States participate in the preparatory meeting of States and explore possible options for the development of the process and modalities for the effective implementation of the Global Framework at the regional, subregional and national levels	Increased information-sharing by States on ammunition management

Result 3: increased integration of disarmament into national development frameworks

Proposed programme plan for 2026

4.76 In its resolution 79/43, the General Assembly stressed the central role of the United Nations in the relationship between disarmament and development and encouraged the international community to make greater efforts to integrate disarmament, humanitarian and development activities.

Lessons learned and planned change

4.77 The lesson for the subprogramme is that promoting the integration of arms control and violence reduction into national development frameworks and into accompanying analytical, planning, political and programming support provided by the Organization will help to address both the supply of and demand for small arms and light weapons in a more holistic manner. In applying the lesson, the subprogramme will work more closely with resident coordinator offices and United Nations country teams across all regions to promote multisectoral approaches to increase arms control and reduce armed violence.

4.78 Expected progress towards the objective is presented in the performance measure below (see table 4.20).

Table 4.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Member States in at least one region develop national strategies informed by an analysis of arms control and violence reduction	Member States in one additional region develop national strategies informed by an analysis of arms control and violence reduction

Deliverables

4.79 Table 4.21 lists all deliverables of the subprogramme.

Table 4.21
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**5**	**5**	**3**	**5**
1. Reports of the Secretary-General to the General Assembly on the United Nations regional centres for peace and disarmament; the strengthening of security and cooperation in the Mediterranean region; and confidence-building measures in the regional and subregional context	5	5	3	5
Substantive services for meetings (number of three-hour meetings)	**1**	**1**	**1**	**1**
2. Meeting of the First Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**17**	**18**	**15**	**13**
3. On effective small arms control, including physical security and stockpile management	9	9	6	5
4. On the implementation of General Assembly resolution 65/69 on women, disarmament, non-proliferation and arms control	3	3	3	3
5. On peace and disarmament education, including projects for young people, with an emphasis on the Sustainable Development Goals	5	6	6	5
Seminars, workshops and training events (number of days)	**110**	**309**	**126**	**214**
6. Seminars, workshops and training and capacity-building events on small arms and light weapons	91	292	91	200
7. Seminars, workshops and training and capacity-building events on the non-proliferation of weapons of mass destruction and the implementation and universalization of non-proliferation instruments and relevant Security Council resolutions	17	15	33	12
8. International conferences on disarmament, non-proliferation and arms control	2	2	2	2
Publications (number of publications)	**4**	**4**	**3**	**3**
9. On disarmament, non-proliferation and arms control	4	4	3	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
C. Substantive deliverables				
Consultation, advice and advocacy: substantive, technical and legal advice as well as training on the effective implementation of relevant instruments in accordance with Security Council and General Assembly mandates upon request by Member States, regional and subregional organizations and civil society organizations in Africa, Asia and the Pacific, and Latin America and the Caribbean.				
D. Communication deliverables				
Outreach programmes, special events and information materials: fact sheets on the work of the regional centres and liaison office in Vienna; outreach events for young people, women and other stakeholders; websites and e-learning platforms such as the Disarmament Education Dashboard.				
Digital platforms and multimedia content: website and social media accounts.				

B. Proposed post and non-post resource requirements for 2026

Overview

4.80 Pursuant to paragraph 20 of General Assembly resolution 77/262, the Office for Disarmament Affairs carried out a spending review as part of its proposed programme budget for 2026. Under the strategic guidance of the High Representative for Disarmament Affairs and with the engagement of all programme managers, a review was carried out for each component of the Office against the backdrop of a growing global need for disarmament, the rapid pace of scientific and technological advances in this field, the proliferation of conventional arms and rising military expenditure, and the critical need to fulfil long-standing commitments to nuclear disarmament amid increasing nuclear risks. The review also built on previous efforts undertaken by the Office aimed at achieving operational efficiency, including the changes presented and subsequently approved in the proposed programme budget for 2022 (A/76/6 (Sect. 4)), which resulted in the downward classification of two senior-level posts (1 D-2 to D-1 and 1 P-5 to P-4) and the upward reclassification of one P-2 post to P-3.[1]

4.81 The review included an in-depth analysis of the 73 posts and functional profiles in each office and location, and a comprehensive analysis of historical trends in non-post resource spending and distribution over the past five years, with a view to identifying efficiencies and resource realignments to support an optimal implementation of the Office's mandate and to achieving results, as set forth in the proposed programme plan for 2026. The review pointed to several opportunities for better and more efficient utilization of financial and human resources.

4.82 With regard to post resources, in response to the Advisory Committee's recommendation in paragraph II.75 of its first report on the 2025 proposed programme budget (A/79/7), endorsed by the General Assembly in its resolution 79/257, the Office conducted a systematic workload analysis of existing staffing capacities on the basis of workload indicators that are linked to its mandates, including a review of the structure and locations, to determine if there were opportunities for further optimization of post resources. The review also involved an analysis of skill sets aligned with United Nations 2.0 to ensure that the Office is well placed to deliver on its mandates in the future.

4.83 The spending review identified opportunities for alignment, consolidation and more efficient utilization of financial and human resources in the implementation of the Office's two global fellowship training programmes. The approved staffing structure to support the two programmes includes eight posts (1 P-4, 1 P-3, 1 General Service (Principal Level) and 5 National Professional Officer). Instead of having two separate teams, the fellowship programme would be supported by a unified team of six staff (1 P-4, 1 P-3, 1 General Service (Principal Level) and 3 National Professional Officer), resulting in the proposed abolishment of two posts (2 National Professional Officer) in the regional centres and a commensurate decrease of $152,800 under posts. In respect of non-post resources, the synergies created through the consolidation of the fellowship training programmes, including by finding lower costs for the delivery of training services and travel of fellows, would result in a total reduction of $308,600 ($37,800 under contractual services, $258,000 under grants and contributions and $12,800 under non-post costs associated with the abolished posts, comprising $4,600 under contractual services, $4,800 under general operating costs, $400 under supplies and materials, and $3,000 under furniture and equipment).

4.84 The total reduction of $461,400 would be repurposed to cover the proposed establishment of two new posts to support the Office's increased focus on the Secretary-General's Mechanism for the Investigation of Alleged Use of Chemical and Biological Weapons, for which one post of Political

[1] This resulted in the downward reclassification of the post of Director (D-2) of the Geneva Branch to Chief of Service (D-1) in order to align the management structure in Geneva with that of other subprogrammes of the Office, and the downward reclassification of one post of Senior Political Affairs Officer (P-5) to Political Affairs Officer (P-4). One post of Associate Information Technology Officer (P-2) was also reclassified as Information Systems Officer (P-3), responding to a need for stronger capacity to modernize information systems to meet the standard of service needed by Member States and the intergovernmental bodies supported by the Office.

Affairs Officer (P-3) is proposed within the Weapons of Mass Destruction Branch. The function would ensure that the Mechanism can sustainably maintain a roster of experts to carry out prompt investigations in response to allegations of the possible use of chemical and bacteriological (biological) and toxin weapons. In addition, one post of Associate Political Affairs Officer (P-2) is proposed for establishment in the Science, Technology and International Security Unit to enable the Office to address the growing number of requirements in the area of emerging technologies in the context of international security, and to provide efficient, timely and high-quality services in relation to this subject matter to Member States. Further details on the justification of both posts are provided in annex II.

4.85 The Office has also identified opportunities to mainstream United Nations 2.0 principles in its work to enhance efficiency and effectiveness to better support to Member States. Specifically, the Office would establish a common online platform for Member States to submit the national reports required under the instruments and conventions that the Office supports. The portal would increase efficiency and improve the accessibility, usability, transparency and integration of Member State data, as it would consolidate the existing databases the Office currently maintains, such as MilEX (military expenditure) and the Register of Conventional Arms. The portal is expected to eventually reduce the Office's reliance on consultancies for basic database maintenance and data entry, through consolidation and the automation of data processing tasks once the portal is fully developed and operational, which is anticipated to take two years. The cost for the development of the portal would amount to $102,000.

4.86 The review also indicated that there could be efficiencies gained from co-locating the Office's regional centre with larger regional presences. This would require further consideration, however, and is accordingly not being presented at this juncture. The review also showed that the resource requirements for consultants and experts are mainly for specific General Assembly mandates, the costs of which are predetermined, thus limiting the possibility of seeking further efficiencies.

4.87 With regard to other staff costs, the review highlighted the need to reflect existing operations with respect to the management of resources for other staff costs. The Executive Office currently has three staff (1 P-5 and 2 General Service (Principal Level)) and three general temporary assistance positions (two Administrative Assistant and one Finance and Budget Assistant (3 General Service (Other Level)). The costs of the three general temporary assistance positions are cost-shared among the subprogramme budgets for other staff costs. To streamline the process, the cost-neutral redeployment of resources from subprogrammes 1 through 5 to the Executive Office under the programme support component is proposed.

4.88 With regard to Office's travel budget, the review highlighted the growing demand for outreach and advocacy by senior management, in particular to countries of the global South. To ensure that travel and meetings in the same region are coordinated to maximize efficiencies and reduce costs, including through the prioritization of using hybrid and virtual engagement where feasible, and after taking into account the recent pattern of overexpenditure against the budget, which was distributed across five subprogrammes, it is proposed to consolidate travel resources under executive direction and management. The cost-neutral redeployment of resources from the respective subprogrammes to executive direction and management would allow for more coherent and optimized utilization of resources, while ensuring effective control of expenditure, which has in recent years exceeded the approved budget.

4.89 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 4.22 to 4.24.

Table 4.22
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	10 930.1	12 438.3	265.6	167.6	46.9	480.1	3.9	12 918.8
Other staff costs	322.5	350.7	–	14.0	–	14.0	4.0	364.7
Hospitality	–	2.3	–	–	–	–	–	2.3
Consultants	352.0	1 322.5	(44.7)	54.2	–	9.5	1.1	1 332.0
Experts	368.7	855.4	(124.8)	165.2	–	40.4	3.1	895.8
Travel of representatives	–	–	–	–	–	–	–	–
Travel of staff	204.9	259.7	(10.3)	100.8	–	90.5	34.8	350.2
Contractual services	423.7	1 140.5	(47.5)	229.7	35.6	217.8	19.1	1 358.3
General operating expenses	296.3	378.3	–	2.1	(3.0)	(0.9)	(0.2)	377.4
Supplies and materials	19.1	18.2	–	0.4	–	0.4	2.2	18.6
Furniture and equipment	77.8	97.0	(6.3)	4.6	1.6	(0.1)	(0.1)	96.9
Improvement of premises	–	–	–	–	–	–	–	–
Grants and contributions	1 259.9	2 264.8	–	667.7	(258.0)	409.7	18.1	2 674.5
Total	**14 254.8**	**19 127.7**	**32.0**	**1 406.3**	**(176.9)**	**1 261.4**	**6.6**	**20 389.1**

Table 4.23
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	73	1 USG, 1 D-2, 5 D-1, 12 P-5, 11 P-4, 12 P-3, 3 P-2/1, 5 NPO, 6 GS (PL), 13 GS (OL), 4 LL
Establishment	4	1 P-2 under executive direction and management, 1 P-3 under weapons of mass destruction (subprogramme 2) and 1 P-3 and 1 GS (OL) under conventional arms (subprogramme 3)
Abolishment	(2)	2 NPO under regional disarmament (subprogramme 5)
Proposed for 2026	75	1 USG, 1 D-2, 5 D-1, 12 P-5, 11 P-4, 14 P-3, 4 P-2/1, 3 NPO, 6 GS (PL), 14 GS (OL), 4 LL

Table 4.24
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	5	–	–	–	–	5
P-5	12	–	–	–	–	12
P-4	11	–	–	–	–	11

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

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-3	12	–	1	1	2	14
P-2/1	3	–	–	1	1	4
Subtotal	**45**	**–**	**1**	**2**	**3**	**48**
General Service and related						
NPO	5	–	–	(2)	(2)	3
GS (PL)	6	–	–	–	–	6
GS (OL)	13	–	1	–	1	14
LL	4	–	–	–	–	4
Subtotal	**28**	**–**	**1**	**(2)**	**(1)**	**27**
Total	**73**	**–**	**2**	**–**	**2**	**75**

4.90 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 4.25 to 4.27 and figure 4.VI.

4.91 As shown in tables 4.25 (1) and 4.26 (1), the overall resources proposed for 2026 amount to $20,389,100, reflecting a net increase of $1,261,400 (or 6.6 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 4.25
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Policymaking organs	–	9.2	–	–	(9.2)	(9.2)	(100)	–
B. Executive direction and management	2 480.9	2 877.8	–	100.8	256.5	357.3	12.4	3 235.1
C. Programme of work								
1. Multilateral negotiations and deliberations on disarmament and arms limitation	3 111.3	3 642.2	–	–	(76.0)	(76.0)	(2.1)	3 566.2
2. Weapons of mass destruction	1 802.9	2 026.7	–	179.7	50.7	230.4	11.4	2 257.1
3. Conventional arms	1 670.8	4 860.6	(18.8)	1 125.8	(437.0)	670.0	13.8	5 530.6
4. Information and outreach	1 394.3	1 631.9	–	–	76.8	76.8	4.7	1 708.7
5. Regional disarmament	3 028.4	3 323.1	50.8	–	(207.2)	(156.4)	(4.7)	3 166.7
Subtotal, C	**11 007.7**	**15 484.5**	**32.0**	**1 305.5**	**(592.7)**	**744.8**	**4.8**	**16 229.3**
D. Programme support	766.2	756.2	–	–	168.5	168.5	22.3	924.7
Subtotal, 1	**14 254.8**	**19 127.7**	**32.0**	**1 406.3**	**(176.9)**	**1 261.4**	**6.6**	**20 389.1**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	355.4	302.0	–	–	302.0
C. Programme of work					
1. Multilateral negotiations and deliberations on disarmament and arms limitation	8 778.5	7 900.0	150.0	1.9	8 050.0
2. Weapons of mass destruction	3 364.3	3 027.0	250.0	8.3	3 277.0
3. Conventional arms	3 943.9	3 700.0	–	–	3 700.0
4. Information and outreach	192.3	198.0	22.0	11.1	220.0
5. Regional disarmament	4 373.9	4 036.0	–	–	4 036.0
Subtotal, C	**20 652.9**	**18 861.0**	**422.0**	**2.2**	**19 283.0**
D. Programme support	382.0	400.0	10.0	2.5	410.0
Subtotal, 2	**21 390.3**	**19 563.0**	**432.0**	**2.2**	**19 995.0**
Total (1+2)	**35 645.1**	**38 690.7**	**1 693.4**	**6.6**	**40 384.1**

Table 4.26
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	14	–	–	1	1	15
C. Programme of work						
1. Multilateral negotiations and deliberations on disarmament and arms limitation	9	–	–	–	–	9
2. Weapons of mass destruction	8	–	–	1	1	9
3. Conventional arms	10	–	2	–	2	12
4. Information and outreach	8	–	–	–	–	8
5. Regional disarmament	21	–	–	(2)	(2)	19
Subtotal, C	**56**	**–**	**2**	**(1)**	**1**	**57**
D. Programme support	3	–	–	–	–	3
Subtotal, 1	**73**	**–**	**2**	**–**	**2**	**75**

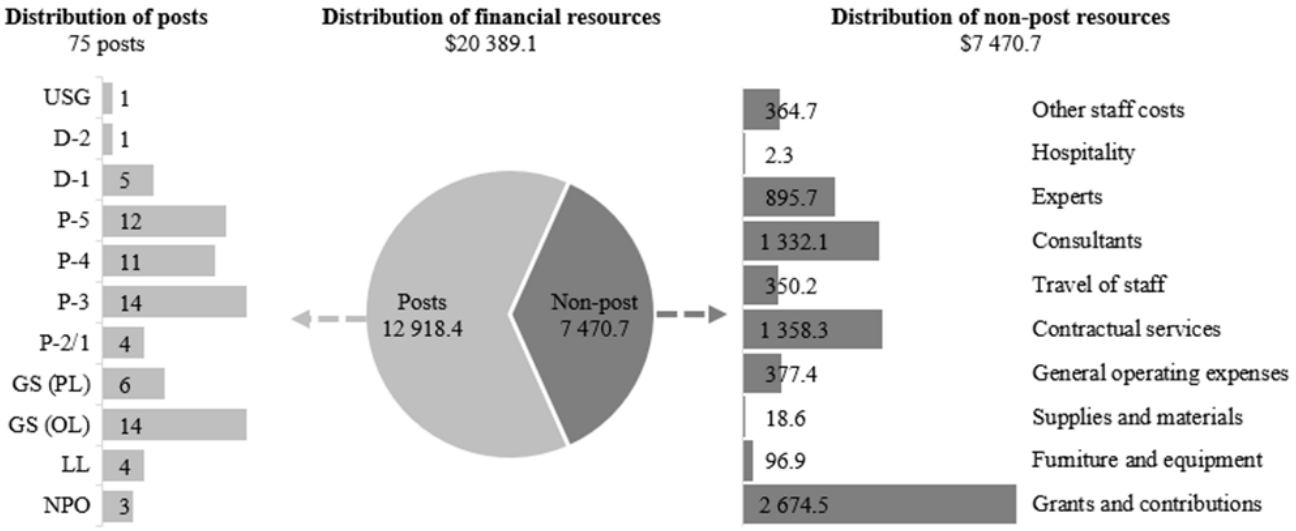
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Multilateral negotiations and deliberations on disarmament and arms limitation	18	2	20
2. Weapons of mass destruction	3	3	6
3. Conventional arms	8	–	8
4. Information and outreach	–	–	–
5. Regional disarmament	15	–	15
Subtotal, C	**44**	**5**	**49**
D. Programme support	2	–	2
Subtotal, 2	**46**	**5**	**51**
Total (1+2)	**119**	**7**	**126**

Table 4.27
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	10 930.1	12 438.3	265.6	167.6	46.9	480.1	3.9	12 918.4
Non-post	3 324.7	6 689.4	(233.6)	1 238.7	(223.8)	781.3	11.7	7 470.7
Total	**14 254.8**	**19 127.7**	**32.0**	**1 406.3**	**(176.9)**	**1 261.4**	**6.6**	**20 389.1**
Post resources by category								
Professional and higher		45	–	1	2	3	–	48
General Service and related		28	–	1	(2)	(1)	–	27
Total		**73**	**–**	**2**	**–**	**2**	**–**	**75**

Figure 4.VI
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

4.92 As shown in table 4.25 (1), resource changes reflect a net increase of $32,000, as follows:

(a) **Subprogramme 3, Conventional arms**. The net decrease of $18,800 is comprised of:

(i) A decrease of $233,600 related to the removal of non-recurrent provisions for consultants, experts and travel associated with the Group of Governmental Experts on the United Nations Register of Conventional Arms regarding transparency in armaments pursuant to General Assembly resolution 77/69 ($134,000); the removal of non-recurrent provisions related to revised estimates resulting from Assembly resolution 79/1, entitled “The Pact for the Future” (A/79/583) ($93,300); and the removal of non-recurrent provisions for furniture and equipment related to the new posts created in 2025 ($6,300);

(ii) An increase of $214,800 related to the higher provision at continuing vacancy rates for three posts – 1 Political Affairs Officer (P-4), 1 Programme Management Officer (P-3) and 1 Senior Programme Management Assistant (General Service (Principal Level)) – established in 2025 pursuant to Assembly resolution 78/47 on through-life conventional ammunition management, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

(b) **Subprogramme 5, Regional disarmament**. The increase of $50,800 relates to the higher provision at continuing vacancy rates for two posts of Programme Management Officer (National Professional Officer, level C) established in 2025 pursuant to Assembly resolution 78/47, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

New and expanded mandates

4.93 As shown in table 4.25 (1), resource changes reflect an increase of $1,406,300, as follows:

(a) **Executive direction and management**. The increase of $100,800 under travel of staff is comprised of $35,900 to support nationally owned assessments and scoping missions, upon request by States pursuant to General Assembly resolution 79/40 on the illicit trade in small arms and light weapons in all its aspects; and $64,900 to support the four-week in-person training programmes in the four regions starting in 2026 pursuant to Assembly resolution 78/47;

(b) **Subprogramme 2, Weapons of mass destruction**. The increase of $179,700 is comprised of (i) $111,500 for experts to cover travel of up to 25 experts, including the Chair, to participate in two meetings in New York, as well as for travel of the Chair to attend the presentation of the comprehensive study of the question of nuclear-weapon-free zones in all its aspects to the Assembly at its eighty-first session; (ii) $54,200 for consultants to provide substantive support to the Chair and the expert group during the meetings in New York and provide assistance in drafting the comprehensive study from the start of the process to the transmission of the study to the Assembly at its eighty-first session; and (iii) $14,000 for general temporary assistance to support the meetings pursuant to Assembly resolution 79/241 on a comprehensive study of the question of nuclear-weapon-free zones in all its aspects.

(c) **Subprogramme 3, Conventional arms**. The increase of $1,125,800 is comprised of:

(i) An increase of $167,600 under posts to cover the proposed establishment of two posts in New York (1 Political Affairs Officer (P-3) and 1 Administrative Assistant (General Service (Other Level)) pursuant to Assembly resolution 79/40 (see annex II);

(ii) An increase of $958,200 under non-posts as follows:

a. An amount of $53,700 to provide for travel of experts to undertake two technical assessment missions per year to support nationally owned assessments and scoping missions upon request by States pursuant to Assembly resolution 79/40;

b. An amount of $226,900 under contractual services to develop a structured procedure to process offers and requests for assistance submitted under the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Tracing Instrument to facilitate matching needs and resources pursuant to Assembly resolution 79/40; and for organizing in-person training programmes in four regions pursuant to resolution 78/47;

c. An amount of $9,900 to provide mainly for non-post requirements to support the two new posts proposed for establishment, including $2,800 under contractual services, $2,100 under general operating expenses, $400 for stationery and office supplies, and $4,600 under furniture and equipment;

d. An amount of $667,700 under grants and contributions to cover the costs of travel of 15 fellows per region (four regions) to participate in the four-week in-person training programmes in the four regions in connection with Assembly resolution 78/47.

Other changes

4.94 As shown in table 4.25 (1), resource changes reflect a net decrease of $176,900, as follows:

(a) **Policymaking organs**. The decrease of $9,200 under travel of staff relates to the redeployment of resources to executive direction and management as explained in paragraph 4.94 (b) (iii) below;

(b) **Executive direction and management**. The net increase of $256,500 comprises:

(i) An increase of $90,900 under posts relating to the proposed establishment of one post of Associate Political Affairs Officer (P-2), as explained in paragraph 4.84 (see annex II);

(ii) A decrease of $14,600 under other staff costs, as explained in paragraph 4.87;

(iii) An increase of $175,400 under travel of staff relating to the redeployment of resources for travel of staff from policymaking organs and subprogrammes 1 through 5 to executive direction and management, as explained in paragraph 4.88;

(iv) An increase of $4,800 relating to the non-post costs associated with the proposed establishment of one post, including $1,400 under contractual services, $900 under general operating costs, $200 under supplies and materials, and $2,300 under furniture and equipment;

(c) **Subprogramme 1, Multilateral negotiations and deliberations on disarmament and arms limitation**. The decrease of $76,000 is comprised of:

(i) A decrease of $39,300 under other staff costs, as explained in paragraph 4.87;

(ii) A decrease of $36,700 under travel of staff, as explained in paragraph 4.88;

(d) **Subprogramme 2, Weapons of mass destruction**. The net increase of $50,700 is comprised of:

(i) An increase of $108,800 under posts relating to the proposed establishment of one post of Political Affairs Officer (P-3), as explained in paragraph 4.84 (see annex II);

(ii) A decrease of $57,000 under other staff costs, as explained in paragraph 4.87;

(iii) A decrease of $5,900 under travel of staff, as explained in paragraph 4.88;

(iv) An increase of $4,800 relating to the non-post costs associated with the proposed post, including $1,400 under contractual services, $900 under general operating costs, $200 under supplies and materials and $2,300 under furniture and equipment;

(e) **Subprogramme 3, Conventional arms**. The decrease of $437,000 is comprised of:

(i) A decrease of $50,100 under other staff costs, as explained in paragraph 4.87;

(ii) A decrease of $91,100 under travel of staff, as explained in paragraph 4.88;

(iii) A decrease of $37,800 under contractual services, as explained in paragraph 4.83;

(iv) A decrease of $258,000 under grants and contributions, as explained in paragraph 4.83.

(f) **Subprogramme 4, Information and outreach**. The increase of $76,800 is comprised of:

(i) A decrease of $17,400 under other staff costs, as explained in paragraph 4.87;

(ii) A decrease of $7,800 under travel of staff, as explained in paragraph 4.88;

(iii) An increase of $102,000 under contractual services, as explained in paragraph 4.85;

(g) **Subprogramme 5, Regional disarmament**. The decrease of $207,200 is comprised of:

(i) A decrease of $152,800 under posts related to the proposed abolishment of two posts of National Professional Officer (one in Kathmandu and one in Lima), as explained in paragraph 4.83 (see annex II);

(ii) A decrease of $16,900 under other staff costs, as explained in paragraph 4.87;

(iii) A decrease of $24,700 under travel of staff, as explained in paragraph 4.88;

(iv) A decrease of $12,800 relating to the non-post costs associated with the proposed abolishment of two posts of National Professional Officer, including $4,600 under contractual services, $4,800 under general operating costs, $400 under supplies and materials and $3,000 under furniture and equipment;

(h) **Programme support**. The net increase of $168,500 is comprised of:

(i) An increase of $195,300 under other staff costs, as explained in paragraph 4.87. The costs would cover three general temporary assistance positions, comprising one Finance and Budget Assistant (General Service (Other Level)) to support various finance and budget functions and two Administrative Assistants (General Service (Other Level)) to support various administrative functions, including human resources, procurement and travel. The increase would be offset in full by a corresponding decrease in other staff costs under other components and subprogrammes as explained in paragraphs 4.94 (b) (ii), (c) (i), (d) (ii), (e) (i), (f) (i) and (g) (ii);

(ii) A decrease of $26,800 under contractual services relating to the adjustment of standard information and communications technology rates for Headquarters personnel, and non-field personnel outside of Headquarters.

Extrabudgetary resources

4.95 As reflected in tables 4.25 (2) and 4.26 (2), extrabudgetary resources amount to $19,995,000. The resources would complement regular budget resources and be used mainly to provide for 51 posts (2 P-5, 6 P-4, 19 P-3, 2 P-2 and 22 General Service (Other Level)). The resources would be used mainly to perform the following functions: (a) conduct research and analysis on topics such as conventional arms ammunition management and its global trends, biological and toxin weapons threats, new developments in weapon technologies, and women, youth and disarmament issues; (b) support meetings and conventions, raise awareness and build technical and substantive capacity at the national and regional levels; and (c) strengthen partnerships and participation aimed at contributing to the advancement of international agreements on disarmament best practices. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of $86,800.

4.96 The extrabudgetary resources under the present section are subject to the oversight of the Office for Disarmament Affairs, in accordance with the delegation of authority by the Secretary-General. The extrabudgetary resources under the present section for the United Nations Institute for Disarmament Research (UNIDIR) are subject to the oversight of the Advisory Board on Disarmament Matters.

Policymaking organs

4.97 The resources proposed under this component would provide for the policymaking organs as shown in table 4.28.

Table 4.28
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Conference on Disarmament	Mandate: General Assembly resolution S-10/2, para. 120 The Conference on Disarmament is the single multilateral disarmament negotiating forum of the international community. As requested by the Assembly in its resolution 34/83 L, the Secretary-General provides staff, as well as the assistance and services needed by the Conference and any subsidiary bodies that it might establish, in accordance with the arrangements set out in its rules of procedure. The secretariat of the Conference consists of officers of the secretariat and the Geneva Branch of the Office for Disarmament Affairs Membership: 65 government officials, including representatives of 5 nuclear weapon States and other key militarily significant States Number of sessions in 2026: 1 session of 24 weeks conducted in 3 parts	9.2	–
Total		**9.2**	**–**

4.98 There are no regular budget resources proposed for 2026, reflecting a decrease of $9,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 4.94 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.29.

Table 4.29
Policymaking organs: evolution of financial resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	–	–	–	–	–	–	–	–
Travel of staff	9.2	–	–	(9.2)	(9.2)	(100)	–	
Total	**9.2**	**–**	**–**	**(9.2)**	**(9.2)**	**(100)**	**–**	

Executive direction and management

4.99 The executive direction and management component comprises the immediate Office of the High Representative for Disarmament Affairs, the Office of the Director and Deputy to the High Representative, the Science, Technology and International Security Unit and the Policy Coordination and Change Management Unit. The High Representative is assisted by a director who serves as Deputy. The component is responsible for the overall direction, supervision and management of the Office for Disarmament Affairs in the implementation of its mandates and its approved programme of work and advises and supports the Secretary-General on all disarmament, non-proliferation, arms control and related security matters and, in that respect, represents the Secretary-General, as required. The component is also responsible for providing authoritative analysis and assessment of developments for policy guidance and decision-making purposes and acts as focal point on these matters between the Secretariat and Member States.

4.100 The Office of the Director is responsible for supporting the High Representative; preparing and monitoring the implementation of the programme of work of the Office for Disarmament Affairs and the effective delivery of the programmatic mandates of the Office; preparing reports and notes on political and managerial issues; providing strategic guidance on programme implementation; and providing advice to the High Representative on all substantive, organizational, administrative, personnel and budgetary matters, including the overall coordination in the preparation and revision of the inputs of the Office to the annual programme plan and the programme budget.

4.101 The Science, Technology and International Security Unit provides advice to the Office of the High Representative, the Office of the Director and subprogrammes on scientific and technological issues in the context of international security, other strategic issues, including autonomous weapons, outer space, and information and telecommunications technology issues, and normative and analytical research activities, in support of the priorities of the Secretary-General related to disarmament. The Unit is responsible for the preparation of political analyses and substantive background notes on a broad range of initiatives and topics within its area of expertise.

4.102 The Policy Coordination and Change Management Unit provides direct support to the High Representative and the Office for Disarmament Affairs on cross-cutting policy issues, and internal coordination and change management, including coordination of the mainstreaming and inclusion of gender perspectives in the programmatic work of the Office and oversight of gender parity within the Office.

4.103 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office for Disarmament Affairs will continue to reduce its carbon footprint by significantly reducing the usage of photocopy paper and the printing of documentation by encouraging staff to work increasingly with only electronic versions of various documents, including mission reports, assessment notes, inter-office memorandums, submissions by Member States, background materials and talking points. Additional efforts will be made to reduce travel and instead optimize participation in meetings through videoconferencing.

4.104 Information on the timely submission of documentation and advance booking for air travel is reflected in table 4.30. The non-compliance rate in 2024 is due mainly to the late confirmation of meetings. Travel ticket purchases will continue to be monitored closely by the Office, and reports will be shared with all branch chiefs and the High Representative for intervention, as required.

Table 4.30
Compliance rate
(Percentage)

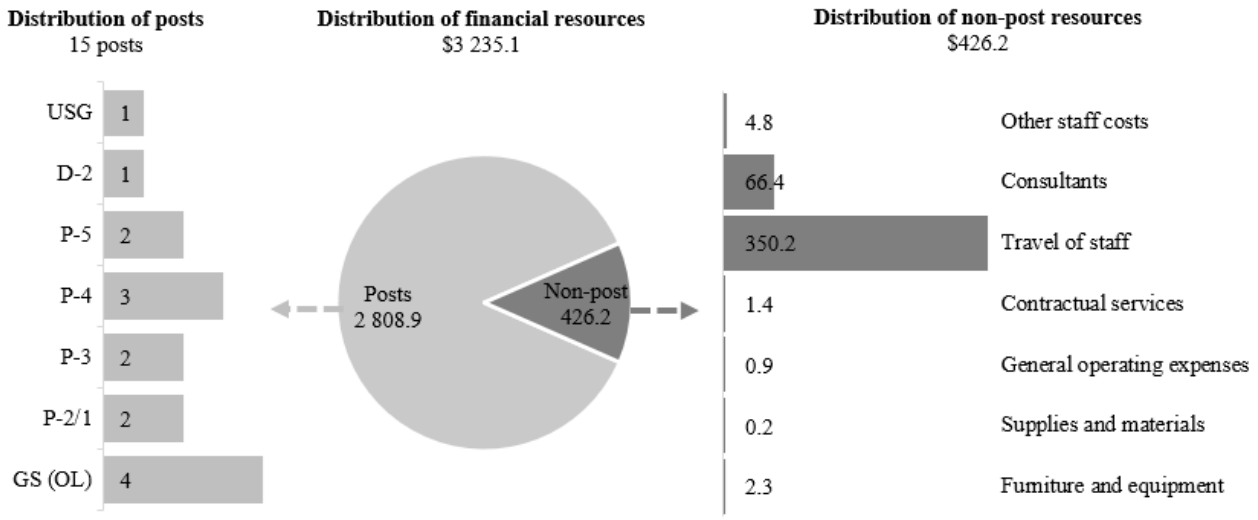
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	39	63	62	100	100

4.105 The proposed regular budget resources for 2026 amount to $3,235,100 and reflect an increase of $357,300 compared with the approved budget for 2025. The proposed change is explained in paragraphs 4.93 (a) and 4.94 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.31 and figure 4.VII.

Table 4.31
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 337.8	2 718.0	–	–	90.9	90.9	3.3	2 808.9
Non-post	143.0	159.8	–	100.8	165.6	266.4	166.7	426.2
Total	2 480.9	2 877.8	–	100.8	256.5	357.3	12.4	3 235.1
Post resources by category								
Professional and higher		10	–	–	1	1	–	11
General Service and related		4	–	–	–	–	–	4
Total		**14**	**–**	**–**	**1**	**1**	**–**	**15**

Figure 4.VII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation

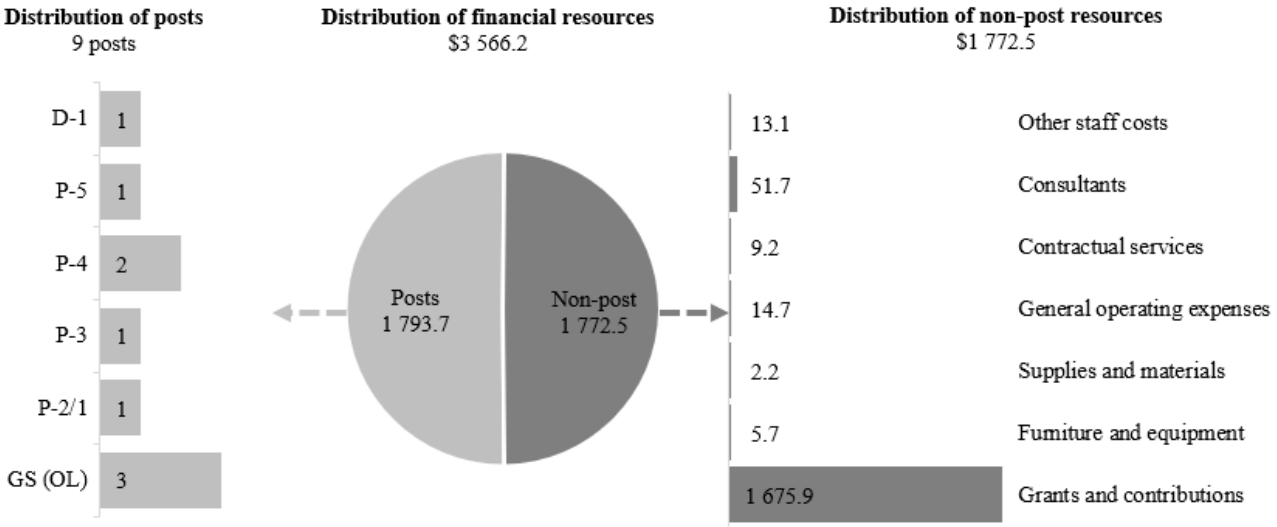
4.106 The proposed regular budget resources for 2026 amount to $3,566,200 and reflect a decrease of $76,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 4.94 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.32 and figure 4.VIII.

4.107 Pursuant to General Assembly resolution 75/253 A, the amount of $3,566,200 includes a provision for a subvention in the amount of $786,500 to UNIDIR for 2026, reflecting no change compared with the appropriation for 2025. The amount is reflected under grants and contributions and includes a provision of: (a) $696,000 towards the costs of two posts (1 D-2 and 1 P-5) and general temporary assistance to help organize quarterly briefings for all regional groupings on research and ideas of relevant disarmament topics to promote disarmament and non-proliferation knowledge, ideas and dialogue to a broader and more diverse community; and (b) $90,500 to support the conduct of three events in countries that are not members of the Organisation for Economic Co-operation and Development to promote disarmament and non-proliferation knowledge, ideas and dialogue to a broader and more diverse community.

Table 4.32
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 737.9	1 793.7	–	–	–	–	–	1 793.7
Non-post	1 373.5	1 848.5	–	–	(76.0)	(76.0)	(4.1)	1 772.5
Total	**3 111.3**	**3 642.2**	**–**	**–**	**(36.7)**	**(76.0)**	**(2.1)**	**3 566.2**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 4.VIII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



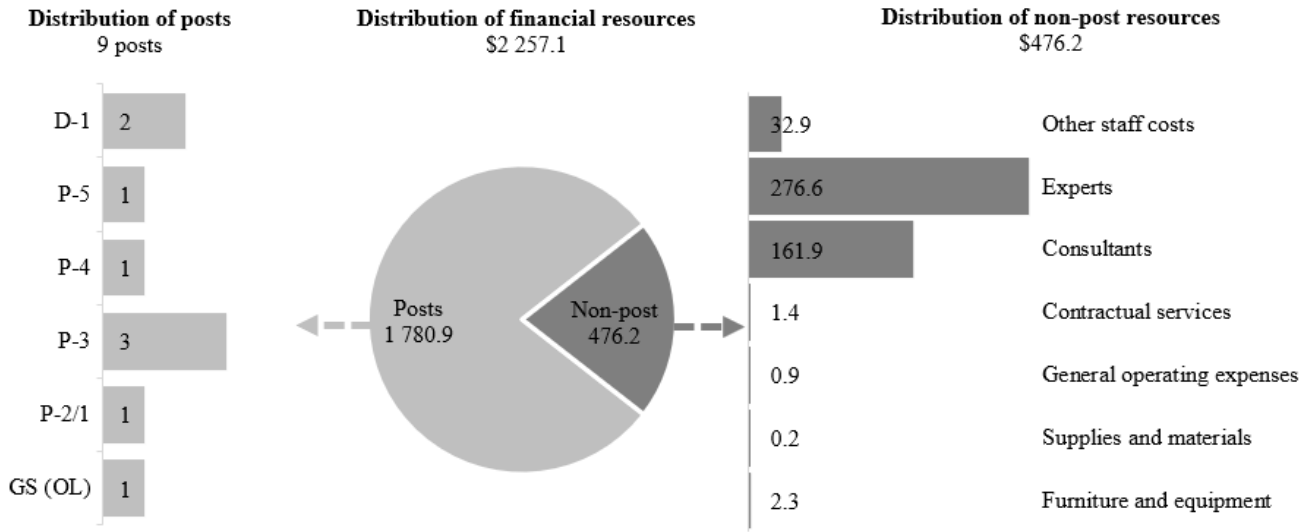
Subprogramme 2
Weapons of mass destruction

4.108 The proposed regular budget resources for 2026 amount to $2,257,100 and reflect a net increase of $230,400 compared with the approved budget for 2025. The proposed change is explained in paragraphs 4.93 (b) and 4.94 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.33 and figure 4.IX.

Table 4.33
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 580.5	1 672.1	–	–	108.8	108.8	6.5	1 780.9
Non-post	222.4	354.6	–	179.7	(58.1)	121.6	34.3	476.2
Total	**1 802.9**	**2 026.7**	**–**	**179.7**	**50.7**	**230.4**	**11.4**	**2 257.1**
Post resources by category								
Professional and higher		7	–	–	1	1	14.3	8
General Service and related		1	–	–	–	–	–	1
Total		**8**	**–**	**–**	**1**	**1**	**12.5**	**9**

Figure 4.IX
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



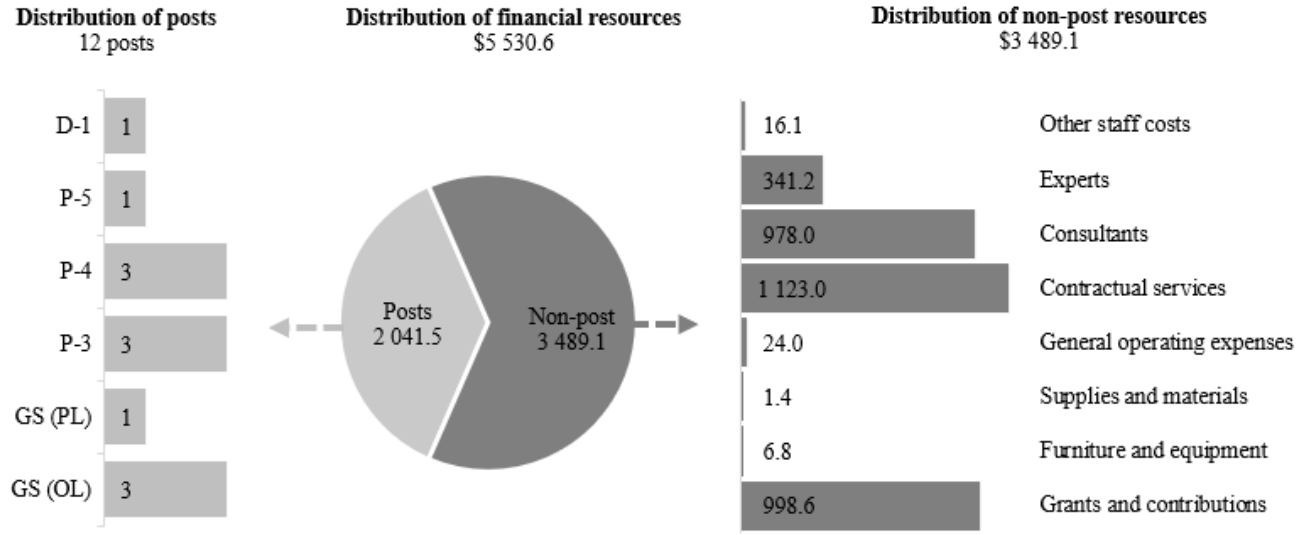
Subprogramme 3
Conventional arms

4.109 The proposed regular budget resources for 2026 amount to $5,530,600 and reflect a net increase of $670,000 compared with the approved budget for 2025. The proposed change is explained in paragraphs 4.92 (a), 4.93 (c) and 4.94 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.34 and figure 4.X.

Table 4.34
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 024.0	1 659.1	214.8	167.6	–	382.4	23.0	2 041.5
Non-post	646.8	3 201.5	(233.6)	958.2	(437.0)	287.6	9.0	3 489.1
Total	**1 670.8**	**4 860.0**	**(18.8)**	**1 125.8**	**(437.0)**	**670.0**	**13.8**	**5 530.6**
Post resources by category								
Professional and higher		7	–	1	–	1	14.3	8
General Service and related		3	–	1	–	1	33.3	4
Total		**10**	**–**	**2**	**–**	**2**	**20.0**	**12**

Figure 4.X
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



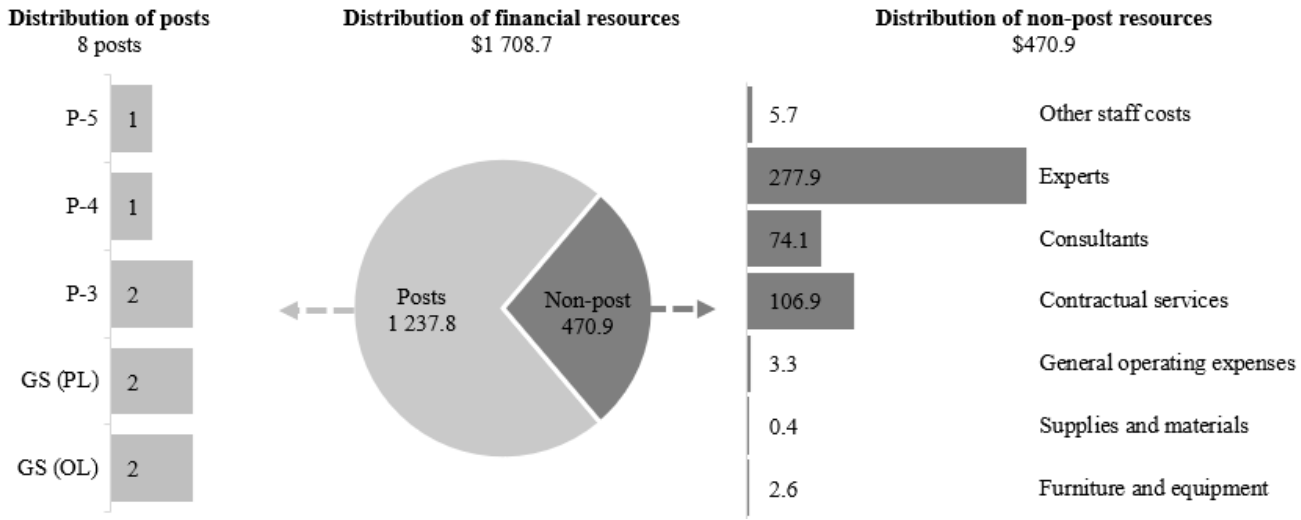
Subprogramme 4
Information and outreach

4.110 The proposed regular budget resources for 2026 amount to $1,708,700 and reflect an increase of $76,800 compared with the approved budget for 2025.The proposed change is explained in paragraph 4.94 (f). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.35 and figure 4.XI.

Table 4.35
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 102.1	1 237.8	–	–	–	–	–	1 237.8
Non-post	292.2	394.1	–	–	76.8	76.8	19.5	470.9
Total	**1 394.3**	**1 631.9**	**–**	**–**	**76.8**	**76.8**	**4.7**	**1 708.7**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		4	–	–	–	–	–	4
Total		**8**	**–**	**–**	**–**	**–**	**–**	**8**

Figure 4.XI
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



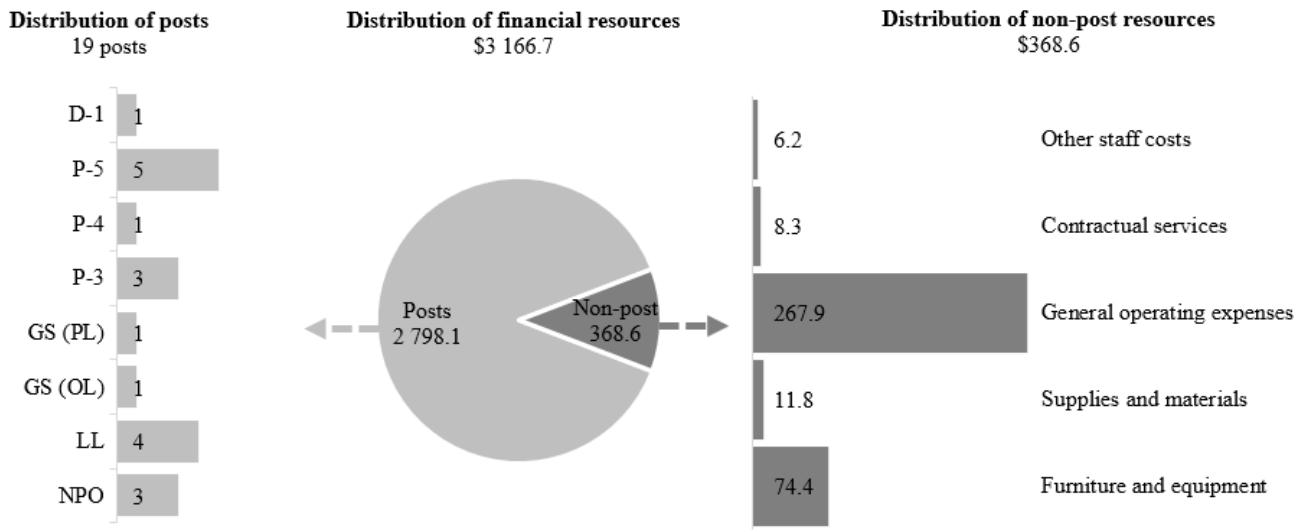
Subprogramme 5
Regional disarmament

4.111 The proposed regular budget resources for 2026 amount to $3,166,700 and reflect a net decrease of $156,400 compared with the approved budget for 2025. The proposed change is explained in paragraphs 4.92 (b) and 4.94 (g). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.36 and figure 4.XII.

Table 4.36
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 676.9	2 900.1	50.8	–	(152.8)	(102.0)	(3.5)	2 798.1
Non-post	351.5	423.0	–	–	(54.4)	(54.4)	(12.9)	368.6
Total	**3 028.4**	**3 323.1**	**50.8**	**–**	**(207.2)**	**(156.4)**	**(4.7)**	**3 166.7**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		11	–	–	(2)	(2)	(18.2)	9
Total		**21**	**–**	**–**	**(2)**	**(2)**	**(9.5)**	**19**

Figure 4.XII
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

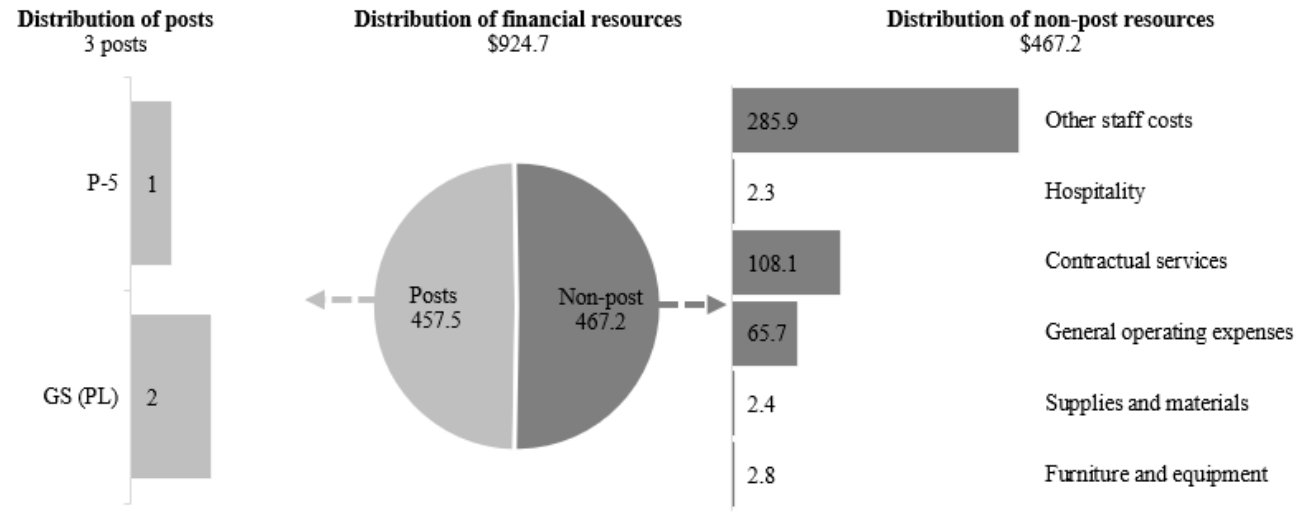
4.112 The Executive Office provides central administrative services related to human resources and financial and general administration, including resource planning and the use of common services, together with administrative support for policymaking organs and meetings, as required.

4.113 The proposed regular budget resources for 2026 amount to $924,700 and reflect an increase of $168,500 compared with the approved budget for 2025. The proposed change is explained in paragraph 4.94 (h). Additional details on the distribution of the proposed resources for 2026 are reflected in table 4.37 and figure 4.XIII.

Table 4.37
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

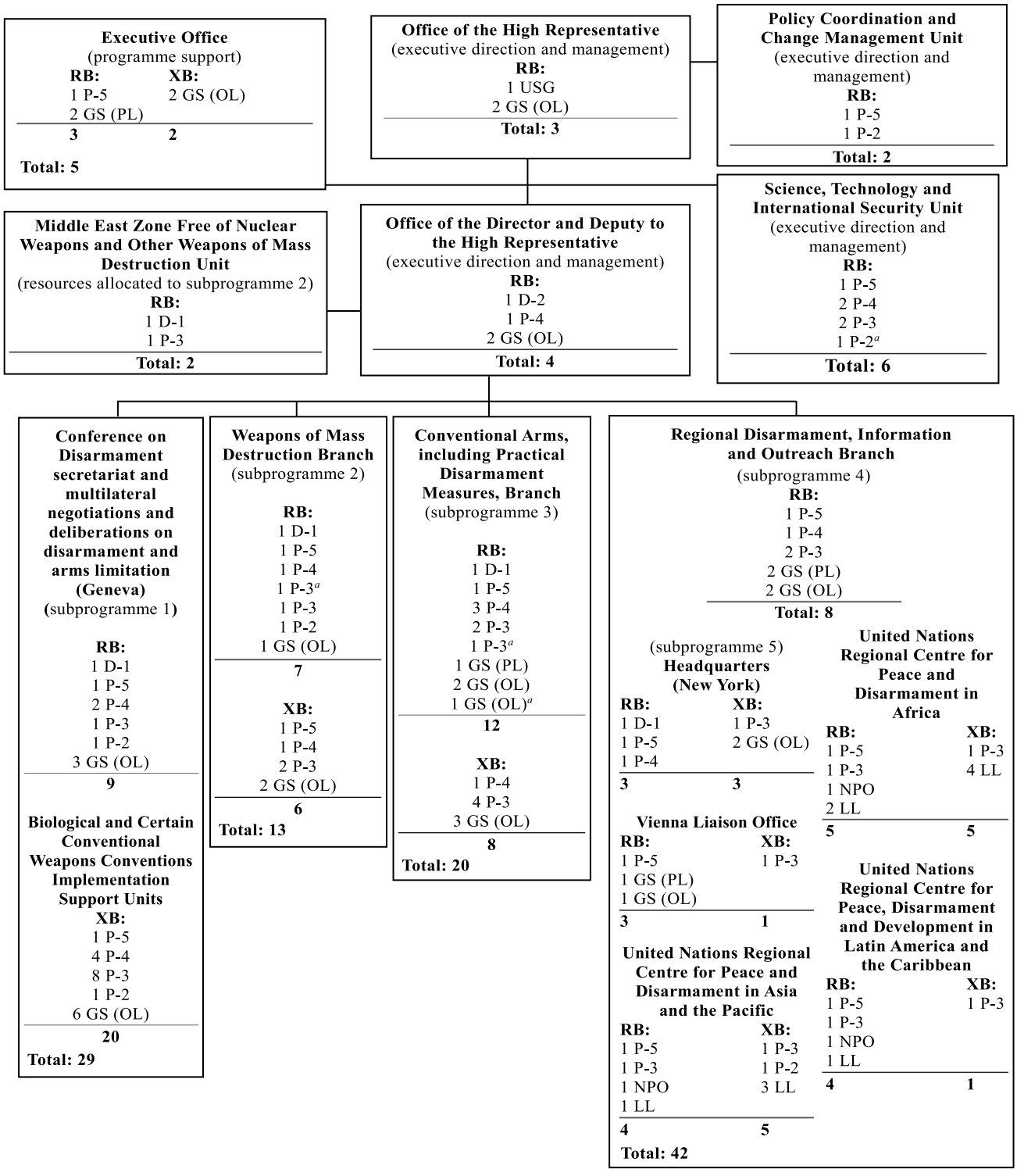
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	470.8	457.5	–	–	–	–	–	457.5
Non-post	295.4	298.7	–	–	168.5	168.5	56.4	467.2
Total	**766.2**	**756.2**	**–**	**–**	**168.5**	**168.5**	**22.3**	**924.7**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		2	–	–	–	–	–	2
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 4.XIII
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

[a] New posts.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Science, Technology and International Security Unit (under executive direction and management)	1	P-2	**Establishment** of Associate Political Affairs Officer (New York)	The proposed establishment reflects the outcome of the spending review as explained in paragraph 4.84. The post would enable the Office to address the growing number of requirements in the area of emerging technologies in the context of international security and to provide efficient, timely and high-quality delivery of services to Member States at a critical juncture. The incumbent would ensure adequate servicing of the open-ended working group on security of and in the use of information and communications technologies and the provision of support to the First Committee and Disarmament Commission, as well as the preparation of technical reports for the Secretary-General. The incumbent would also support the functions of the Science, Technology and International Security Unit, which include coordinating with other United Nations entities, representing the Office for Disarmament Affairs in working groups such as the Inter-Agency Working Group on Artificial Intelligence, the Global Digital Compact core group, the working group on digital technologies and the Pact for the Future steering committee. In addition, the Science, Technology and International Security Unit provides advice on the rapidly evolving technological issues in international security, autonomous weapons and information and communications technology, while providing political analysis and background notes on related initiatives, all of which have increased in scope, salience and urgency in recent times. The Unit is comprised of five staff and it was determined during the spending review that the functions of the new post cannot be absorbed by existing staff.
Subprogramme 2 Weapons of mass destruction	1	P-3	**Establishment** of Political Affairs Officer (New York)	The proposed establishment reflects the outcome of the spending review as explained in paragraph 4.84. The post will support the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons, as established by General Assembly resolution 42/37 C and reaffirmed by Security Council in its resolution 620 (1988). The post will ensure that the Mechanism can conduct regular training around the world and sustainably maintain a roster of experts to carry out prompt investigations in response to allegations of the possible use of chemical and bacteriological (biological) and toxin weapons, the threat of which has increased with the advent of new and emerging technology and advances in synthetic biology and artificial intelligence. The Weapons and Mass Destruction Branch is comprised of six staff and it was determined during the spending review that the functions of the new post cannot be absorbed by existing staff.
Subprogramme 3 Conventional arms	1	P-3	**Establishment** of Political Affairs Officer (New York)	To implement the mandate provided in paragraph 17 of General Assembly resolution 79/40, the incumbent would manage the establishment and maintenance of a structured procedure within the Secretariat, starting in 2026, to process offers of and requests for assistance under the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Tracing Instrument. The incumbent would coordinate the structured procedure, facilitate the identification and matching of assistance needs with resources and oversee the monitoring process. These matchmaking efforts would require scoping and assessment missions, data analysis and management, and monitoring and reporting, which the Political Affairs Officer and the Administrative Assistant would provide.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				In addition, the post would be responsible for, inter alia, maintaining an up-to-date information-sharing platform related to implementation of the Programme of Action and the International Tracing Instrument, including the collection and sharing of good practices; liaising with bilateral and multilateral assistance providers; supporting requesting States in refining requests; supporting voluntary national assessments and scoping missions; and providing technical assistance and support for the development of project proposals. The structured procedure is a new mechanism to be established in the Office for Disarmament Affairs and cannot be undertaken within existing resources, as determined during the spending review.
Subprogramme 3 Conventional arms	1	GS (OL)	**Establishment** of Administrative Assistant (New York)	To implement the mandate provided in paragraph 17 of General Assembly resolution 79/40, the incumbent would support the Political Affairs Officer (P-3) with the establishment and maintenance of a structured procedure within the Secretariat, starting in 2026, to process offers of and requests for assistance under the Programme of Action and the International Tracing Instrument. The incumbent would manage the administrative and financial aspects of the structured procedure, including by monitoring budgets, taking the lead on logistical tasks and handling travel and contractual services. Requests will be received on a rolling basis, often through national reports under the Programme of Action, and must be responded to with a speed in line with the urgency of the requesting State. The structured procedure is a new mechanism to be established in the Office and cannot be undertaken within existing resources, as determined during the spending review.
Subprogramme 5	2	NOC	**Abolishment** of Programme Management Officer	The proposed abolishment reflects the outcome of the spending review, as explained in paragraph 4.83. The approved staffing structure of the two fellowship training programmes will be reconfigured under a unified team of six staff (1 P-4, 1 P-3, 3 NPO and 1 GS (PL)), resulting in the proposed abolishment of two posts (2 NOC) in the regional centres (Kathmandu and Lima).

Abbreviation: GS (OL), General Service (Other level); NOC, National Professional Officer, level C.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part II
Political affairs

Section 5
Peacekeeping operations

Programme 4
Peacekeeping operations

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* A/80/50.

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

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

I. Department of Peace Operations

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

5.I.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security by providing political and executive direction to peace operations within its purview in accordance with and by the authority derived from the principles and purposes of the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including the Pact for the Future (resolution 79/1) and resolution 72/262 C, the annual comprehensive reviews of the entire question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The objectives of the programme are also conceived by taking into account Security Council mandates. The Department provides integrated strategic, political, operational and management advice, direction and support on military, police, mine action and other relevant issues to all operations under its responsibility in order to ensure the effective implementation of their mandates. Through its efforts to improve peacekeeping, enhance its performance and adapt to contemporary risks and challenges, the Department will continue to help conflict-affected countries on their path back to sustainable peace. The work of the Department is critical to continuously ensuring the relevance and effectiveness of United Nations peacekeeping, which remains a vital instrument for international peace and security

Strategy and external factors for 2026

5.I.2 The strategy of the Department continues to be guided by all relevant Security Council mandates. The Department will continue to prioritize the full implementation of the peace and security reform objectives. The Action for Peacekeeping initiative and its implementation strategy will continue to guide the programme, in line with the commitments set out in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, taking into account the views expressed by Member States. The Department will work to implement all actions in the Pact for the Future that are relevant to peacekeeping operations. The areas of focus continue to be:

(a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, through the integrated approach of the peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and to reflect Action for Peacekeeping priorities in reporting;

(b) To implement the women and peace and security agenda across all peacekeeping functions, including through gender-sensitive conflict analysis, the distribution of guidance to ensure women's full, equal and meaningful participation in peace processes and the systematization of reporting on women and peace and security outcomes;

(c) To strengthen the protection provided by peacekeeping operations, including by maintaining the protection of civilians, where mandated, as one of the core objectives of the relevant peacekeeping operations, updating and disseminating the policy and training standards on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and action of missions and conducting context-specific training, including predeployment training, on the protection of civilians, on the protection of children and on preventing and responding to conflict-related sexual violence;

(d) To support effective performance and accountability of all mission components through the ongoing implementation of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework, to evaluate missions and strengthen their impact using data and analysis, as well as through enhanced implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces;

(e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Department of Political and Peacebuilding Affairs, including the Peacebuilding Support Office, as well as other United Nations entities and external partners;

(f) To improve the safety and security of peacekeepers, including by implementing the related action and training plans aimed at integrating new technologies and security protocols tailored to mission-specific environments, including specialized training on the use of technology to counter emerging threats, such as misinformation and disinformation and improvised explosive devices, which should be implemented with transparency and in consultation with Member States, as appropriate;

(g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through standardized and tailored training, capacity-building and the light coordination mechanism, which will strengthen efforts to identify training requirements and match capacity-building providers with new and emerging troop-contributing countries in need of support;

(h) To strengthen the conduct of peacekeeping operations and personnel and ensure that all types of misconduct are addressed in accordance with the zero-tolerance approach.

5.I.3 With regard to cooperation with other entities at the global, regional, national and local levels, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to strengthening the overall impact of international efforts in peacekeeping contexts. The Department will maintain its strategic and operational partnerships with the African Union and other regional and subregional organizations in Africa, as well as with the European Union. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others.

5.I.4 With regard to inter-agency coordination and liaison, the Department will continue to review and refine the implementation of the reform of the peace and security pillar and ensure coherence, working with the Department of Political and Peacebuilding Affairs with a view to, in particular, strengthening a common organizational culture that fosters inclusion, innovation and professional development. The Department will work closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support in assisting peacekeeping operations. The Department will maintain strong coordination with the reformed management and development pillars.

5.I.5 The Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the United Nations-World Bank Working Group, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force, the Inter-Agency Coordination Group on Mine Action and the Inter-Agency Task Force on Policing. Other cross-agency cooperation will be undertaken through the global focal point arrangement for the rule of law and the Peacebuilding Strategy Group.

5.I.6 With regard to the external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States continue to support the advancement of the Action for Peacekeeping initiative and its implementation strategy;

(b) The Security Council reaches consensus on clear, focused and achievable mandates for peacekeeping operations and Member States support their implementation;

(c) Peacekeeping partners and other entities sustain the common political strategies supported by peacekeeping operations;

(d) Availability of capabilities required for deployment of peacekeeping operations and successful implementation of their mandates.

5.I.7 The Department integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, it implements the women and peace and security agenda through guidance on women's full and meaningful participation in peace and political processes, gender-sensitive analysis and the mainstreaming of a gender perspective into planning, budgeting, implementation and reporting, and through the promotion of the increased representation of women uniformed personnel.

5.I.8 In line with the United Nations Disability Inclusion Strategy, the Department will support Secretariat-wide efforts on disability inclusion, including through the implementation of a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations disability inclusion action plan.

Legislative mandates

5.I.9 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

49/37; 78/291	Comprehensive review of the whole question of peacekeeping operations in all their aspects
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
60/180	The Peacebuilding Commission
61/279; 65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
70/262	Review of the peacebuilding architecture
72/199	Restructuring of the United Nations peace and security pillar
72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019 (sect. III)
76/74; 78/70	Assistance in mine action
76/84 B; 77/128 B	United Nations global communications policies and activities
76/274	Cross-cutting issues
77/64; 79/53	Countering the threat posed by improvised explosive devices
79/1	The Pact for the Future

Security Council resolutions

1325 (2000)	2436 (2018)
1894 (2009)	2447 (2018)
2151 (2014)	2518 (2020)
2185 (2014)	2553 (2020)
2250 (2015)	2589 (2021)
2272 (2016)	2594 (2021)
2282 (2016)	2668 (2022)
2365 (2017)	2686 (2023)
2382 (2017)	2719 (2023)

Deliverables

5.I.10 Table 5.I.1 lists all cross-cutting deliverables of the programme.

Table 5.I.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**12**	**11**	**11**	**11**
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Meetings of the Security Council on cross-cutting strategic, policy and structural issues related to peacekeeping	3	2	2	2
7. Meetings of the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: visits to troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping; and meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 20 special events, including conferences and exhibits, as well as public briefings and associated promotional materials.				
External and media relations: media events, including interviews and press briefings on thematic and mission-specific topics; and approximately 25 media engagements of senior leadership.				
Digital platforms and multimedia content: approximately 1,500 items of peacekeeping-themed content on 10 digital and social media platforms.				

Evaluation activities

5.I.11 An evaluation on the contribution of strategic communications to fostering public trust in peacekeeping operations, conducted by the Office of Internal Oversight Services and completed in 2024, has guided the proposed programme plan for 2026.

5.I.12 In response to the results of the evaluation referenced above, the Department will continue to assist missions in updating their communications strategies, as needed, to align them with mandate provisions and mission objectives; coordinate on training issues for senior leadership in strategic communications; and continue to strengthen coordination with the Office of Military Affairs, through its strategic communications focal point, to unify civilian and military strategic communications and support the recruitment of experienced Military Strategic Communications Officers for peace operations. Pursuant to Security Council resolution 2436 (2018), the Department will continue to implement the Comprehensive Planning and Performance Assessment System in all United Nations peacekeeping operations as part of the integrated peacekeeping performance and accountability framework. The System remains a key component of that framework, enabling the Department and missions to evaluate overall mission performance using data and analysis to strengthen mandate implementation.

5.I.13 Three evaluations to be conducted by the Department on its programme activities are planned for 2026.

Programme of work

Subprogramme 1
Operations

Objective

5.I.14 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peace operations within the purview of the Department, as well as the effective implementation of relevant General Assembly resolutions, in order to maintain international peace and security.

Strategy

5.I.15 To contribute to the objective, the subprogramme will:

(a) Improve mission- and context-specific analysis and reporting on peacekeeping to the Security Council, the General Assembly and other intergovernmental bodies and troop- and police-contributing countries;

(b) Ensure that integrated planning processes are completed according to Security Council substantive and time requirements, with an emphasis on supporting transitions between peacekeeping operations and follow-up United Nations presences, where required;

(c) Incorporate regional aspects into country- and mission-specific strategies as part of the emphasis on a regional approach to peace, security and stability further to the reform of the peace and security pillar.

5.I.16 The above-mentioned work is expected to result in:

(a) Better information on peacekeeping operations being available to the General Assembly, the Security Council and other intergovernmental bodies to inform their decision-making;

(b) Better planning for mandate delivery by peacekeeping operations and for transitions;

(c) More coherent and impactful United Nations engagement and support in matters of peace and security provided to countries and the regions in which they are situated.

Programme performance in 2024

Towards improved intercommunal relations in Cyprus

5.I.17 The United Nations Peacekeeping Force in Cyprus (UNFICYP) continued to implement its mandate of managing the situation in the buffer zone, promoting trust-building and intercommunal engagements and fostering people-to-people contacts across the island. With the subprogramme's support, the mission successfully expanded intercommunal peacebuilding efforts and partnerships aimed at broadening civil society engagement, strengthening gender-responsive approaches to intercommunal trust-building and supporting projects addressing common concerns, such as environmental sustainability, business and culture, entrepreneurship, and youth engagement in the peace process. A total of 914 intercommunal events were held between July 2023 and June 2024. In the buffer zone, notwithstanding a challenging environment and incidents of unauthorized activities, the operational focus of UNFICYP continued to be on the prevention and de-escalation of tensions. These efforts contributed to creating conditions conducive to a sustainable peace process in Cyprus.

5.I.18 Progress towards the objective is presented in the performance measure below (see table 5.I.2).

Table 5.I.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Trust-building and cooperation between Greek Cypriot and Turkish Cypriot communities, including through successful facilitation by UNFICYP, for the first time since 2019, of two pilgrimages of Turkish Cypriots and Turkish nationals to the Hala Sultan Tekke mosque, in April and June 2024

Planned results for 2026

Result 1: progress in the peace process in the Central African Republic is maintained, including through continued preparation for local and general elections

Programme performance in 2024 and target for 2026

5.I.19 The subprogramme's work contributed to the commencement of preparations to organize local and general elections, which met the planned target.

5.I.20 The subprogramme's work also contributed to progress in the implementation of the 2019 peace agreement, including through the decentralization of the peace process, with enhanced local capacities to prevent and resolve local conflicts through dialogue, which met the planned target.

5.I.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.I.3).

Table 5.I.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Planning and preparations to hold local elections continued; however, local elections were postponed to mid-2023 Dialogue was maintained between Central African authorities and those armed groups that remained committed to the 2019 peace agreement, resulting in the dissolution of four armed groups	Revitalization and decentralization of the peace process through enhanced national ownership Continued planning and preparations for the holding of local elections; however, local elections were postponed until 2024 or 2025 Progress in the operationalization of the Truth, Justice, Reparation and Reconciliation Commission continued	Preparations commenced for the organization of local and general elections Progress made in the implementation of the 2019 peace agreement, including through decentralization of the peace process, with enhanced local capacities to prevent and resolve local conflicts through dialogue	Preparations commence for the organization of general presidential and legislative elections scheduled for 2025 or 2026 Dialogue between the Government and armed groups in the context of the peace process is maintained	The President-elect is sworn in, in line with the constitutional timeline Dialogue between the Government and armed groups in the context of the peace process is sustained

Result 2: progress in the implementation of the 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan

Programme performance in 2024 and target for 2026

5.I.22 The subprogramme's work contributed to the National Elections Commission and other relevant bodies taking action towards preparing for the general elections, including by developing budgets and strategies, conducting state-level visits, establishing state high election committees, adopting rules, recruiting and training staff, and formulating an election operations plan and a voter education strategy, which met the planned target. The general elections, which were initially scheduled for December 2024, were postponed to December 2026.

5.I.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.I.4).

Table 5.I.4
Performance measure: progress made in the peace process

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Limited progress in the implementation of the Revitalized Peace Agreement	Legislation on the National Elections Commission, the National Constitutional Review Commission and the Political Parties Council passed into law and members sworn in First and second batches of the Necessary Unified Forces trained and deployed	National Elections Commission and other relevant bodies took action towards preparing for the general elections, including by developing budgets and strategies, conducting state-level visits, establishing state high election committees, adopting rules, recruiting and training staff and formulating an election operations plan and a voter education strategy	The political transition is completed in accordance with the provisions contained in the Revitalized Peace Agreement	Credible, peaceful elections are conducted

Result 3: strengthened peacebuilding in Abyei through the Joint Programme of the Resident Coordinators in the Sudan and South Sudan in Abyei

Proposed programme plan for 2026

5.I.24 The lack of basic services is an aggravating factor in ongoing intercommunal tensions in Abyei. Since the launch of the United Nations Joint Programme in Abyei, the United Nations country teams in the Sudan and South Sudan, and the United Nations Interim Security Force for Abyei (UNISFA), have collaborated to help to address these service gaps and build the conditions necessary for peace. The Security Council welcomed the United Nations Joint Programme in Abyei in its resolution 2609 (2021) and encouraged UNISFA to continue to support that initiative of the Sudan and South Sudan country teams in its resolution 2760 (2024).

Lessons learned and planned change

5.I.25 The lesson for the subprogramme was that the United Nations Joint Programme in Abyei needed to adapt the delivery of assistance owing to the conflict in the Sudan, which affected supply routes,

causing delays in the delivery of critical supplies, in particular in northern Abyei. In applying the lesson, the subprogramme will focus on ensuring continued service delivery using safe supply routes, including through South Sudan, and contributing to building the presence of United Nations country team members in Abyei, with support provided by UNISFA.

5.I.26 Expected progress towards the objective is presented in the performance measure below (see table 5.I.5).

Table 5.I.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
UNISFA and United Nations country teams, in consultation with local and national stakeholders, developed plans for the Programme	More than 5,000 malnourished children received nutrition assistance 120 students, including 40 women, received vocational education	Medical service delivery was strengthened through the delivery of 20 metric tons of medical supplies and the provision of training to health workers	United Nations country team members maintain their current level of engagement in Abyei	The number of direct or indirect beneficiaries increases, while maintaining or expanding the United Nations presence in Abyei

Deliverables

5.I.27 Table 5.I.6 lists all deliverables of the subprogramme.

Table 5.I.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**55**	**35**	**36**	**33**
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	35	27	23	23
2. Letters from the Secretary-General to the President of the Security Council	20	8	13	10
Substantive services for meetings (number of three-hour meetings)	**35**	**42**	**36**	**36**
3. Meetings of the Security Council on peacekeeping issues	35	42	36	36
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**13**	–	**7**	–
4. Workshops for heads of political components of peacekeeping operations	5	–	3	–
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	–	2	–
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	–	2	–
C. Substantive deliverables				
Consultation, advice and advocacy: advice and information on relevant aspects of peacekeeping operations to approximately 120 troop- and police-contributing countries; consultations with/among 5 regional organizations to promote regional peacekeeping capacities expanded in the context of specific operations; and advice to at least 120 permanent missions to the United Nations, the Bretton Woods institutions, 13 international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

Subprogramme 2
Military

Objective

5.I.28 The objective, to which this subprogramme contributes, is to maintain international peace and security through the effective performance of military components of peace operations.

Strategy

5.I.29 To contribute to the objective, the subprogramme will:

(a) Provide briefings and analysis to Member States on the military aspects of new or anticipated developments, and crisis and security situations;

(b) Strengthen partnerships with regional organizations by supporting them in the development of plans for peace operations, generate and deploy appropriate military units, conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in peace operations;

(c) Train and enhance communication with senior military leaders, update military standards for the military component to validate the operational readiness of military units prior to deployment, and conduct in-mission performance evaluations, predeployment/pre-rotation visits and military capability studies;

(d) Facilitate the participation of women in peace operations, at all levels, through engagement with troop-contributing countries;

(e) Further refine the military performance evaluation system, including implementation of the military performance evaluation tool, further develop an evaluator training mechanism and initiate and deploy a performance evaluation process for individual uniformed personnel;

(f) Further refine and develop military doctrine, policies and training materials to support performance evaluation, enhance operational readiness and performance, and improve the safety and security of peacekeepers.

5.I.30 The above-mentioned work is expected to result in:

(a) Improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing countries;

(b) Rapid deployment and establishment of or adjustments to peacekeeping operations in response to Security Council mandates and related decisions;

(c) Deployment of better-tailored, better-equipped and more relevant military components to peacekeeping operations;

(d) Improved performance and increased safety of military components in peacekeeping operations;

(e) A safe and secure environment in the host country, with a view to enhancing the safety of civilians and the delivery of humanitarian services.

Programme performance in 2024

Improved conditions for peacekeepers in temporary operating bases in United Nations peacekeeping missions

5.I.31 The General Assembly, in its resolutions on cross-cutting issues, requested the Secretary-General, among others, to ensure that accommodations provided by the United Nations for uniformed and civilian personnel serving in peacekeeping operations met the relevant United Nations standards. In 2022, the

subprogramme established a working group on operating base management and accommodation in field missions, which brought together key Secretariat stakeholders, and supported an advisory board comprising representatives from 15 Member States, including major financial contributors and key troop-contributing countries. The working group provided a report with key findings and recommended the development of a guidance document on the use of temporary operating bases in field missions. In June 2024, new guidelines on the management of temporary operating bases in United Nations peacekeeping missions were promulgated, covering the entire life cycle of temporary operating bases, from establishment to closure, and including a tailored logistics support concept for specific scenarios.

5.I.32 Progress towards the objective is presented in the performance measure below (see table 5.I.7).

Table 5.I.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Working group on operating base management and accommodation in field missions established to improve the conditions of peacekeeping operations, following the adoption of General Assembly resolution 76/274	The advisory board considered requirements for and challenges to improving the conditions of peacekeeping operations, including the use of temporary operating bases, and implications for contingent-owned equipment	United Nations peacekeeping missions obtained access to the new guidelines on the management of temporary operating bases in United Nations peacekeeping missions

Planned results for 2026

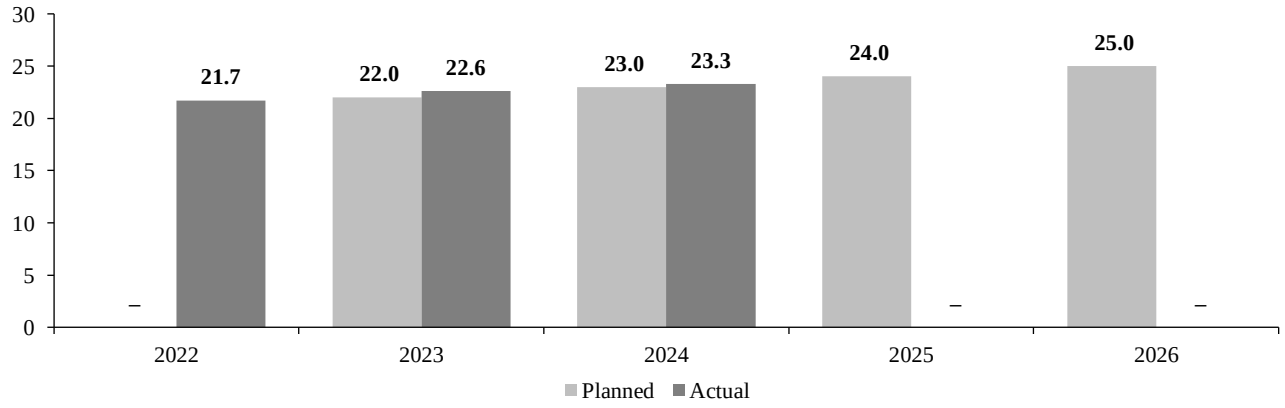
Result 1: advanced gender parity for military individual uniformed personnel in United Nations peace operations

Programme performance in 2024 and target for 2026

5.I.33 The subprogramme's work contributed to the percentage of female military individual uniformed personnel in United Nations peace operations reaching 23.3 per cent, which exceeded the planned target of 23 per cent.

5.I.34 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.I).

Figure 5.I.I
Performance measure: percentage of female military individual uniformed personnel in United Nations peace operations (annual)



Result 2: missions establish explosive ordnance disposal capabilities to respond to threats posed by improvised explosive devices

Programme performance in 2024 and target for 2026

5.I.35 The subprogramme's work contributed to the United Nations Interim Force in Lebanon (UNIFIL) fully establishing explosive ordnance disposal capabilities, which met the planned target.

5.I.36 The subprogramme's work did not meet the planned target of expanding the explosive ordnance disposal capabilities of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) to include infantry battalions with explosive ordnance disposal search-and-detect capabilities. The target was not met because force generation for the deployment of infantry battalions with explosive ordnance disposal search-and-detect capability is ongoing.

5.I.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.I.8).

Table 5.I.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The United Nations Multidimensional Integrated Stabilization Mission in Mali established explosive ordnance disposal capabilities	MINUSCA and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) established explosive ordnance disposal capabilities	UNIFIL established explosive ordnance disposal capabilities	Explosive ordnance disposal capabilities are established or strengthened by any missions with such requirements	Additional explosive ordnance disposal capabilities are established or strengthened by any missions with such requirements

Result 3: peace operations respond to counter threats of hostile unmanned aircraft systems

Proposed programme plan for 2026

5.I.38 In February 2024, United Nations peacekeepers in MONUSCO came under direct attack from unmanned aircraft systems modified to deliver explosives. Other missions, such as UNISFA, MINUSCA, UNIFIL, UNFICYP and the United Nations Disengagement Observer Force, have been documenting an escalation in sightings of unmanned aircraft systems within their areas of operation. The increasing threat of such systems calls for the generation of counter-unmanned aircraft system capabilities in peace operations to ensure that United Nations peacekeeping personnel have the necessary protection. Accordingly, the subprogramme has started to engage with troop-contributing countries in this area.

Lessons learned and planned change

5.I.39 The lesson for the subprogramme was the need for a clear, structured approach for the development, operation and sustainment of counter-unmanned aircraft system capabilities in peace operations. In applying the lesson, the subprogramme will develop guidelines for counter-unmanned aircraft system capabilities, update the statement of unit requirements, solicit pledges for units with such capabilities in the Peacekeeping Capability Readiness System and increase overall counter-unmanned aircraft system capabilities in peace operations.

5.I.40 Expected progress towards the objective is presented in the performance measure below (see table 5.I.9).

Table 5.I.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
No fully operational counter-unmanned aircraft system capabilities	One peacekeeping mission (MINUSMA) established counter-unmanned aircraft system capabilities on a trial basis	One additional peacekeeping mission (MONUSCO) established counter-unmanned aircraft system capabilities	One additional peacekeeping mission establishes counter-unmanned aircraft system capabilities	Additional counter-unmanned aircraft system capabilities are established or strengthened by any missions with such requirements

Deliverables

5.I.41 Table 5.I.10 lists all deliverables of the subprogramme.

Table 5.I.10
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**181**	**132**	**161**	**147**
Training events:				
1. With senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	44	22	34	20
2. For command-post exercises for force headquarters	25	14	20	20
3. On the development, revision and implementation of new military policies and guidance materials	28	20	28	24
4. To mainstream a gender perspective for military components of peacekeeping operations	28	31	21	21
5. To improve situational awareness and strengthen the performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and force chiefs of staff and infantry battalion commanders)	20	24	20	20
6. On peacekeeping-intelligence/information gathering and analysis	28	18	30	21
7. For evaluators on operational performance	8	3	8	6
8. On strategic force generation and the Peacekeeping Capability Readiness System	–	–	–	5
9. On misinformation and disinformation, hate speech and strategic communication	–	–	–	5
10. On conduct and discipline and sexual exploitation and abuse issues with Member States and troop-contributing countries	–	–	–	5
Technical materials (number of materials)	**116**	**109**	**99**	**102**
11. On significant operational developments in peacekeeping operations and on evolving conflict areas	40	53	36	40
12. On military performance evaluation, force and sector headquarters evaluation	12	6	6	7
13. For new or significantly adjusted peacekeeping operations (strategic military plans)	6	8	6	6
14. On threat assessments reports	12	11	11	11
15. On operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	11	20	15

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
16. On the deployment of military forces, observers and headquarters staff	12	12	12	12
17. On the military components of peacekeeping operations (policies, guidance materials and standard operating procedures)	4	4	4	7
18. On military performance evaluation standards (scoresheets) for infantry units	6	–	–	–
19. On mid- to long-term requirements and on existing capability gaps	4	4	4	4

C. Substantive deliverables

Consultation, advice and advocacy: briefings to approximately 120 troop-contributing countries and the Military Staff Committee on all military aspects of peacekeeping operations; strategic discussion with 10 Member States and 3 regional organizations on military aspects of peace negotiations, agreements, peacekeeping operations, strategic and operational planning, military performance, counter-improvised explosive devices and counter-unmanned aircraft systems, conduct and discipline, protection and strategic communication issues; and maintenance of an organized surge capacity comprising a key nucleus of military staff/support team of up to 14 seconded military officers for possible deployment to new and existing peacekeeping operations for up to 90 days.

Databases and substantive digital materials: information on pledged units registered in the Peacekeeping Capability Readiness System by 60 troop-/police-contributing countries; and a military performance management system.

D. Communication deliverables

Outreach programmes, special events and information materials: quarterly newsletter for approximately 120 troop- and police-contributing countries and all peacekeeping missions.

Subprogramme 3
Rule of law and security institutions

Objective

5.I.42 The objective, to which this subprogramme contributes, is to strengthen the rule of law and security sector governance to contribute to the maintenance of international peace and security in countries where peacekeeping operations and special political missions deploy, or where otherwise authorized, or requested by Member States, in full compliance with the Charter of the United Nations.

Strategy

5.I.43 To contribute to the objective, the subprogramme will provide advisory and operational support to peacekeeping operations and special political missions, as well as resident coordinators, and where otherwise authorized or requested by Member States. Specifically, the subprogramme will:

(a) Assist host States in the reform, restructuring and development of their police and other law enforcement institutions, provide operational support and, in rare circumstances, assume interim policing functions in line with the Strategic Guidance Framework for International Policing;

(b) Support nationally led efforts to ensure accountability for crimes that fuel armed conflict, in particular those perpetrated against civilians, and crimes committed against United Nations personnel in peacekeeping operations and special political missions, strengthen prison security and management, re-establish the host State’s justice and corrections institutions and engage in trust-building initiatives;

(c) Support the planning, design and evaluation of processes that remove weapons and individuals from armed groups and facilitate the reintegration of ex-combatants and elements associated with armed groups into society as civilians, and identify and formulate relevant lessons learned and guidance;

(d) Undertake research and develop knowledge and guidance in the areas of rule of law and security sector reform and governance, and provide targeted, strategic country support, upon request;

(e) Manage mine action programmes to mitigate explosive threats, train United Nations personnel and enhance national explosive ordnance disposal capacities;

(f) Rapidly deploy specialist capacities in all the above-mentioned areas.

5.I.44 The above-mentioned work is expected to result in:

(a) More effective and accountable security and justice institutions in countries receiving assistance, including increased accountability for crimes that fuel armed conflict and for crimes committed against United Nations personnel in peacekeeping operations and special political missions;

(b) Reduced threats posed by armed groups and explosive hazards;

(c) Sustainable peace and the prevention of armed conflict;

(d) Mitigation of risks affecting the services of national and local rule of law and security institutions;

(e) Continuity of United Nations operations in the areas of policing, justice, corrections, disarmament, demobilization and reintegration, security sector reform and governance, and mine action assistance.

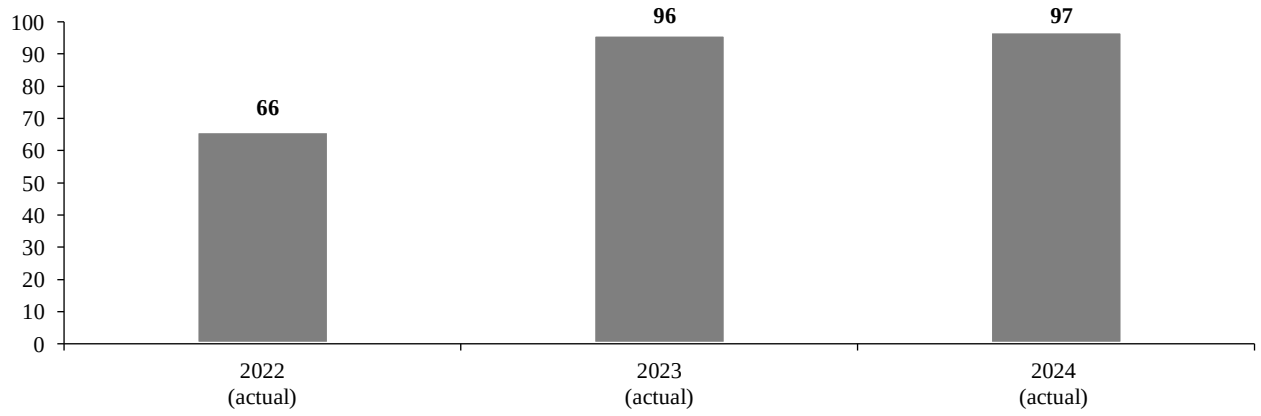
Programme performance in 2024

Enhanced accountability for crimes against United Nations peacekeepers

5.I.45 Since 1948, 1,075 personnel serving in United Nations peacekeeping operations have been killed as a result of malicious acts, including 339 personnel killed since 2013. Several thousand more have been injured. From January 2020 to December 2024, the subprogramme's work contributed to 97 convictions handed down by host country authorities in the Central African Republic, the Democratic Republic of the Congo,[1] Lebanon and Mali in relation to the killing of 36 United Nations personnel, in line with Security Council resolution 2589 (2021) on accountability for crimes against peacekeepers. This progress is significant, given that no individuals had been convicted in those countries in relation to the killing of United Nations peacekeepers between 1 January 2013 and 1 January 2020.

5.I.46 Progress towards the objective is presented in the performance measure below (see figure 5.I.II).

Figure 5.I.II
Performance measure: number of convictions for crimes against United Nations peacekeepers since 2020 in the Central African Republic, the Democratic Republic of the Congo, Lebanon and Mali[a] (cumulative)



[a] The data for Mali reflect the most recent available data as at 31 December 2023.

[1] In the case of the Democratic Republic of the Congo, statistics include convictions related to the assassination of two United Nations experts in 2017, who were not peacekeepers.

Planned results for 2026

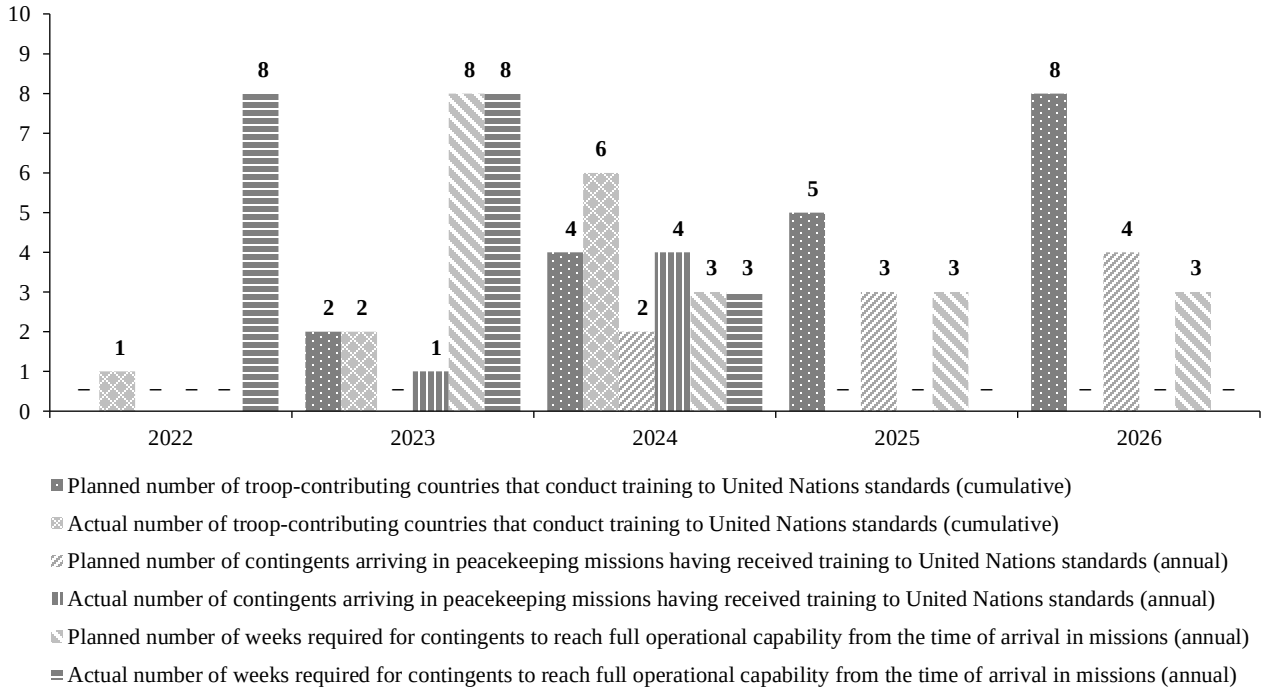
Result 1: troop-contributing countries generate well-prepared troops for deployment in high explosive ordnance threat environments

Programme performance in 2024 and target for 2026

5.I.47 The subprogramme's work contributed to six troop-contributing countries conducting explosive ordnance threat mitigation training to United Nations standards, which exceeded the planned target of four; four troop-contributing countries arriving in a peacekeeping mission having received the predeployment training to United Nations standards, which exceeded the planned target of two; and three weeks for contingents to reach full operational capability from the time of arrival in mission, which met the planned target.

5.I.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.III).

Figure 5.I.III
Performance measure: improved explosive ordnance threat mitigation training by troop-contributing countries and reduced time for trained contingents to reach full operational capability



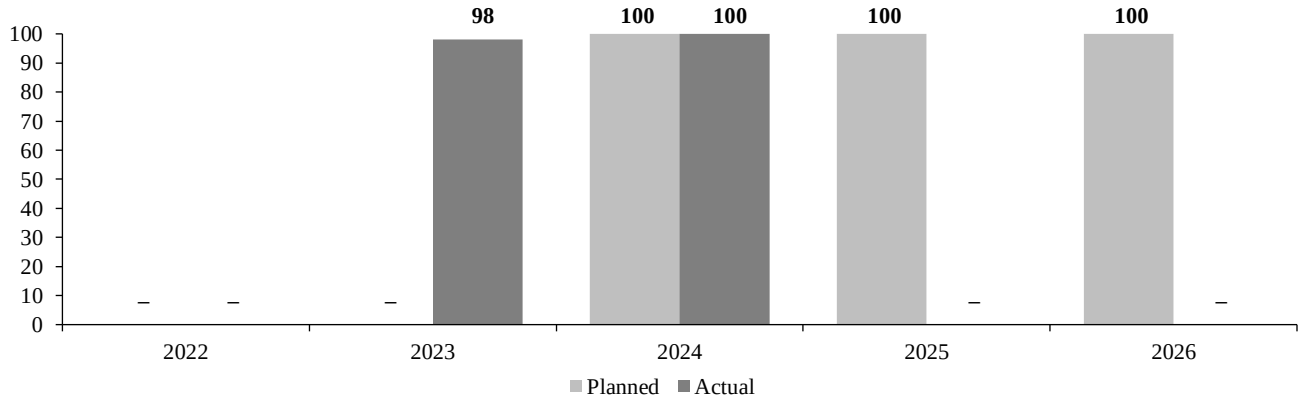
Result 2: improved performance of United Nations police to enhance mandate implementation

Programme performance in 2024 and target for 2026

5.I.49 The subprogramme's work contributed to 100 per cent of evaluations of United Nations formed police units receiving a performance level rating of satisfactory or above, which met the planned target.

5.I.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.IV).

Figure 5.I.IV
Performance measure: percentage of evaluations of United Nations formed police units that indicate a performance level of "satisfactory" or above (annual)



Result 3: host States enabled to continue and sustain progress on rule of law and security institutions reform during and after mission transitions

Proposed programme plan for 2026

5.I.51 United Nations peace operations are often mandated to conduct capacity-building and other early peacebuilding activities in support of rule of law and security institutions. Through its standing capacities, the subprogramme, among others, works to bring together peace and development actors, ensuring coherence of efforts and bridging the gap between United Nations missions in transition and successor arrangements for continuity in rule of law support.

Lessons learned and planned change

5.I.52 The lesson for the subprogramme was that, while standing capacities were previously focused on mission start-up, they were increasingly utilized in transitions because their flexible modality is adaptable to new and evolving contexts. In applying the lesson, the subprogramme will further expand its support for transitions, including by providing short- to mid-term surge support, with a view to preventing a relapse into conflict through targeted, adaptable assistance.

5.I.53 Expected progress towards the objective is presented in the performance measure below (see table 5.I.11).

Table 5.I.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Transition of disarmament, demobilization and reintegration processes from the African Union-United Nations Hybrid Operation in Darfur to the United Nations Integrated Assistance Mission in the Sudan, laying the	Transfer of a national strategy to combat insecurity in South Kivu from MONUSCO to the Congolese National Police	In the Democratic Republic of the Congo, launch of the implementation of a joint United Nations and government programme on rule of law, with a focus beyond mission withdrawal, and establishment, by the National Security	Rule of law and security institutions reform, and sustainability of disarmament, demobilization and reintegration and mine action processes in two transition settings	Rule of law and security institutions reform, and sustainability of disarmament, demobilization and reintegration and mine action processes in two transition settings

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
groundwork for operationalization of the ceasefire mechanism in Darfur		Council, of the National Security Sector Reform Commission In Mali, implementation of a government-owned road map for sustained reform on addressing serious crime, including terrorism-related offences		

Deliverables

5.I.54 Table 5.I.12 lists all deliverables of the subprogramme.

Table 5.I.12
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**26**	**25**	**27**	**27**
Briefings to Member States on:				
1. Mission/field- and police-specific issues	14	14	14	14
2. Mine action matters	6	6	6	6
3. Accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	3	2	4	4
4. Justice and/or corrections	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**48**	**57**	**53**	**52**
5. On police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
6. On police requirements and capacity and resource needs (predeployment visits to Member States)	5	5	5	5
7. For the development and management of programmes in support of justice and corrections systems	2	2	2	2
8. On mine action (technical and advisory support to field missions and Member States for design of mine action field programmes and oversight)	9	15	13	13
9. On risk education in mine action programmes	15	15	14	11
10. On security sector reform and governance (support to peace operations and Member States for security sector reform initiatives)	2	2	2	2
11. On assessment of training capability of troop-contributing countries on improvised explosive device threat mitigation	5	8	6	8
12. On disarmament, demobilization and reintegration and community violence reduction	2	2	3	3
13. On accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	5	5	5	5

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**67**	**59**	**69**	**69**
14. Seminars on the national selection mechanisms for the readiness, deployment and training of individual police personnel and units	47	47	47	47
15. Training for future heads of police components	6	6	6	6
16. Training/workshops on justice and corrections practices, including predeployment training for corrections officers	1	2	3	3
17. Training/workshops on the investigation and prosecution of crimes against United Nations personnel in peacekeeping operations and special political missions	10	1	10	10
18. Seminars on mine action for national mine action directors	3	3	3	3
Publications (number of publications)	**1**	**1**	**1**	**1**
19. Multi-donor report on the activities of the Mine Action Service	1	1	1	1
Technical materials (number of materials)	**24**	**24**	**25**	**25**
20. On disarmament, demobilization and reintegration and community violence reduction	7	7	7	7
21. On strategic police capability, police operational plans, standard operating procedures and concepts of operation for police components	6	6	6	6
22. On policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
23. To strengthen assistance in justice and corrections areas	1	1	2	2
24. On security sector reform and governance	2	2	2	2
25. On issues related to mine action	2	2	2	2
26. On the prevention, investigation and prosecution of serious crimes against United Nations personnel in peacekeeping operations and special political missions	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: consultations with and advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member State groupings, regional organizations and specialized institutions on policing; consultations with 35 Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; policy and technical advice to 25 Member States to build the capacity of national authorities and local partners on mine action, weapons and ammunition management and improvised explosive device threat mitigation; consultations and advice to mobilize coordinated and integrated Member State and related partner support for national justice and corrections efforts; consultations with and advice to 40 Member States on issues related to the implementation of Security Council resolution 2589 (2021); and advice to and advocacy with Member States' senior police executives and other partners.

Databases and substantive digital materials: pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system; and online database on accountability for crimes against peacekeepers, pursuant to Security Council resolution 2589 (2021).

D. Communication deliverables

Digital platforms and multimedia content: digital and social media content on activities of the subprogramme.

Subprogramme 4
Policy, evaluation and training

Objective

5.I.55 The objective, to which this subprogramme contributes, is to enhance the performance and effectiveness of peace operations within the purview of the Department.

Strategy

5.I.56 To contribute to the objective, the subprogramme will:

(a) Promote and facilitate policy development, evaluation, organizational learning, training and strategic foresight on issues relating to peacekeeping, taking into consideration the relevant actions and decisions contained in the Pact for the Future, as well as the Action for Peacekeeping initiative, its implementation strategy and the Strategy for the Digital Transformation of United Nations Peacekeeping, in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere;

(b) Support peacekeeping operations in the implementation of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework;

(c) Formulate, update and disseminate policies and practical guidance and provide support to missions in specific thematic areas, such as the protection of civilians, conflict-related sexual violence, community engagement with a view to supporting sustainable political solutions, and child protection, as well as the use of strategic communications, the countering of hate speech, misinformation and disinformation and the distribution of accurate content;

(d) Strengthen knowledge-sharing and guidance development for peacekeeping operations and coordinate the development of guidance for the peace and security pillar and for the Department of Operational Support, in close cooperation with the Department of Political and Peacebuilding Affairs and the Department of Operational Support;

(e) Build the capacity of policy and best practices officers and focal points in field missions through advice, coordination and training, and further strengthen systems and infrastructure for knowledge management by increasing the quality and number of relevant documents available to users in field missions;

(f) Support Member States that are contributing uniformed personnel through strategic force generation engagement and expanded partnerships with national and regional training institutions and partners for the delivery of predeployment training and train-the-trainer courses and the timely completion and dissemination of core and specialist predeployment training materials to support predeployment training for troop- and police-contributing countries, specifically in areas related to emerging challenges;

(g) Provide civilian predeployment training and leadership and management training for all mission components and support the delivery of in-mission training through train-the-trainer courses in operational and support skills for uniformed and civilian personnel;

(h) Use a learning management system accessible by Member States to host courses, enable the registration of participants, deliver online elements of programmes and enable testing ahead of face-to-face course sessions.

5.I.57 The above-mentioned work is expected to result in:

(a) Improved and more responsive decision-making by senior mission management, utilizing data-based evidence from the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework;

(b) Increased use by missions of specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions;

(c) Strengthened and sustained mission performance through consistently trained uniformed and civilian leaders, contingents and individuals.

Programme performance in 2024

Strengthened capability of uniformed personnel in United Nations peace operations to analyse hate speech, misinformation and disinformation

5.I.58 The growing impact of hate speech, misinformation and disinformation on the strategic goals of United Nations peacekeeping operations has been acknowledged by the General Assembly in its resolution 76/274 and by the Security Council in its resolution 2686 (2023). The use of misleading or manipulated information about a peacekeeping mission can affect its credibility, access to vulnerable populations, standing within political processes and capacity to operate safely. Hate speech by parties to conflict and by communities within host States can inflame intergroup tensions and undermine peace processes, increasing threats to civilians and imperilling efforts to achieve durable political settlements. The subprogramme has developed a comprehensive training package integrating conceptual, legal and operational frameworks to equip military and police commanders and personnel with the knowledge and skills to analyse these threats. The training package serves to establish a foundation for the implementation of proactive risk mitigation measures to maintain operational capability and ensure the safety and security of personnel.

5.I.59 Progress towards the objective is presented in the performance measure below (see table 5.I.13).

Table 5.I.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Civilian and uniformed peacekeeping personnel engaged in peer-to-peer learning and shared best practices for monitoring, analysing and responding to misinformation and disinformation	Troop- and police-contributing countries had access to comprehensive training materials tailored to address hate speech, misinformation and disinformation in peace operations	All military and police units in United Nations peacekeeping missions had access to the knowledge and skills required to analyse hate speech, misinformation and disinformation

Planned results for 2026

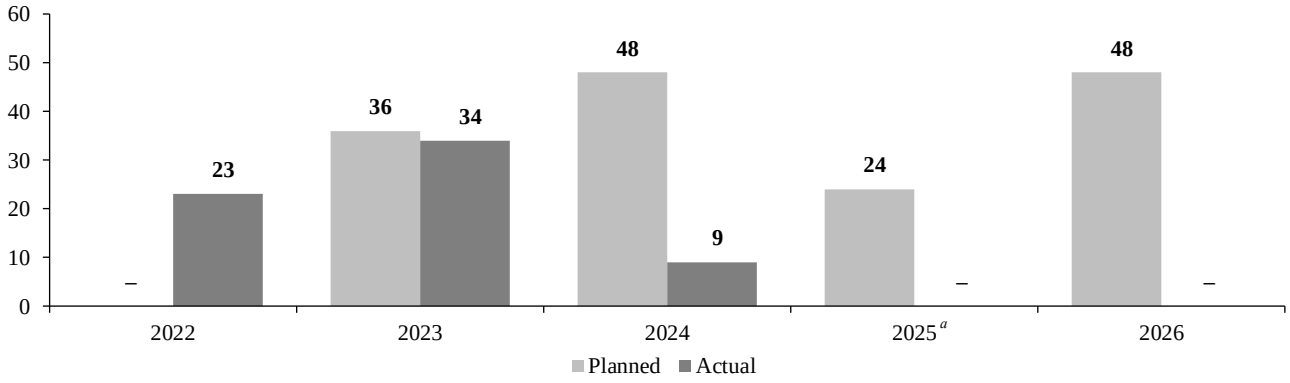
Result 1: troop-contributing countries prepare infantry battalions in line with United Nations standards

Programme performance in 2024 and target for 2026

5.I.60 The subprogramme's work contributed to nine troop-contributing countries deploying infantry battalions prepared in line with United Nations standards, which did not meet the planned target of 48 troop-contributing countries. The target was not met owing to changes in operational needs and the subsequent decision to revise the United Nations Infantry Battalion Manual. New materials were developed in 2024, and the roll-out of updated specialized training materials tailored to align with the new guidance and requirements is planned for 2025 and 2026.

5.I.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.V).

Figure 5.I.V
Performance measure: number of troop-contributing countries deploying infantry battalions prepared in line with United Nations standards (cumulative)



[a] The target for 2025 was amended owing to the revision of the United Nations Infantry Battalion Manual.

Result 2: an online platform to foster direct collaboration among Member States on the preparation of peacekeeping personnel

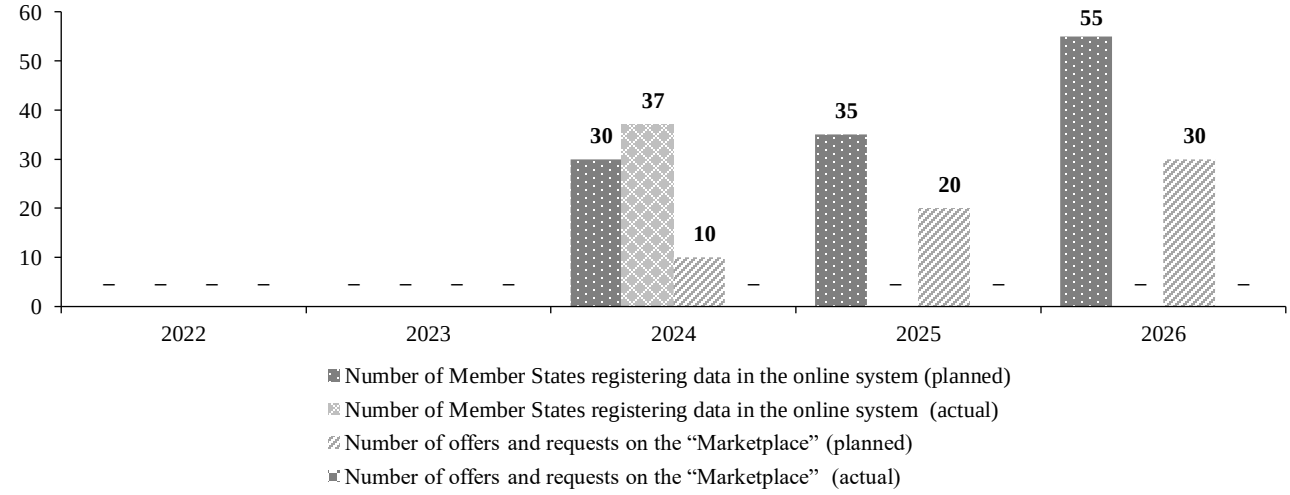
Programme performance in 2024 and target for 2026

5.I.62 The subprogramme's work contributed to 37 Member States registering their peacekeeping-related training and capacity-building data in the light coordination mechanism online system, which exceeded the planned target of 30 Member States.

5.I.63 The subprogramme's work also contributed to the development of the "Marketplace" feature and a user outreach campaign, which did not meet the planned target of 10 training and capacity-building offers and requests posted on the "Marketplace". The target was not met owing to delays in the deployment of the "Marketplace" feature related to the implementation of information and communications technology security standards and quality control.

5.I.64 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.VI).

Figure 5.I.VI
Performance measure: number of Member States registering their peacekeeping-related training and capacity-building data in the light coordination mechanism online system, and number of offers and requests on the "Marketplace"



Result 3: improved analysis and planning at the field office level to address local conflict dynamics and promote political solutions

Proposed programme plan for 2026

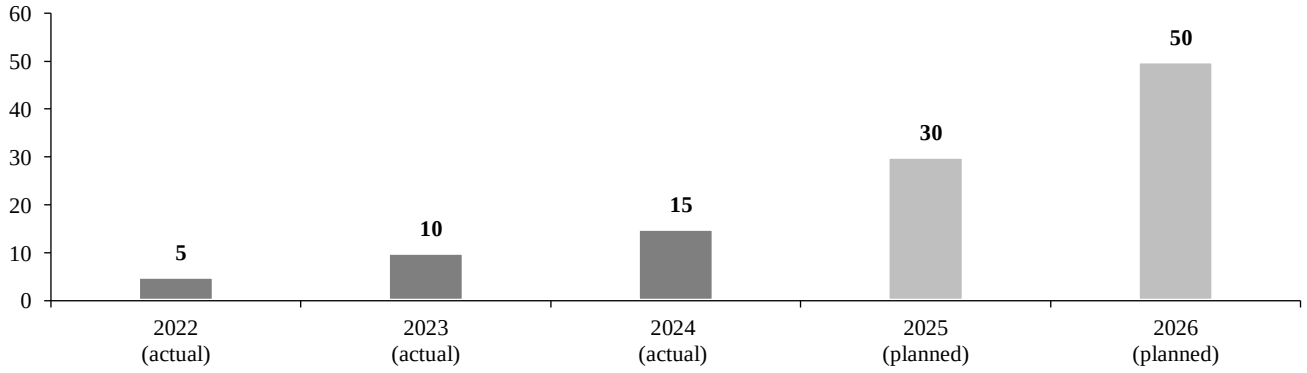
5.I.65 A key feature of peacekeeping operations in complex settings is the footprint of integrated field offices, which enables civilian and uniformed components to implement their mandates in support of communities in need and legitimate governance structures, with a view to addressing conflict drivers and threats to civilians. The subprogramme undertook a survey of practice on how peacekeeping operations address local conflict. The results highlighted that, while field offices were at the front line of the United Nations response to local conflicts, those interventions were often reactive in nature and disjointed in their implementation, undermining operational coherence. In 2021, the subprogramme rolled out a new tool for local conflict analysis and planning.

Lessons learned and planned change

5.I.66 The lesson for the subprogramme was that, the depth of knowledge and robust analysis of different field office components was rarely shared through a joint analytical process designed to reach a shared vision of the problem and agreement on shared key priorities. In applying the lesson, the subprogramme will build on previous train-the-trainer activities and conduct a series of training sessions for heads of field offices and field exercises in large multidimensional operations to promote the acquisition of analytical and planning skills and to mainstream the use of local conflict analysis and planning into all peacekeeping field offices facing local conflict dynamics, with a view to reducing levels of violence and casualties among civilians.

5.I.67 Expected progress towards the objective is presented in the performance measure below (see figure 5.I.VII).

Figure 5.I.VII
Performance measure: percentage of peacekeeping personnel dealing with local conflicts utilizing the local conflict analysis and planning tool



Deliverables

5.I.68 Table 5.I.14 lists all deliverables of the subprogramme.

Table 5.I.14
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**38**	**38**	**40**	**40**
2. Meetings of the Special Committee on Peacekeeping Operations	34	34	36	36
3. Meetings of the Fourth Committee	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**5**	**5**	**5**
4. In the areas of protection of civilians, child protection, community engagement, conflict-related sexual violence, policy planning, partnerships and force generation	5	5	5	5
Seminars, workshops and training events (number of days)	**424**	**493**	**425**	**425**
5. Workshops for the provision of strategic guidance, training-of-trainers and assistance in curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	367	435	367	367
6. Training events on leadership, management and administration for senior civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	47	47	47	47
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	10	11	10	10
8. Workshops for the European Union and its States members on operational support for United Nations peacekeeping operations	–	–	1	1
Technical materials (number of materials)	**36**	**36**	**34**	**39**
9. On all aspects of peacekeeping for Member States and field missions (policy papers, standard operating procedures, technical reports, lessons learned reports, training materials)	32	32	30	35
10. On capability requirements for United Nations peacekeeping operations	4	4	4	4

C. Substantive deliverables

Consultation, advice and advocacy: briefings and presentations to Member States on peacekeeping issues; expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.

Databases and substantive digital materials: the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework; the Peacekeeping Capability Readiness System; the troop- and police-contributing countries knowledge management system; the policy and practice database; and the peacekeeping resource hub accessible to all Member States.

D. Communication deliverables

Outreach programmes, special events and information materials: knowledge management newsletter for 15,000 staff; and training newsletters for approximately 120 troop- and police-contributing countries and their training institutions.

B. Proposed post and non-post resource requirements for 2026

Overview

5.I.69 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 5.I.15 to 5.I.17.

Table 5.I.15
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	6 049.6	6 317.5	–	–	–	–	–	6 317.5
Other staff costs	102.0	127.4	–	480.0	–	480.0	376.8	607.4
Hospitality	–	1.7	–	–	–	–	–	1.7
Travel of staff	29.1	26.9	–	10.0		10.0	37.2	36.9
Contractual services	231.6	148.6	–	–	74.6	74.6	50.2	223.2
General operating expenses	41.1	95.9	–	–	(61.6)	(61.6)	(64.2)	34.3
Supplies and materials	2.3	41.9	–	–	(21.1)	(21.1)	(50.4)	20.8
Furniture and equipment	2.0	–	–	–	8.1	8.1		8.1
Total	**6 457.7**	**6 759.9**	**–**	**490.0**	**–**	**490.0**	**7.2**	**7 249.9**

[a] Excludes expenditure in an amount of $28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Table 5.I.16
Overall: proposed posts and post changes for 2026

(Number of posts)

	Number	*Details*
Approved for 2025	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2, 9 GS (OL)
Proposed for 2026	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2, 9 GS (OL)

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

Table 5.I.17
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	3	–	–	–	–	3
D-2	4	–	–	–	–	4
D-1	4	–	–	–	–	4
P-5	3	–	–	–	–	3
P-3	1	–	–	–	–	2
P-2/1	2	–	–	–	–	2
Subtotal	**18**	**–**	**–**	**–**	**–**	**18**
General Service and related						
GS (OL)	9	–	–	–	–	9
Subtotal	**9**	**–**	**–**	**–**	**–**	**9**
Total	**27**	**–**	**–**	**–**	**–**	**27**

5.I.70 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 5.I.18 to 5.I.20 and figure 5.I.VIII.

5.I.71 As shown in tables 5.I.18 (1) and 5.I.19 (1), the overall resources proposed for 2026 amount to $7,222,900, reflecting an increase compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.I.18
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–	–	–	–
B. Executive direction and management	881.7	827.8	–	250.0	–	250.0	30.2	1 077.8
C. Programme of work								
1. Operations	3 339.7	3 534.3	–	–	–	–	–	3 534.3
2. Military	505.7	576.6	–	–	–	–	–	576.6
3. Rule of law and security institutions	1 057.6	955.5	–	–	–	–	–	955.5
4. Policy, evaluation and training	317.7	451.9	–	240.0	–	240.0	53.1	691.9
Subtotal, C	**5 248.9**	**5 518.3**	**–**	**240.0**	**–**	**240.0**	**4.3**	**5 758.3**
D. Programme support	355.3	413.8	–	–	–	–	–	413.8
Subtotal, 1	**6 457.7**	**6 759.9**	**–**	**490.0**	**–**	**490.0**	**7.2**	**7 249.9**

[a] Excludes expenditure in an amount of $28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–		–	–
B. Executive direction and management	15 532.1	16 072.0	1 262.9	7.9	17 334.9
C. Programme of work					
1. Operations	12 091.0	11 720.7	951.8	8.1	12 672.5
2. Military	30 237.0	30 041.8	2 371.1	7.9	32 412.9
3. Rule of law and security institutions	24 182.9	25 305.6	9 652.5	38.1	34 958.1
4. Policy, evaluation and training	15 142.6	14 591.7	1 096.9	7.5	15 688.6
Subtotal, C	**81 653.5**	**81 659.8**	**14 072.3**	**17.2**	**95 732.1**
D. Programme support	3 063.2	3 283.0	78.4	2.4	3 361.4
Subtotal, 2	**100 248.8**	**101 014.8**	**15 413.6**	**15.3**	**116 428.4**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	12 392.8	11 712.9	–	–	11 712.9
C. Programme of work					
1. Operations	57.0	48.0	–	–	48.0
2. Military	868.4	801.2	(201.3)	(25.1)	599.9
3. Rule of law and security institutions	40 979.2	47 745.0	–	–	47 745.0
4. Policy, evaluation and training	11 377.1	13 727.6	–	–	13 727.6
Subtotal, C	**53 281.7**	**62 321.8**	**(201.3)**	**(0.3)**	**62 120.5**
D. Programme support	1 008.4	1 247.1	–	–	1 247.1
Subtotal, 3	**66 682.9**	**75 281.8**	**(201.3)**	**(0.3)**	**75 080.5**
Total (1+2+3)	**173 389.4**	**183 056.5**	**15 702.2**	**8.6**	**198 758.7**

Table 5.I.19
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	3	–	–	–	–	3
C. Programme of work						
1. Operations	15	–	–	–	–	15
2. Military	3	–	–	–	–	3

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
3. Rule of law and security institutions	3	–	–	–	–	3
4. Policy, evaluation and training	3	–	–	–	–	3
Subtotal, C	**27**	**–**	**–**	**–**	**–**	**27**
D. Programme support	–	–	–	–	–	–
Subtotal, 1	**27**	**–**	**–**	**–**	**–**	**27**

(2) *Other assessed*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	74	–	74
C. Programme of work			
1. Operations	52	1	53
2. Military	126	2	128
3. Rule of law and security institutions	108	43	151
4. Policy, evaluation and training	59	1	60
Subtotal, C	**345**	**47**	**392**
D. Programme support	7	–	7
Subtotal, 2	**426**	**47**	**473**

(3) *Extrabudgetary*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	27	–	27
C. Programme of work			
1. Operations	–	–	–
2. Military	–	–	–
3. Rule of law and security institutions	58	–	58
4. Policy, evaluation and training	20	–	20
Subtotal, C	**105**	**–**	**105**
D. Programme support	7	–	7
Subtotal, 3	**112**	**–**	**112**
Total (1+2+3)	**565**	**47**	**612**

Table 5.I.20
Overall: evolution of financial and post resources

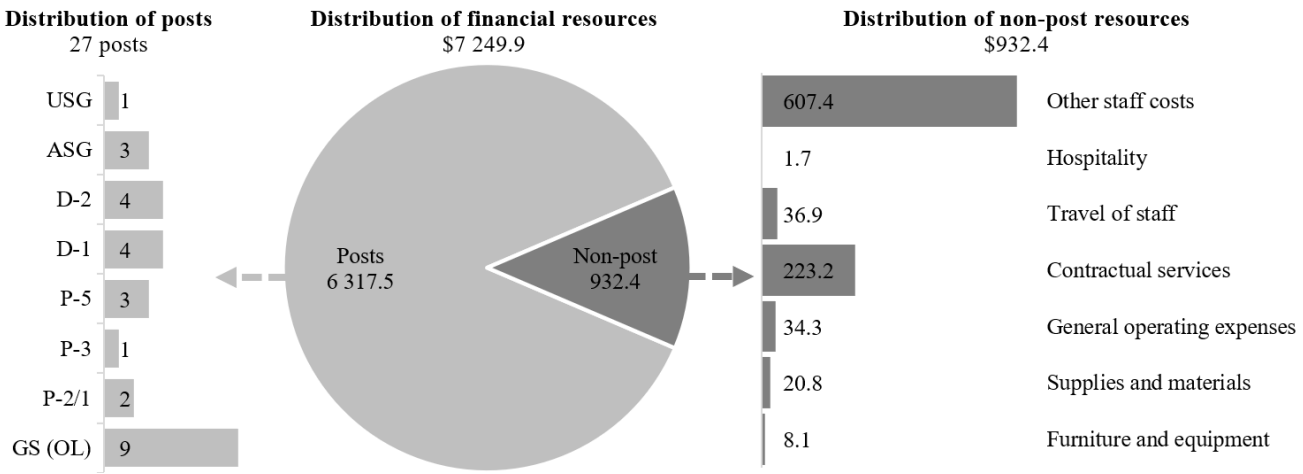
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 049.6	6 317.5	–	–	–	–	–	6 317.5
Non-post	408.1	442.4	–	490.0	–	490.0	110.8	932.4
Total	**6 457.7**	**6 759.9**	**–**	**490.0**	**–**	**490.0**	**6.8**	**7 249.9**
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		9	–	–	–	–	–	9
Total		**27**	**–**	**–**	**–**	**–**	**–**	**27**

[a] Excludes expenditures in an amount of $28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 5.I.VIII
Distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

New and expanded mandates

5.I.72 As shown in table 5.I.18 (1), resource changes reflect an increase of $490,000, as follows:

(a) **Executive direction and management** (increase of $250,000). The proposed increase of $250,000 under other staff costs ($240,000) and travel of staff ($10,000) would provide for the establishment of general temporary assistance capacities to support the Office of the Under-Secretary-General in undertaking a review of the future of all forms of United Nations peace operations, taking into account lessons learned from previous and ongoing reform processes,

and in providing strategic and action-oriented recommendations for the consideration of Member States on how the United Nations toolbox can be adapted to meet evolving needs to allow for more agile, tailored responses to existing, emerging and future challenges, pursuant to General Assembly resolution 79/1 on the Pact for the Future. General temporary assistance capacities would be recruited as required to support outreach to Member States and other stakeholders and foster their engagement on various aspects required for the review. The provision would cover travel by the Under-Secretary-General to various field locations and liaison with Member States as part of the review process. The resources are non-recurrent and limited to the duration of the review, which will take place in 2026;

(b) **Subprogramme 4, Policy, evaluation and training** (increase of $240,000). The proposed increase of $240,000 under other staff costs would provide for the establishment of general temporary assistance capacities to support the subprogramme in the review of the future of all forms of United Nations peace operations pursuant to General Assembly resolution 79/1, as referenced in paragraph 5.I.72 (a). The capacity would play a key role in drafting the review's findings, policy recommendations and implementation strategies, ensuring that peacekeeping efforts are aligned with the objectives of the Pact for the Future and broader United Nations policies. The review would be closely coordinated with the Policy and Mediation Division of the Department of Political and Peacebuilding Affairs. The work would include organizing, coordinating and leading consultations with key stakeholders, conducting literature research and synthesizing the findings to provide comprehensive, well-documented advice. The resources are non-recurrent and limited to the duration of the review, which will take place in 2026.

Other assessed resources

5.I.73 As reflected in tables 5.I.18 (2) and 5.I.19 (2), other assessed resources amount to $116,428,400. The resources would complement regular budget resources and provide for the requirements indicated in report A/79/783.

Extrabudgetary resources

5.I.74 As reflected in tables 5.I.18 (3) and 5.I.19 (3), extrabudgetary resources amount to $75,080,500. The resources would complement regular budget resources and would be used mainly to provide for 112 posts (2 D-1, 13 P-5, 36 P-4, 34 P-3, 4 P-2/1, 3 General Service (Principal level) and 18 General Service (Other level)). In addition, non-post resources would be used to support the United Nations mine action programme, implementation of the Action for Peacekeeping initiative, digital innovation and transformation, the implementation of priorities related to women and peace and security, effective weapons management, regional capacity-building and the implementation of conflict-related sexual violence mandates.

5.I.75 The extrabudgetary resources under the present section are subject to the oversight of the Under-Secretary-General of the Department of Peace Operations in accordance with the delegation of authority by the Secretary-General.

Executive direction and management

5.I.76 The executive direction and management component comprises the Office of the Under-Secretary-General, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership, and the Office of the Director for Coordination and Shared Services.

5.I.77 The main responsibilities of the executive direction and management component include the following functions:

(a) Direct, manage and provide political and policy guidance and strategic direction to the Department-led operations, including in the performance of political, programmatic, managerial and administrative functions;

(b) Formulate guidelines and policies for peacekeeping operations, based on Security Council mandates;

(c) Advise the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners, and protection of civilians;

(d) Maintain high-level contact with parties to conflict and Member States, particularly the Security Council, as well as troop-, police- and financially contributing countries, in the implementation of the Security Council mandates;

(e) Support peacekeeping operations.

5.I.78 The Integrated Assessment and Planning Unit will strengthen analysis and planning at Headquarters and in the missions and provide related guidance, training and support to planning processes in line with the Action for Peacekeeping Plus implementation strategy. The Gender Unit will continue to facilitate the implementation of commitments on gender equality and women and peace and security through strategic and policy guidance, capacity-building and knowledge management, data driven evidence-generation, gender analysis and systematized gender integration, including the operational and technical backstopping of peacekeeping operations.

5.I.79 The Office of the Director for Peacekeeping Strategic Partnership will continue to undertake reviews of peacekeeping operations mandated by the General Assembly. In particular, the Office will continue to coordinate and drive implementation of the action plan for improving the safety and security of United Nations peacekeepers with Headquarters and all high-risk missions and undertake integrated studies and after-action reviews.

5.I.80 The Office of the Director for Coordination and Shared Services, which reports to the Under-Secretaries-General of both the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will continue to provide support to peacekeeping operations for organizational resilience and crisis management, as well as the enhancement of reporting and data analytics capacities and products. The Office will pursue its strategic communication efforts in support of peacekeeping, with particular emphasis on social media and countering misinformation and disinformation. It will coordinate processes for the selection of, and support for, senior mission leadership and will continue outreach efforts to increase and diversify the pool of candidates.

5.I.81 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. The Department will continue to rely on electronic record-keeping and communications to reduce printing, paper-based filing and the use of photocopy paper. The Department also plans to improve e-waste management to facilitate the environmentally friendly disposal of expendable e-waste.

5.I.82 Information on the timely submission of documentation and advance booking for air travel is reflected in table 5.I.21. The Department has continued its efforts to raise awareness among staff through various forms of communication on the importance of early planning for travels and complying with the advance purchase policy. Managers are also required to implement preventive and corrective measures.

Table 5.I.21
Compliance rate

(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	33	33	66	100	100

5.I.83 The proposed regular budget resources for 2026 amount to $1,077,800 and reflect an increase of $250,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 5.I.72 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.22 and figure 5.I.IX.

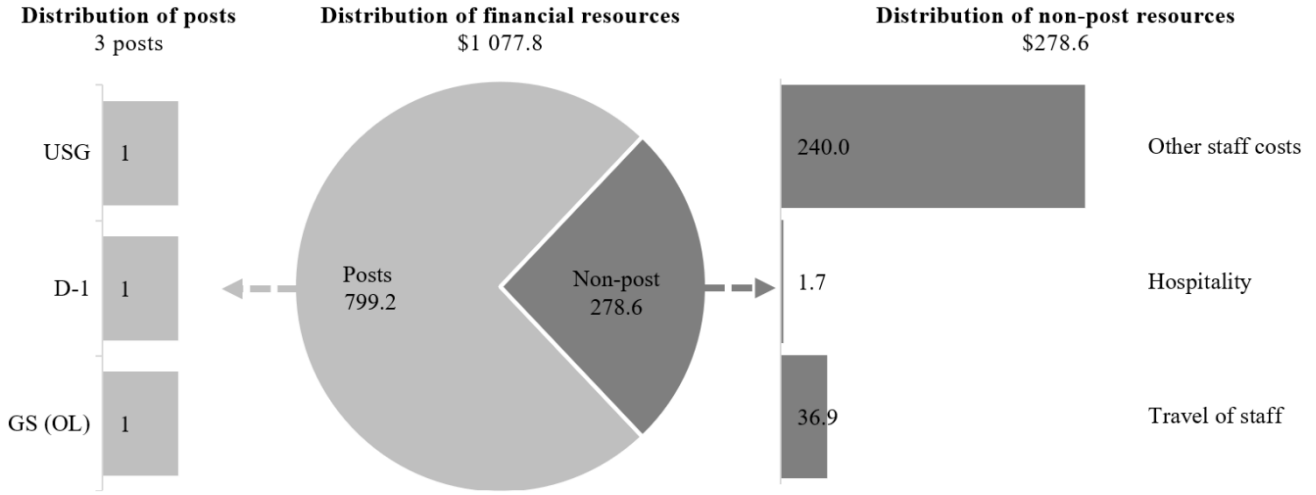
Table 5.I.22
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	846.5	799.2	–	–	–	–	–	799.2
Non-post	35.2	28.6	–	250.0	–	250.0	873.8	278.6
Total	**881.7**	**827.8**	**–**	**250.0**	**–**	**250.0**	**30.2**	**1 077.8**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		1	–	–	–	–	–	1
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 5.I.IX
Executive direction and management: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Operations

5.I.84 The proposed regular budget resources for 2026 amount to $3,534,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.23 and figure 5.I.X.

Table 5.I.23
Subprogramme 1: evolution of financial and post resources

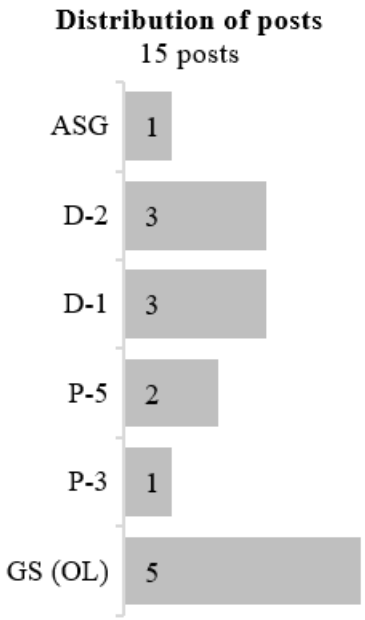
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 325.0	3 534.3	–	–	–	–	–	3 534.3
Non-post	14.7	–	–	–	–	–	–	–
Total	**3 339.7**	**3 534.3**	**–**	**–**	**–**	**–**	**–**	**3 534.3**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		5	–	–	–	–	–	5
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

[a] Excludes expenditure in an amount of $28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 5.I.X
Subprogramme 1: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 2
Military

5.I.85 The proposed regular budget resources for 2026 amount to $576,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.24 and figure 5.I.XI.

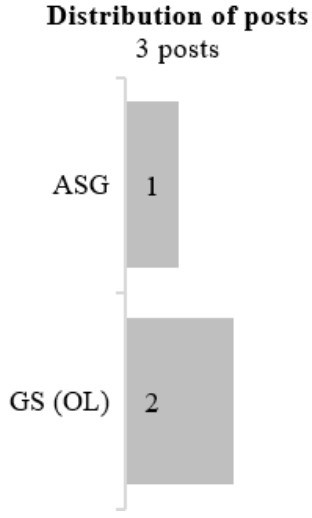
Table 5.I.24
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	505.0	576.6	–	–	–	–	–	576.6
Non-post	0.7	–	–	–	–	–	–	–
Total	**505.7**	**576.6**	**–**	**–**	**–**	**–**	**–**	**576.6**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		2	–	–	–	–	–	2
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 5.I.XI
Subprogramme 2: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 3
Rule of law and security institutions

5.I.86 The proposed regular budget resources for 2026 amount to $955,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.25 and figure 5.I.XII.

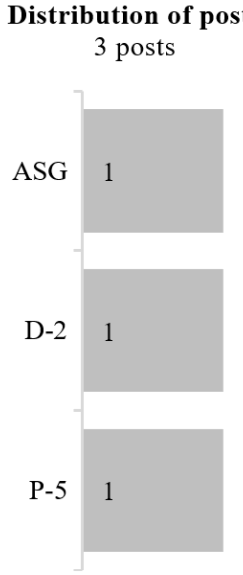
Table 5.I.25
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 055.4	955.5	–	–	–	–	–	955.5
Non-post	2.2	–	–	–	–	–	–	–
Total	**1 057.6**	**955.5**	**–**	**–**	**–**	**–**	**–**	**955.5**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		–	–	–	–	–	–	–
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 5.I.XII
Subprogramme 3: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 4
Policy, evaluation and training

5.I.87 The proposed regular budget resources for 2026 amount to $691,900 and reflect an increase of $240,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 5.I.72 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.26 and figure 5.I.XIII.

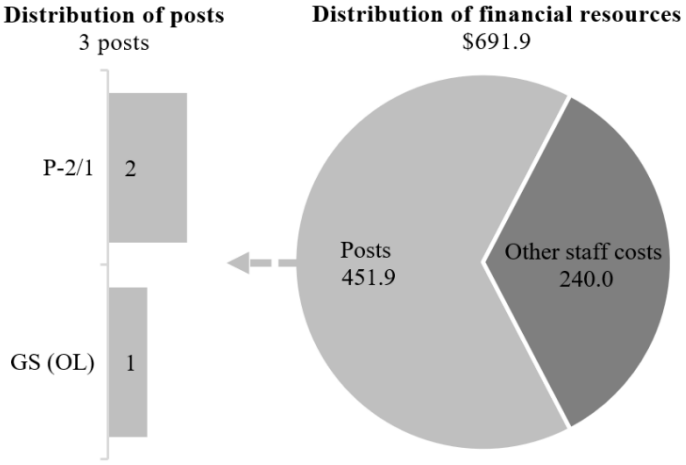
Table 5.I.26
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	317.7	451.9	–	–	–	–	–	451.9
Non-post	–	–	–	240.0	–	240.0	–	240.0
Total	**317.7**	**451.9**	**–**	**240.0**	**–**	**240.0**	**53.1**	**691.9**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		1	–	–	–	–	–	1
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 5.I.XIII
Subprogramme 4: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Programme support

5.I.88 The programme support component comprises the Executive Office of the Department of Peace Operations. The Executive Office provides the central administrative and programme support functions necessary for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General in the preparation of the programme plans, the preparation and monitoring of the implementation of the programme budget, the management of trust funds and extrabudgetary resources, relevant support services for the efficient utilization of human resources and the planning, control and coordination of requirements related to general office administration. The Executive Office also provides logistical support to the Department, including communication and information technology-related software and hardware replacement, property management and office space management.

5.I.89 The proposed regular budget resources for 2026 amount to $413,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.27 and figure 5.I.XIV.

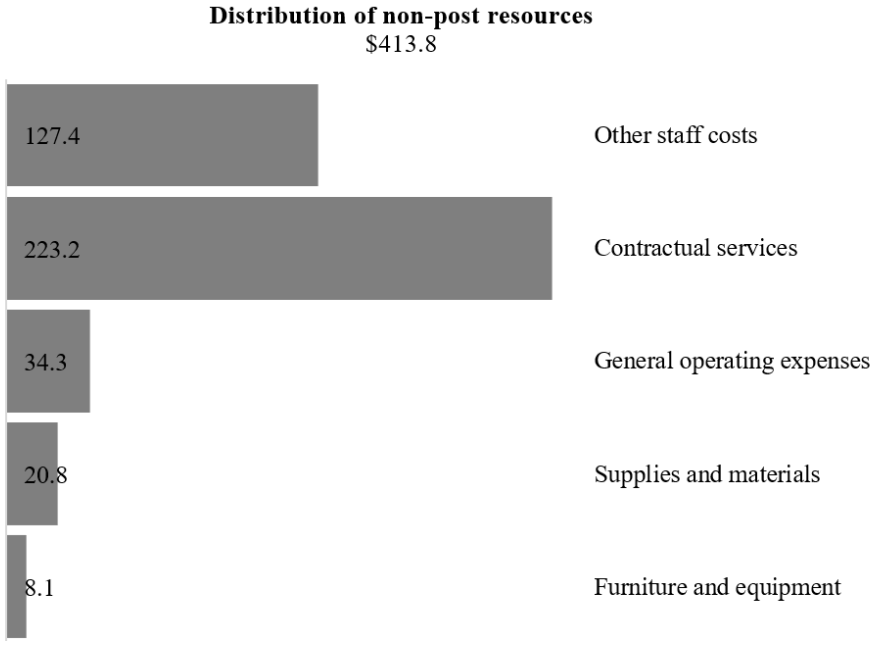
Table 5.I.27
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	–	–	–	–	–	–	–
Non-post	355.3	413.8	–	–	–	–	–	413.8
Total	**355.3**	**413.8**	**–**	**–**	**–**	**–**	**–**	**413.8**
Post resources by category								
Professional and higher		–	–	–	–	–	–	–
General Service and related		–	–	–	–	–	–	–
Total		**–**	**–**	**–**	**–**	**–**	**–**	**–**

Figure 5.I.XIV
Programme support: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



II. United Nations Truce Supervision Organization

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

5.II.1 The United Nations Truce Supervision Organization (UNTSO) is mandated to assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements. Its mandate derives from Security Council resolutions and decisions, including resolutions 50 (1948), 54 (1948) and 73 (1949). The military observers, assigned to assist the United Nations Mediator in supervising the truce in Palestine pursuant to resolution 50 (1948), became UNTSO pursuant to resolution 73 (1949) to supervise the Armistice Agreements between the parties to the Arab-Israeli conflict. Following the wars of 1956, 1967 and 1973, the functions of the observers were adapted in response to altered circumstances.

5.II.2 UNTSO activities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic are aimed at maintaining the regional liaison architecture established under the Armistice Agreements. UNTSO provides trained military observers to UNDOF and UNIFIL.

Programme of work

Objective

5.II.3 The objective, to which UNTSO contributes, is to ensure adherence to the Armistice Agreements of 1949 and related agreements.

Strategy and external factors for 2026

5.II.4 To contribute to the objective, UNTSO will:

(a) Provide trained military observers to UNDOF and UNIFIL to assist in their mandate implementation by providing timely and accurate observation, reports, investigations and inspections. The mission provides administrative, logistical, communications and security support to all outstations and liaison offices;

(b) Conduct regional liaison through strategic engagement and regular interaction with the parties, as well as with senior representatives of troop-contributing countries and other Member States in the mandate area, and conduct regular liaison, through offices in Egypt, Lebanon and the Syrian Arab Republic, and with Israel and Jordan from its headquarters;

(c) Support informed strategic analysis and decision-making within the Organization, with peacekeeping partners and among regional actors through regional assessments, and support peacekeeping partnerships in coordination with other United Nations entities;

(d) Conduct seminars, briefings and information exchanges with regional stakeholders, think tanks and senior representatives of troop-contributing countries and other Member States.

5.II.5 The above-mentioned work is expected to result in:

(a) Reliable communications channels and relations of confidence with the parties, conflict resolution, reduced tensions, avoidance of misunderstandings that could escalate into cross-boundary conflict and expanded liaison and information networks with national and local community representatives and with actors with influence in the areas of interest;

(b) Strengthened situational awareness and decision-making by other United Nations entities, enhancing the impact of regional United Nations presences;

(c) Improved cooperation and understanding of cross-cutting regional issues among regional counterparts.

5.II.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;

(b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.

5.II.7 With regard to cooperation with other entities and inter-agency coordination and liaison, UNTSO will foster cooperation with a range of national, regional and international entities. It will engage with relevant national and regional organizations and collaborate closely with its regional peacekeeping partners, special political missions, humanitarian coordinators, United Nations security management systems and other relevant agencies in all five countries where it operates. These engagements are intended to facilitate the sharing and validation of information from the ground, integrate assessments, ensure consistency in key United Nations messages and capture synergies to enhance the collective impact of United Nations presences in the region. Strategic cooperation will occur at multiple levels, through regular consultations and inter-mission engagements with heads of missions and agencies, as well as at the working level. In addition, UNTSO will expand its efforts to share information and analyse regional trends that affect the implementation of United Nations mandates, including through consultative inter-mission coordination activities.

5.II.8 The mission will continue to integrate a gender perspective into its operational activities, deliverables and results, as appropriate. This will include ensuring the inclusion of female military observers in operations and female language assistants in UNTSO activities.

Evaluation activities

5.II.9 An evaluation conducted by the office to assess how institutional knowledge is retained and shared between outgoing and incoming uniformed and civilian personnel was completed in 2024 and has guided the proposed programme plan for 2026.

5.II.10 In response to the results of the evaluation referenced above, UNTSO will standardize the transfer of institutional knowledge among mission personnel. Key documents specific to each of the mission's functional posts will be compiled, including important contacts and guidance to improve the mission's handover and takeover processes and ensure efficient and effective continuity of functions. UNTSO will introduce an electronic platform to digitize the transfer of institutional knowledge and streamline the handover processes and will revise the standard operating procedures to ensure that it reflects the evaluation recommendations.

5.II.11 An UNTSO evaluation on induction and continuation training at mission outstations is planned for 2026.

Programme performance in 2024

Adjusted UNTSO military observers' footprint in response to changing security environment

5.II.12 The mission responded to Lebanon's deteriorating security by adjusting UNTSO military observers' posture to ensure personnel safety and security, including by implementing flexible deployment strategies, such as, in coordination with UNIFIL, adjusting patrols, reinforcing field office security and enhancing coordination with local and international actors. That adaptive approach also enabled

the mission to continue its activities concerning the Golan, in coordination with UNDOF, related to monitoring violations in the area of separation and along the ceasefire line, providing reports and conducting inspections and investigations in a safe and secure manner. The proactive adjustments highlighted the UNTSO commitment to operational continuity and personnel protection in a challenging security environment.

5.II.13 Progress towards the objective is presented in the performance measure below (see table 5.II.1).

Table 5.II.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Timely observations, accurate reporting and a consistent presence in a high-tension environment

Planned results for 2026

Result 1: improved confidence in decision-making by the United Nations Disengagement Observer Force through upgraded observation

Programme performance in 2024 and target for 2026

5.II.14 The mission's work contributed to the maintenance of reporting through observation within existing capability, which did not meet the planned target of improved confidence in decision-making by UNDOF enabled by the improved accuracy and quality of reporting through upgraded 24-hour observation equipment at five observation posts. The target was not met owing to the uncertainty surrounding the liquidity situation, which entailed delays in the purchase of upgraded 24-hour observation equipment, as well as the security situation, which affected the installation of equipment at five observation posts.

5.II.15 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.II.2).

Table 5.II.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Limited visibility and object identification at night and lack of recording capability	Reporting maintained through observation with existing capability	Reporting maintained through observation with existing capability	Improved quality of reporting enabled by additional observation of the area of separation and its limits, the Alpha and Bravo lines	Improved quality of reporting enabled by additional observation of the area of separation and its limits, and the area of limitation

Result 2: increased engagement in the mandate and work of the United Nations Truce Supervision Organization

Programme performance in 2024 and target for 2026

5.II.16 The mission's work contributed to increased engagement by think tanks and academics with expertise in national and regional developments in the region on the mandate and activities of

UNTSO, enabling better analysis and awareness of national/regional dynamics and perspectives, which met the planned target.

5.II.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.II.3).

Table 5.II.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Information on the history and mandate of UNTSO available through the seventy-fifth anniversary commemorations and the corresponding Yearbook	Increased engagement by think tanks and academics, enabling better analysis and awareness of national and regional dynamics and perspectives	Enhanced regional liaison through diversified engagement with target audiences, including Member States, troop-contributing countries, think tanks and academics	Enhanced regional liaison through sustained diversified engagement with target audiences, including Member States, troop-contributing countries, think tanks and academics

Result 3: strengthened organizational ability to adapt to changing operating environments

Proposed programme plan for 2026

5.II.18 The mission aims to improve its flexibility to adapt to changing environments and effectively respond to such changes. This includes managing resources to quickly reallocate personnel, equipment and support as needs evolve. The approach began with a posture change during the conflict in Lebanon in 2024 and will be supported by a system to monitor regional trends and assess shifts in the political, security and humanitarian landscape, enabling timely adjustments to mission priorities.

Lessons learned and planned change

5.II.19 The lesson for the mission was the need for faster, more coordinated decision-making in rapidly evolving environments. In applying the lesson, the mission has focused on improving real-time communication and allocation of personnel, equipment and support to enable a quicker, more agile response to future challenges. UNTSO will further promote continuous learning, encourage innovation and conduct regular training and scenario-based exercises to prepare personnel for complex situations. By fostering cross-functional coordination and close collaboration with internal and external stakeholders, UNTSO will enhance its ability to anticipate changes and proactively meet mission objectives, utilizing new concepts of operations to continue mandate implementation in rapidly shifting contexts.

5.II.20 Expected progress towards the objective is presented in the performance measure below (see table 5.II.4).

Table 5.II.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Enhanced baseline training for military observers to improve their versatility and operational effectiveness across all mission countries	Enhanced operational readiness of military observers, through structured professional development programmes	Enhanced mission adaptability and capability to respond effectively to evolving operational environments

Legislative mandates

5.II.21 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UNTSO.

Security Council resolutions

50 (1948)
54 (1948)
73 (1949)

Deliverables

5.II.22 Table 5.II.5 lists all deliverables of UNTSO.

Table 5.II.5
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**16**	**19**	**16**	**16**
1. Seminars on the implications of regional developments for peacekeeping areas	2	2	2	2
2. Seminars on UNTSO operations (requested by Member States and international organizations)	14	17	14	14
C. Substantive deliverables				
Consultation, advice and advocacy: consultation and liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic, as well as local government officials, community leaders, international interlocutors and United Nations operations, organizations and country offices in the mission area to assess regional stability/security conditions, regional trend effects and potential disturbances among the parties and on peacekeeping areas of operation, and with the 32 troop-contributing countries and other Member State representatives.				
E. Enabling deliverables				
Administration: weekly, monthly, and annual situation reports; analytical assessment and thematic reports and briefings; tactical operational reports, including daily operational reports, incident reports and investigation reports; inter-mission support agreements with the Office of the Special Coordinator for the Middle East Peace Process, UNIFIL and UNDOF; and monthly mandatory induction training of incoming military observers prior to deployment in observer groups and liaison offices, and tactical training of military observers on the use of observation equipment.				

B. Proposed post and non-post resource requirements for 2026

Overview

5.II.23 Pursuant to paragraph 20 of General Assembly resolution 77/262, UNTSO carried out a spending review as part of its proposed programme budget for 2026. Under the strategic guidance of the Head of Mission and Chief of Staff, and with the engagement of all managers and the Human Resources Services Division of the Department of Operational Support, a review was carried out of the mission's operations. The review builds on previous process reviews undertaken by the mission to streamline support services across five countries and improve logistics support against the dynamically challenging areas of its operations, as well as lessons learned from the impact of the liquidity situation and the coronavirus disease (COVID-19) pandemic. The mission was subject to a civilian staffing review that was jointly undertaken with the Department and included an in-depth analysis of the mission's organizational structure, staffing composition and levels to determine optimal alignment with evolving mission priorities, enhance resource efficiency and effectiveness and ensure that staff possess the skills required to provide high-quality services, while incorporating succession plans and future operational needs. The review also included an analysis of historical trends in non-post resource spending and distribution over the past five years to identify opportunities for efficiencies and realignment to support optimal implementation of the mission's mandate and achieving results, as set out in the proposed programme plan for 2026. The review pointed to several opportunities for better and more efficient utilization of financial and human resources.

5.II.24 With regard to posts, while UNTSO is not proposing any increase or decrease in its staffing complement of 229 posts, several changes to the levels, functions and locations of existing posts are proposed as a result of the civilian staffing review, which reduces operational gaps and utilizes resources more effectively, while providing the mission with the flexibility needed to address emerging challenges. The proposed changes are as follows:

(a) **Office of the Chief of Mission Support**. The Chief of Mission Support is responsible for stewardship of the personnel, financial and property resources of UNTSO (and the Office of the Special Coordinator for the Middle East Peace Process) and acts as principal adviser to the mission leadership on management, logistics and administrative matters. The Chief also leads and guides the work of the mission support component carried out by the operations and resource management, service delivery management and supply chain management pillars, which is decentralized across five countries. The mission support component has 173 posts to support 159 military observers, 7 substantive posts and 48 security posts. The civilian staffing review identified workforce gaps in the immediate office of the Chief of Mission Support and in the areas of protocol, training and the environment. To address the workforce gaps, the following changes to the organizational structure and posts are proposed to enhance the oversight and effectiveness of managing cross-cutting functions in the Office. Through the restructuring effort, there would be clearer accountability, better coordination and quicker decision-making, enabling more effective response and support to mission needs, as follows:

(i) **Office of the Chief of Mission Support**. Redeployment of one Administrative Officer (Field Service) and one Administrative Assistant (Local level) from Service Delivery Management (formerly known as the Office of the Deputy Chief of Mission Support) to strengthen the existing capacity of the Office, which is comprised of one staff member at the D-1 level, one staff member in the Field Service and one National Professional Officer. The change reflects the evolving scope and complexity of the mission's support function and is aimed at ensuring that the Chief of Mission Support is better positioned to efficiently manage administrative functions, strengthen coordination across the mission and effectively drive key strategic priorities. It is proposed that the National Professional Officer be redeployed to Protocol, as explained in paragraph 5.II.24 (a) (ii);

(ii) **Protocol**. Redeployment of two posts (one Protocol Officer (National Professional Officer) from the Office of the Chief of Mission Support and one Movement Control Assistant (Local level), to be reassigned as a Protocol Assistant, from Supply Chain Management) to Protocol, to be established under the Office of the Chief of Mission Support. Since 2022, the role of Protocol has expanded and includes an increased scope in interactions with host government authorities and relationship management with various ministries and embassies;

(iii) **Environment**. Redeployment of one Environment Affairs Assistant (Local level) from Service Delivery Management (formerly the Office of the Deputy Chief of Mission Support) to Environment, to be established under the Office of the Chief of Mission Support to facilitate integration, management and oversight of environmental priorities and the related impact on the mission's operations;

(iv) **Learning and Development**. Redeployment of one Human Resources Assistant (Field Service) and one Administrative Assistant (Local level) from Human Resources Management to Learning and Development, to be established under the Office of the Chief of Mission Support. The two posts would be reassigned as Training Assistants (one Field Service and one Local level) to address the training and staff development gaps and ensure that all staff have access to targeted training, resources and ongoing development opportunities, in alignment with UNTSO strategic goals. Although the civilian staffing review recognized that the functions of training are normally managed under Human Resources Management, it was recommended, considering the size of the mission, that the unit be placed under the Office of the Chief;

(b) **Service Delivery Management (formerly Office of the Deputy Chief of Mission Support)**. It is proposed that the Office of the Deputy Chief of Mission Support be renamed Service Delivery Management and that the post of Deputy Mission Support Officer (P-5) be reassigned as Chief of Section, Service Delivery Management. The title "Deputy Chief of Mission Support" is no longer utilized in peacekeeping missions, and its reclassification as Chief of Section, Service Delivery Management, would reflect ongoing organizational needs (separation of service delivery and supply chain management functions) and ensure clarity in leadership roles and alignment with the mission support structure guidance. It is also proposed that one post of Administrative Assistant (Field Service) be redeployed from the Office of Mission Support to strengthen service delivery capacities, noting that the Office is redeploying the post of Administrative Officer (Field Service) and an Administrative Assistant (Local level) to the Office of the Chief of Mission Support, as reflected in paragraph 5.II.24 (a) (i);

(c) **Medical**. Reclassification of one Medical Officer from the Field Service category to a post of Medical Officer (P-4). Medical has two posts (one Field Service and one Local level), and the Field Service post (FS-7) is a dually classified post at the P-4 level. Given the discontinuation of dual classifications, the civilian staffing review recommended regularizing the post as a Medical Officer (P-4), who would be responsible for managing the Local level post (Nurse) in the unit and providing medical care to UNTSO personnel, both military and civilian, to ensure their health and well-being across the mission's area of operations;

(d) **Human Resources Management**. Reclassification of one Chief Human Resources Officer post from the Field Service category to a P-4 post. Human Resources Management currently has 15 posts (6 Field Service and 9 Local level), including 1 Field Service post (FS-7) that is dually classified post as a P-4 post. Given the discontinuation of dual classifications, the civilian staffing review recommended regularizing the post as a P-4 Chief Human Resources Officer, who would be responsible for managing the section, which in 2026 would include 12 posts (4 Field Service and 8 Local level), as 2 posts (1 Field Service and 1 Local level) are proposed for redeployment to Learning and Development, as explained in paragraph 5.II.24 (a) (iv);

(e) **Supply Chain Management**. Supply Chain Management provides a full spectrum of administrative and end-to-end logistics services support for the operations of UNTSO and the Office of the Special Coordinator for the Middle East Peace Process across several countries

and in over 40 different storage locations. It includes Supply Chain Performance and Business Intelligence, Acquisition Planning, Procurement, Centralized Warehouse and Movement Control. Proposals are as follows:

(i) **Acquisition Planning**. It is proposed that the unit be renamed Acquisition Management, and would involve: the reassignment of one post of Claims Assistant (Field Service) as an Acquisition Planning Officer (Field Service), Chief of Unit; the redeployment of one Information Systems Assistant (Local level) from Field Technology Services to the unit to which the post would be reassigned as an Acquisition Management Assistant (Requisitioner); and the reassignment of one Movement Control Assistant (Local level) as an Acquisition Planning Assistant (Local level). The proposed changes would address the recommendation from the Office of Internal Oversight Services audit to improve the acquisition process for goods and services and improve the management of critical operations, particularly in Receiving, Inspection and Property Disposal;

(ii) **Movement Control**. As reflected in paragraphs 5.II.24 (a) (ii) and (g), it is proposed that two posts be redeployed out to fill capacity gaps in other areas of operations;

(f) **Engineering and Facilities Management**. Reclassification of one Engineer post from the Field Service category to the P-3 level. There are 12 posts (2 Field Service and 10 Local level), including 1 Field Service post (FS-6) that is dually classified as a P-3 post. Given the discontinuation of dual classifications, the civilian staffing review recommended regularizing the post as an Engineer (P-3), who would be responsible for managing the 11 posts in the unit that provides support to all observation posts, patrol bases and UNTSO offices (as well as Office of the Special Coordinator for the Middle East Peace Process offices) across its various locations;

(g) **Transport**. Redeployment of one post of Vehicle Technician (Local level) from Jerusalem to Lebanon, and redeployment of one post of Movement Control Assistant (Local level) from Movement Control to Transport, to be reassigned as an Administrative Assistant. The post changes would strengthen the existing capacities in Transport, which provides transportation services to the mission headquarters, outstations, liaison offices and observation posts, and address the shift in work from routine maintenance to the refurbishment of light armoured vehicles, the majority of which is undertaken by Observer Group Lebanon.

5.II.25 With regard to non-post resources, the review identified a few areas in which, over time, UNTSO has improved its services by implementing cost-efficient and effective initiatives that have informed the 2026 programme budget as follows:

(a) **Vehicle fleet management**. The refurbishment of armoured vehicles from closing or downsizing missions in lieu of new acquisitions has proven to be a cost-effective and efficient alternative to new acquisitions. This approach reduces financial outlay and maximizes the utilization of United Nations resources. In addition, the mission plans to lease light passenger vehicles from UN Fleet in 2026, which would reduce financial outlay, while granting the mission access to newer, environmentally friendly and technologically advanced vehicles without the full cost of ownership. It also allows for easy fleet adjustments based on operational needs. The introduction of hybrid vehicles represents a step towards sustainable and environmentally responsible transportation. With three hybrid vehicles already in operation, UNTSO plans to acquire an additional eight through leasing in 2026, which would result in lower fuel consumption;

(b) **Energy-saving measures**. Following the implementation of energy-saving measures at mission headquarters, including light-emitting diode lighting and a variable refrigerant flow air-conditioning system, energy consumption decreased by 14 per cent in 2024 compared with 2023, decreasing to approximately 114,700 kWh, which is expected to stabilize or decrease in 2025 and 2026. Fuel expenditure decreased in 2024 compared with the period 2020–2023, due primarily to the installation of solar panels at three locations, reducing dependence on fuel-powered generators. With plans to install solar panels at nine additional locations in 2025,

further reductions in fuel consumption are anticipated in 2026. Consequently, the generator fuel budget for all 12 locations in 2026 is projected at 60,000 litres, down from 119,300 litres in 2024. Expanding solar energy usage will continue to enhance efficiency, sustainability and cost savings across operations;

(c) **Field remote infrastructure monitoring**. In 2026, the mission will continue to implement the field remote infrastructure monitoring initiative, which began in 2024. The initiative represents a crucial Internet of things-based platform tailored for real-time monitoring and management of essential resources (i.e. water, electricity and fuel) in remote areas. By facilitating precise and timely data collection, it allows UNTSO to make informed decisions regarding resource allocation, analyse consumption trends and anticipate potential shortages. The integration of advanced data analytics significantly boosts operational efficiency by pinpointing areas for improvement, fostering sustainability and optimizing resource utilization. Robust reporting capabilities enhance transparency and accountability, ensuring effective communication with stakeholders. Field remote infrastructure monitoring also incorporates automation to refine resource management processes, such as refuelling generators and maintaining a steady power supply during critical operations. The system's real-time monitoring capability allows for automated responses to fluctuating conditions, thereby improving operational readiness and efficiency while minimizing delays. Although the impact of field remote infrastructure monitoring may not always manifest itself in initial short-term cost reductions, its role in streamlining processes, improving decision-making and supporting sustainability initiatives optimizes resource management, enhances operational efficiency, minimizes waste over time and contributes to long-term operational savings and more effective resource utilization, ultimately reinforcing the overall objectives of the mission.

5.II.26 Another significant advancement has been the transition to Microsoft Teams telephony, replacing in 2026 outdated Internet Protocol phone systems. Microsoft Teams telephony offers numerous benefits, including significant cost savings by eliminating the need for traditional phone hardware and reducing maintenance expenses. It seamlessly integrates with Microsoft 365 applications, providing a unified communication experience. Beginning in 2026, the phased elimination of Internet Protocol phones will progressively reduce the need for Cisco licences until they are completely discontinued. This cost-effective strategy reinforces the mission's commitment to financial efficiency while enhancing operational effectiveness and the overall user experience.

5.II.27 The review also highlighted the need to strengthen the mission's capacities for Arabic language interpreters, who would bridge cultural and linguistic gaps and facilitate better understanding, clearer exchanges and more efficient operations due to the increasingly complex and diverse operational requirements in the region.

5.II.28 The budgetary impact of the aforementioned changes has been calculated on a cost neutral basis, as reflected in paragraphs 5.II.33 (a) and (b). Notwithstanding, the proposed budget for 2026 reflects a net increase of $126,200 under other changes compared with the approved budget for 2025 that could not be accommodated within existing capacities, as explained in paragraphs 5.II.33 (c) and (d).

5.II.29 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 5.II.6 to 5.II.9.

Table 5.II.6
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	25 849.3	26 378.3	–	–	148.1	148.1	0.6	26 526.4
Other staff costs	10 517.2	10 684.8	–	–	88.0	88.0	0.8	10 772.8
Hospitality	2.9	8.4	–	–	–	–	–	8.4
Travel of staff	281.1	391.6	–	–	–	–	–	391.6
Contractual services	629.4	577.4	–	–	53.7	53.7	9.3	631.1
General operating expenses	1 981.7	2 023.1	–	–	392.0	392.0	19.4	2 415.1
Supplies and materials	350.8	480.7	–	–	(37.2)	(37.2)	(7.7)	443.5
Furniture and equipment	841.8	3 441.5	(980.7)	–	(569.6)	(1,550.3)	(45.0)	1 891.2
Improvement of premises	37.2	203.8	–	–	51.2	51.2	25.1	255.0
Total	**40 491.5**	**44 189.6**	**(980.7)**	**–**	**126.2**	**(854.5)**	**(1.9)**	**43 335.1**

Table 5.II.7
Overall: proposed posts and post changes for 2026

(Number of posts)

	Number	*Details*
Approved for 2025	229	1 ASG, 2 D-1, 3 P-5, 2 P-4, 3 P-3, 70 FS, 2 NPO, 146 LL
Reclassification	–	1 post of Medical Officer (FS) to a P-4 post; 1 post of Chief Human Resources Officer (FS) to a P-4 post; 1 post of Engineer (FS) to a P-3 post; and the upward reclassification of 1 post of Field Security Officer (P-3) to the post of Deputy Chief Security Officer (P-4)
Redeployment	–	1 Administrative Officer (FS) and 1 Administrative Assistant (LL) from Service Delivery Management to the Office of the Chief of Mission Support 1 Administrative Assistant (FS) from the Office of the Chief of Mission Support to Service Delivery Management 1 Protocol Officer (NPO) from the Office of the Chief of Mission Support and 1 Movement Control Assistant (LL) from Supply Change Management to Protocol (to be reassigned as a Protocol Assistant) 1 Environment Affairs Assistant (LL) from Service Delivery Management to Environment 1 Human Resources Assistant (FS) and 1 Administrative Assistant (LL) from Human Resources Management to Learning and Development (to be reassigned as 2 Training Assistants) 1 Information Systems Assistant (LL) from Field Technology Services to Supply Chain Management (to be reassigned as an Acquisition Management Assistant (Requisitioner)) 1 Vehicle Technician (LL) from Jerusalem to Lebanon; and 1 Movement Control Assistant (LL) from Movement Control to Transport (to be reassigned as an Administrative Assistant)
Reassignment	–	1 Deputy Chief Mission Support Officer (P-5) as Chief of Section, Service Delivery Management; 1 Claims Assistant (FS) as an Acquisition Planning Officer (FS); and 1 Movement Control Management Assistant (LL) as an Acquisition Planning Assistant (LL) under Supply Chain Management
Proposed for 2026	229	1 ASG, 2 D-1, 3 P-5, 5 P-4, 3 P-3, 67 FS, 2 NPO, 146 LL

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

Table 5.II.8
Overall: proposed posts by category and grade

(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	3	–	–	–	–	3
P-4	2	–	–	3	3	5
P-3	3	–	–	–	–	3
Subtotal	**11**	**–**	**–**	**3**	**3**	**14**
General Service and related						
FS	70	–	–	(3)	(3)	67
NPO	2	–	–	–	–	2
LL	146	–	–	–	–	146
Subtotal	**218**	**–**	**–**	**(3)**	**(3)**	**215**
Total	**229**	**–**	**–**	**–**	**–**	**229**

5.II.30 Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.II.9 and figure 5.II.I.

5.II.31 As shown in table 5.II.6, the overall resources proposed for 2026 amount to $43,335,100, reflecting a decrease of $854,500 compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

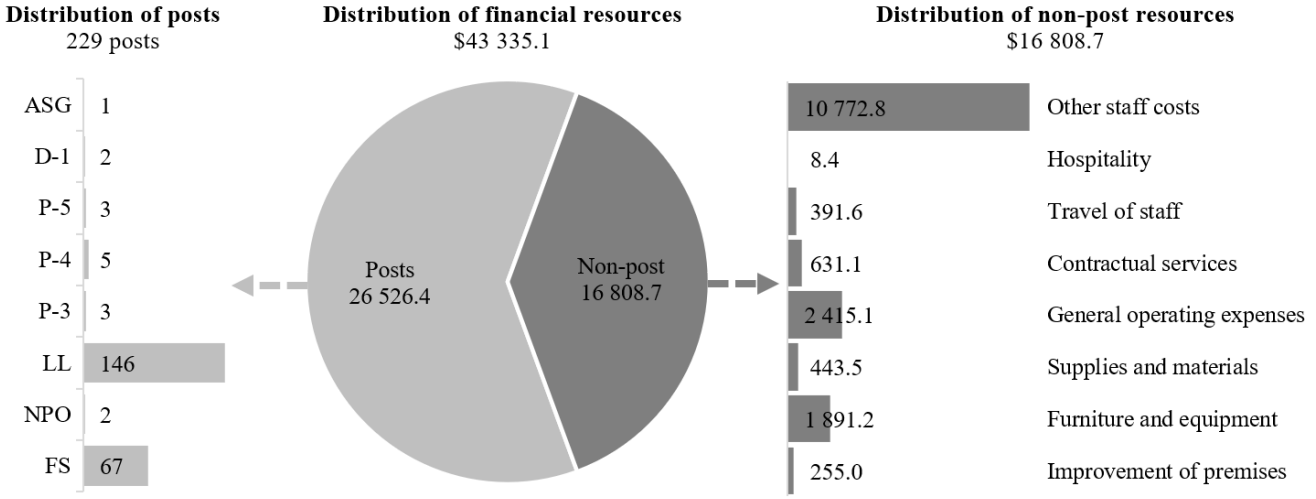
Table 5.II.9
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	25 849.3	26 378.3	–	–	148.1	148.1	0.6	26 526.4
Non-post	14 642.2	17 811.3	(980.7)	–	(21.9)	(1 002.6)	(5.6)	16 808.7
Total	**40 491.5**	**44 189.6**	**(980.7)**	**–**	**126.2**	**(854.5)**	**(1.9)**	**43 335.1**
Post resources by category								
Professional and higher		11	–	–	3	3	27.3	14
General Service and related		218	–	–	(3)	(3)	(1.4)	215
Total		**229**	**–**	**–**	**–**	**–**	**–**	**229**

Figure 5.II.I
Distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Technical adjustments

5.II.32 As shown in table 5.II.6, resource changes reflect a decrease of $980,700 under furniture and equipment relating to the removal of non-recurrent provisions for the purchase of six units of mid-range optical equipment to replace ageing observation equipment at observation posts on the Golan, which were approved for 2025.

Other changes

5.II.33 As shown in table 5.II.6, resource changes reflect a net increase of $126,200, which includes cost-neutral changes resulting from the spending review and other changes that could not be accommodated with existing capacities, as explained below:

Cost-neutral changes resulting from the spending review

(a) **Posts**. A net increase of $119,600 reflects the proposed reclassification of one Chief Human Resources Officer (P-4), one Medical Officer (P-4) and one Engineer (P-3) from the Field Service category, as explained in paragraphs 5.II.24 (c), (d) and (f) ($104,500); and the redeployment of one Vehicle Technician (Local level) from Jerusalem to Lebanon ($15,100), as explained in paragraph 5.II.24 (g) (see also annex II for further information on the functions of the proposed post changes);

(b) **Non-posts**. The net decrease of $119,600 reflects:

(i) An increase of $44,000 under contractual services, due mainly to the need to strengthen the mission's capacities for Arabic interpreters, as explained in paragraph 5.II.27;

(ii) An increase of $392,000 under general operating expenses that would provide for:

a. Increased maintenance costs for vehicles, as explained in paragraph 5.II.25 (a) ($85,300);

b. Leasing of eight hybrid 4 x 4 vehicles in lieu of acquisition, as explained in paragraph 5.II.25 (a) ($46,400);

c. Freight charges ($85,800);

d. Increased shared security services costs with the Department of Safety and Security and the Security Operations Centre in Jerusalem ($69,000);

e. Establishment of a cleaning and pest control services contract in lieu of hiring cleaners ($50,000);

f. Installation of a closed-circuit television system in Israel-Syria Mixed Armistice Commission (ISMAC) House in Damascus ($23,000);

g. Increase in the premium of the malicious acts insurance policy, due mainly to the increase in the number of exposures ($16,400);

h. Increase in the requirements of hardware supplies and engineering tools such as welding and drilling machines and air compressors ($16,100);

(iii) A decrease of $37,200 under supplies and materials, due mainly to a decrease in fuel consumption, as explained in paragraph 5.II.25 (b) ($17,300) and to reduced requirements for uniforms at mission headquarters in Jerusalem, as uniforms were purchased in 2024 ($13,900);

(iv) A decrease of $569,600 under furniture and equipment, due mainly to a reduction in the planned number of vehicles to be replaced in 2026, as explained in paragraph 5.II.25 (a);

(v) An increase of $51,200 under improvement of premises that would provide for the replacement of damaged and degraded ballistic glasses at observation posts on the Alpha side of the Golan to ensure clear vision and provide protection for military observers during their 24-hour observation activities;

Other changes that could not be absorbed within existing capacities (increase of $126,200)

(c) **Posts**. An increase of $28,500 is proposed to cover requirements for the upward reclassification of a Field Security Officer (P-3) to Deputy Chief Security Officer (P-4) (see annex II);

(d) **Other staff costs**. An increase of $88,000 is proposed to strengthen mission support capabilities in Protocol as a result of the increasing requirements for protocol support services;

(e) **Contractual services**. The increase of $9,700 relates to the adjustment of standard information and communications technology rates for non-field personnel outside United Nations Headquarters.

Other information

5.II.34 Information on advance booking for air travel is reflected in table 5.II.10. The ongoing conflict in Israel and the Middle East presented operational challenges for offices in the region, leading to travel disruptions and heightened security measures that undermined efforts to further enhance compliance performance. With continuous monitoring of regional developments and close collaboration with its military pillars, UNTSO strategically devised and implemented alternative travel routes while employing proactive planning to ensure compliance with the advance purchase policy.

Table 5.II.10
Compliance rate

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	97	96	94	100	100

III. United Nations Military Observer Group in India and Pakistan

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

5.III.1 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is responsible for observing and reporting to the Secretary-General any developments pertaining to the observance of the ceasefire, pursuant to Security Council resolution 307 (1971). In the resolution, the Council demanded that a durable ceasefire and cessation of all hostilities in all areas of conflict be strictly observed and remain in effect until withdrawals take place, as soon as practicable, of all armed forces to their respective territories and to positions which fully respect the ceasefire line in Jammu and Kashmir supervised by UNMOGIP. To complement its ceasefire monitoring efforts, UNMOGIP conducts balanced investigations on any received complaints of alleged ceasefire violations filed by parties.

Programme of work

Objective

5.III.2 The objective, to which UNMOGIP contributes, is to ensure that developments pertaining to ceasefire violations along the line of control are monitored in accordance with the mandate of UNMOGIP as contained in Security Council resolution 307 (1971).

Strategy and external factors for 2026

5.III.3 To contribute to the objective, UNMOGIP will:

(a) Continue to focus on the core mandated tasks of prevention, early warning, observation and reporting, and confidence-building;

(b) Provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate;

(c) Continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control to the extent permitted by the host countries.

5.III.4 The above-mentioned work is expected to result in adherence to the ceasefire through the presence of United Nations military observers.

5.III.5 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any action that may aggravate the situation or endanger international peace as embodied in Security Council resolution 307 (1971);

(b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.

5.III.6 The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. This includes ensuring that the United Nations military observers engage in a comprehensive manner with local communities, among both men and women, to ensure that the mission has a gender-sensitive understanding of community perspectives of the situation on the ground and to facilitate the planning and conduct of mission operations.

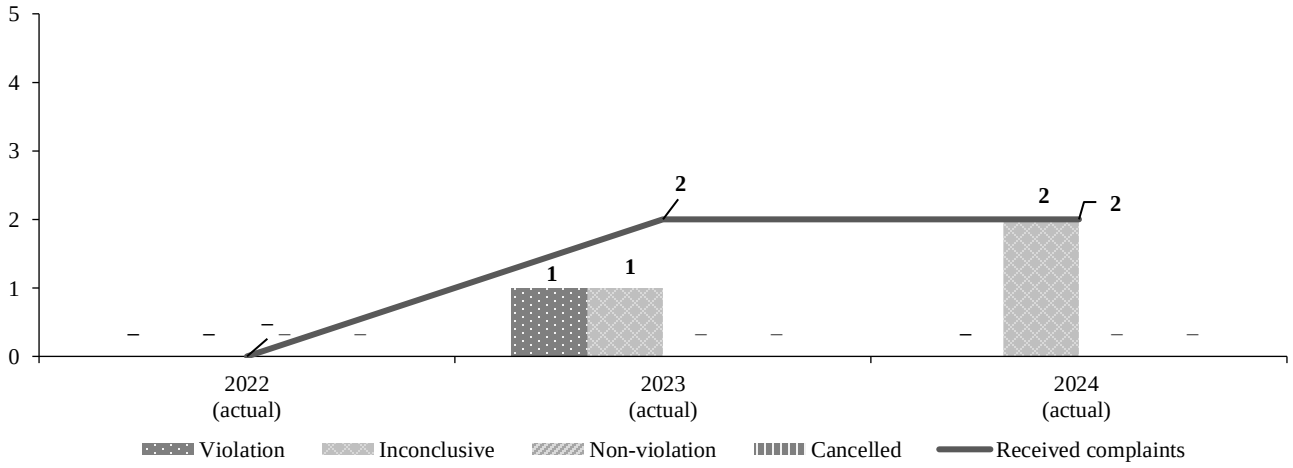
Programme performance in 2024

Limited number of complaints concerning alleged ceasefire violations

5.III.7 To implement its mandate, UNMOGIP undertakes best efforts to monitor the ceasefire between India and Pakistan at the line of control. During 2024, the mission ensured the supervision of the ceasefire through the presence of United Nations military observers at the 10 UNMOGIP field stations on both sides of the line of control. UNMOGIP continued to implement its mandate by performing core field tasks. UNMOGIP received two complaints concerning alleged ceasefire violations in 2024. In addition, the mission received 14 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir, expressing concern over developments affecting Kashmir, in both India and Pakistan.

5.III.8 Progress towards the objective is presented in the performance measure below (see figure 5.III.I).

Figure 5.III.I
Performance measure: number of investigated complaints (annual)



Planned results for 2026

Result 1: enhanced observation along the line of control

Programme performance in 2024 and target for 2026

5.III.9 The mission's work contributed to observation and reporting along the line of control using existing observation equipment, which did not meet the planned target of enhanced observation and reporting along the line of control with all field stations using the new observation equipment. The target was not met owing to the delayed acquisition of new observation equipment, which started to be delivered to all field stations only in the last quarter of 2024.

5.III.10 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.III.1).

Table 5.III.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced field observation and reporting at field stations with the new observation equipment	Use of new software to store, review and analyse data by a limited number of field stations	Observation and reporting along the line of control using existing observation equipment	Quality of observation and reporting maintained by all field stations	Quality of observation and reporting enhanced in all field stations, with all military observers trained in the use of new equipment

Result 2: improved situational awareness through geospatial information systems

Programme performance in 2024 and target for 2026

5.III.11 The mission's work contributed to situational awareness through the planning of patrols using existing operational maps, which did not meet the planned target of patrols planned through pilot testing of operational maps based on geospatial information systems with additional features. The target was not met owing to delayed implementation related to the need for an adjustment of software to align operational maps with location-specific data.

5.III.12 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.III.2).

Table 5.III.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Planning of observer missions through the introduction of the first stage of an operational map	Identification of requirements to enhance operational maps to ensure that they are fit for purpose	Situational awareness through the planning of patrols using existing operational maps	Enhanced security and improved planning of patrols through the use of comprehensive operational maps with real-time information	Enhanced security and improved planning of patrols through the use of comprehensive operational maps with real-time information and based on stable software, and with all military observers trained in use of the software

Result 3: continued presence at the line of control

Proposed programme plan for 2026

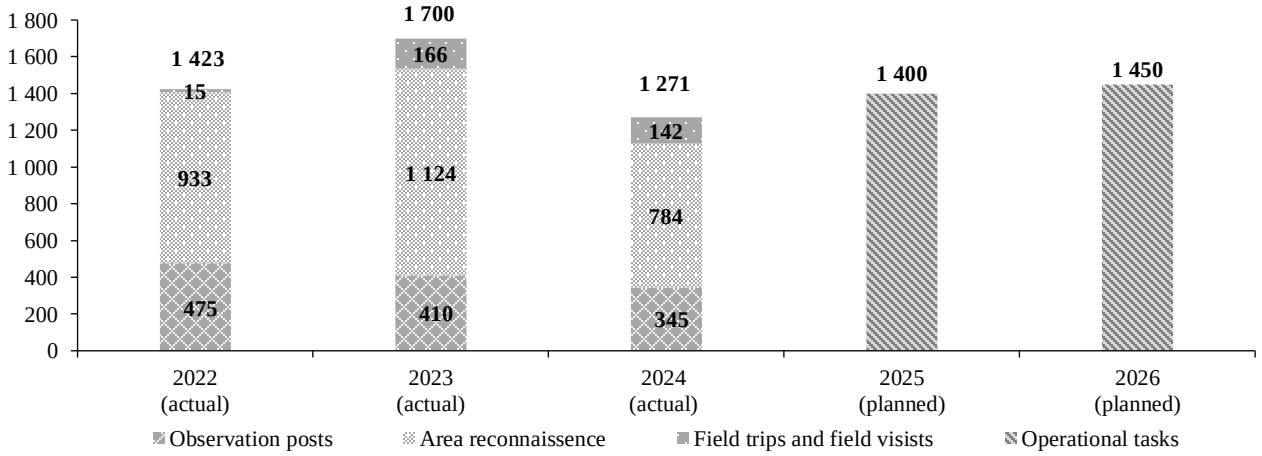
5.III.13 The mission monitors developments pertaining to ceasefire violations at the line of control through the presence of United Nations military observers at UNMOGIP field stations on both sides of the line of control. These military observers conduct patrols, inspections and investigations of alleged violations of the ceasefire.

Lessons learned and planned change

5.III.14 The lesson for the mission was a need to optimize available resources to combine operational tasks to ensure a continued presence at the line of control. In applying the lesson, the mission will leverage operational planning to maintain its presence at the line of control through the execution of observation post and area reconnaissance tasks, combining tasks whenever possible. The presence of the mission will enable it to observe the situation at the line of control and obtain confirmation of alleged ceasefire violations.

5.III.15 Expected progress towards the objective is presented in the performance measure below (see figure 5.III.II).

Figure 5.III.II
Performance measure: presence at the line of control (annual)
(Number of operational tasks)



Legislative mandates

5.III.16 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UNMOGIP.

Security Council resolutions

39 (1948)
47 (1948)
307 (1971)

Deliverables

5.III.17 Table 5.III.3 lists all deliverables of UNMOGIP.

Table 5.III.3
Deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Consultation, advice, and advocacy: regular engagement with military personnel of host nations.
D. Communication deliverables
Outreach programmes, special events and information materials: briefings and presentations to troop-contributing countries' ambassadors and military attachés.
Digital platforms and multimedia content: UNMOGIP website.
E. Enabling deliverables
Administration: investigation reports, field trips reports, incident reports, daily, weekly, monthly and annual situation reports, monthly induction training of incoming military observers, and bimonthly training of officers-in-charge.

B. Proposed post and non-post resource requirements for 2026

Overview

5.III.18 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 5.III.4 to 5.III.6.

Table 5.III.4
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	5 578.2	5 416.3	–	–	–	–	–	5 416.3
Other staff costs	1 699.2	1 751.2	–	–	–	–	–	1 751.2
Hospitality	18.1	21.5	–	–	–	–	–	21.5
Consultants	0.5	–	–	–	–	–	–	–
Travel of staff	207.9	386.3	–	–	–	–	–	386.3
Contractual services	209.6	242.7	–	–	(36.5)	(36.5)	(15.0)	206.2
General operating expenses	996.0	1 193.7	–	–	(49.6)	(49.6)	(4.2)	1 144.1
Supplies and materials	293.6	421.5	–	–	(102.0)	(102.0)	(24.2)	319.5
Furniture and equipment	227.7	644.3	–	–	191.1	191.1	29.7	835.4
Total	**9 230.9**	**10 077.5**	**–**	**–**	**3.0**	**3.0**	**0.0**	**10 080.5**

Table 5.III.5
Overall: proposed posts and post changes for 2026

(Number of posts)

	Number	*Details*
Approved for 2025	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS
Proposed for 2026	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS

Table 5.III.6
Overall: proposed posts by category and grade

(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1

Note: The following abbreviations are used in tables and figures: FS, Field Service; LL, Local level.

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
P-4	1	–	–	–	–	1
Subtotal	**3**	**–**	**–**	**–**	**–**	**3**
General Service and related						
FS	22	–	–	–	–	22
LL	49	–	–	–	–	49
Subtotal	**71**	**–**	**–**	**–**	**–**	**71**
Total	**74**	**–**	**–**	**–**	**–**	**74**

5.III.19 Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.III.7 and figure 5.III.III.

5.III.20 As shown in table 5.III.7, the overall resources proposed for 2026 amount to $10,080,500, reflecting an increase of $3,000 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

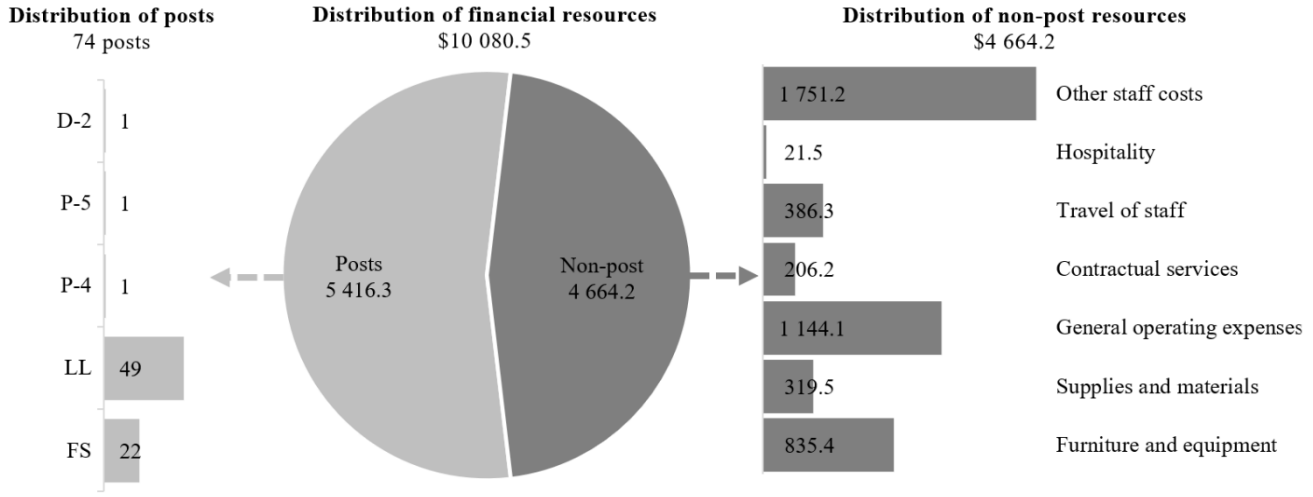
Table 5.III.7
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Financial resources by main category of expenditure								
Posts	5 578.2	5 416.3	–	–	–	–	–	5 416.3
Non-post	3 652.7	4 661.2	–	–	3.0	3.0	0.0	4 664.2
Total	**9 230.9**	**10 077.5**	**–**	**–**	**3.0**	**3.0**	**0.0**	**10 080.5**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		71	–	–	–	–	–	71
Total		**74**	**–**	**–**	**–**	**–**	**–**	**74**

Figure 5.III.III
Distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

5.III.21 As shown in table 5.III.4, resource changes reflect an increase of $3,000 under contractual services, due to the adjustment of standard information and communications and technology rates for non-field personnel outside United Nations Headquarters for 2026. Resource changes also reflect cost-neutral changes from contractual services ($36,500), general operating expenses ($49,600) and supplies and materials ($102,000) to furniture and equipment ($191,100) to cover operational requirements.

Other information

5.III.22 Information on advance booking for air travel is reflected in table 5.III.8. UNMOGIP continues to raise awareness among staff and emphasize the importance and need to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are mentioned, and statistics and trends are distributed to managers on a quarterly basis.

Table 5.III.8
Compliance rate

(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least two weeks before the commencement of travel	40	38	65	100	100

Annex I

Organizational structure and post distribution for 2026

Seven charts showing the organization structure of section 5, Peacekeeping operations are presented below. Charts A and B reproduce the approved structure as contained in A/79/6 (Sect. 5) for the Department of Peace Operations while charts C and D present the proposed structure for 2026 for the Department. Chart E reproduces the approved structure as contained in A/79/6 (Sect. 5) for the United Nations Truce Supervision Organization (UNTSO), while chart F presents the proposed structure for 2026 for UNTSO. Chart G presents the proposed structure for 2026 for the United Nations Military Observer Group in India and Pakistan.

Justification for the proposed changes

Department of Peace Operation

The largest amount of work in the Office of Military Affairs is driven by the scale of the peacekeeping operations supported, which depends on two factors: (a) the total authorized military personnel; and (b) the number of troop-contributing countries. Therefore, the present proposal concentrates the staffing resources of the Office of Military Affairs where they are most needed in support of military components of peacekeeping operations, namely, in the functions performed by the proposed Military Planning, Operations and Analysis Section, the Military Doctrine and Performance Section and the existing Military Force Generation Section. Another major workload driver are events prompting changes in military capabilities, many of which involve incidents or conflict trends that necessitate new policies and training (e.g., the increased prevalence of uncrewed aerial systems creates the need for new troop capabilities), hence the proposed merger of the Policy and Doctrine Team and the Military Performance Evaluation Team, and the proposed creation of the Military Expertise Section. Finally, the reform initiatives in 2019 shifted parts of management responsibilities from the Executive Office of the Department of Peacekeeping Operations to the Office of Military Affairs. Accordingly, it is proposed to create a Military Management and Support Section focusing on the strategic planning and administration of the Office of Military Affairs.

United Nations Truce Supervision Organization

The establishment of the Protocol, the Learning and Development and the Environment Units under the Office of the Chief of Mission Support is to enhance the oversight of these functions. With better transparency, the Office of the Chief of Mission Support can respond more effectively to mission needs, ensuring that critical areas receive necessary attention. The realignment would help to close operational gaps and utilize resources more effectively, while providing the mission with the flexibility needed to address emerging challenges. As a result of the structural realignment, there is an overall more efficient management of the learning and development, the environmental and the protocol functions, as well as a greater level of autonomy and transparency to address existing structural gaps. It would allow the Chief of Mission Support to focus on strategic work as it relates to its role by allowing more autonomous operation of these newly created units.

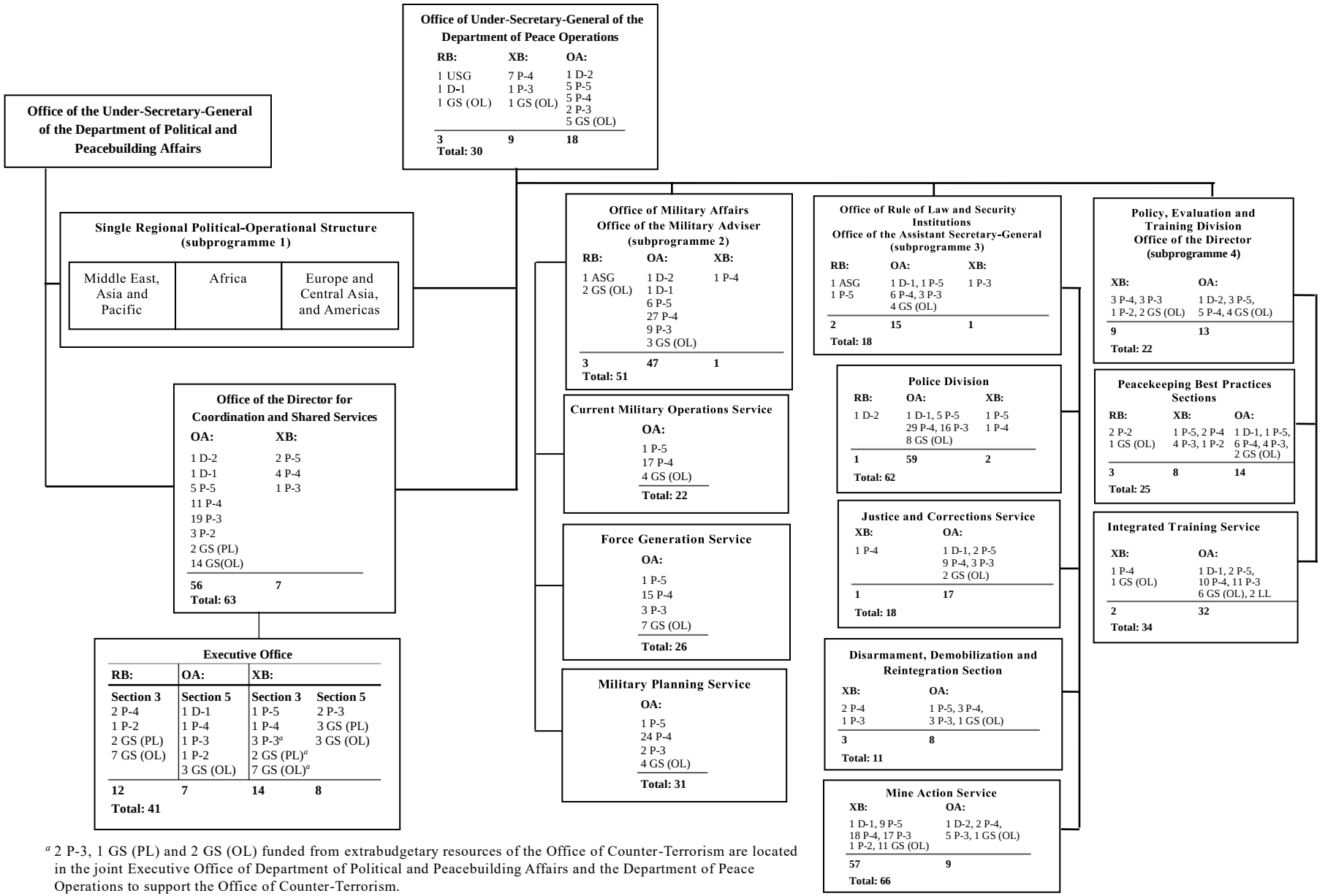
Protocol. The role of Protocol would be to facilitate effective liaison between UNTSO and the Office of the Special Coordinator for the Middle East Peace Process, host Government counterparts and the diplomatic communities by establishing and maintaining contacts with key stakeholders. Owing to operational complexities and fluid realities on the ground, the Protocol Unit requires two posts, supplemented by a general temporary assistant, as operational requirements have increased and require additional resources.

Environment. The Environment stand-alone capacity has been placed under the Office of the Chief of Mission Support to ensure greater oversight over environmental activities, which is critical to ensure compliance and sustainable practices. With its role in reviewing activities with environmental impacts and tracking mission-wide environmental performance, the placement under

the Office of the Chief of Mission Support ensures more effective oversight and integration of these priorities and alignment with United Nations policies and strategic goals.

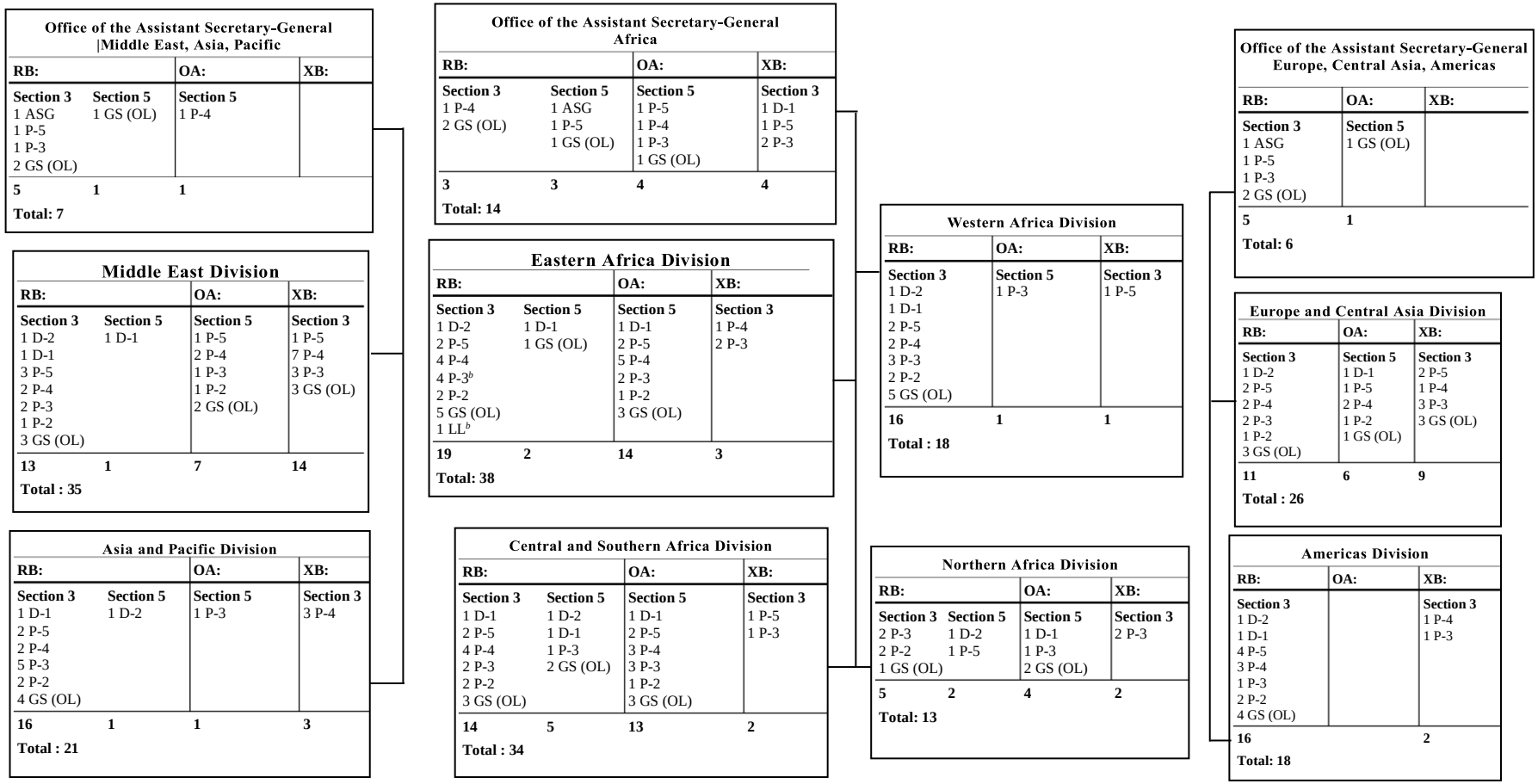
Learning and Development. There is a recognized gap in training and staff development. The mission has already initiated a restructuring process to ensure that all staff have access to targeted training, resources and ongoing development opportunities, in alignment with the strategic goals of UNTSO. A standalone Learning and Development Unit (redeployed from Human Resources Management) would allow for integrated civilian and military training, career growth and upskilling/reskilling of UNTSO workforce, ensuring a more professional and prepared workforce. The scope is being expanded to training as well as staff development areas, focusing on two key components: delivering training to enhance knowledge and expertise; and fostering career development by assessing staff aspirations, qualifications and gaps. The new unit will design personalized development paths, offer targeted training and cross-training, and identify targeted external learning opportunities to support staff in achieving their professional goals.

A. Department of Peace Operations: approved organizational structure and post distribution for 2025



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

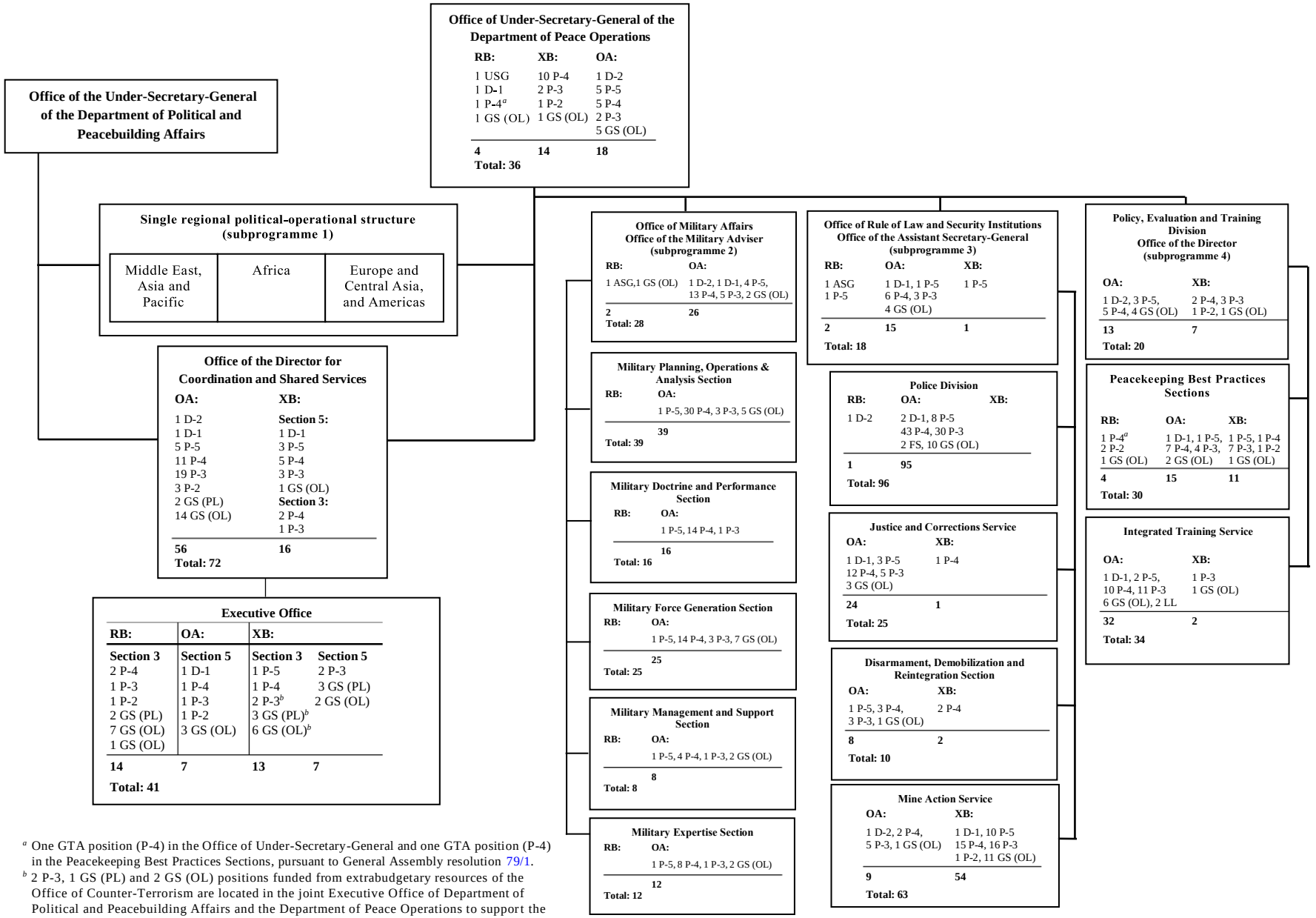
B. Single regional political-operational structure (subprogramme 1)[a]



[a] In line with General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and of the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 3 are provided for information purposes.

[b] 1 P-3 post and 1 Local level post based in Nairobi.

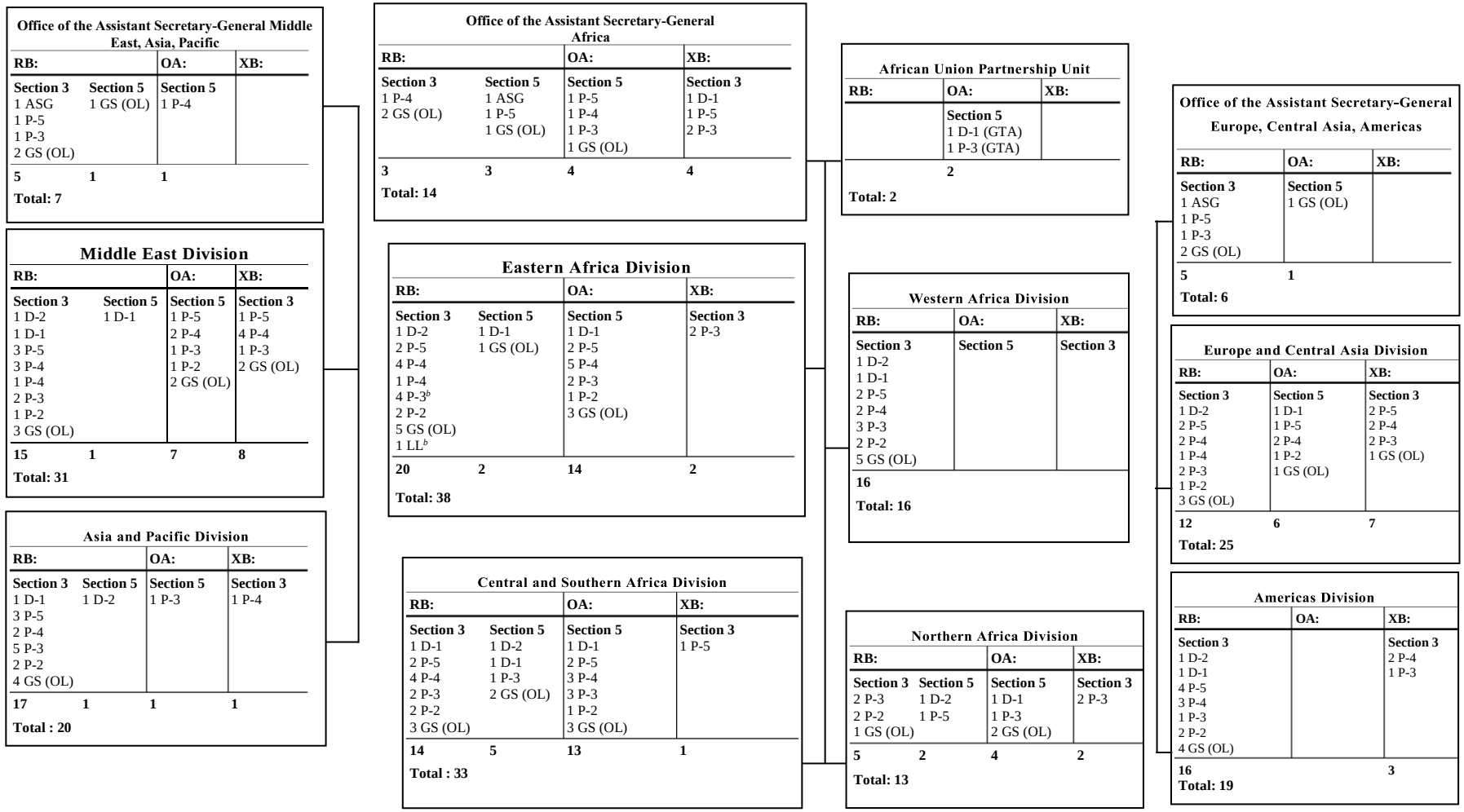
C. Department of Peace Operations: proposed organizational structure and post distribution for 2026



[a] One GTA position (P-4) in the Office of Under-Secretary-General and one GTA position (P-4) in the Peacekeeping Best Practices Sections, pursuant to General Assembly resolution 79/1.

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

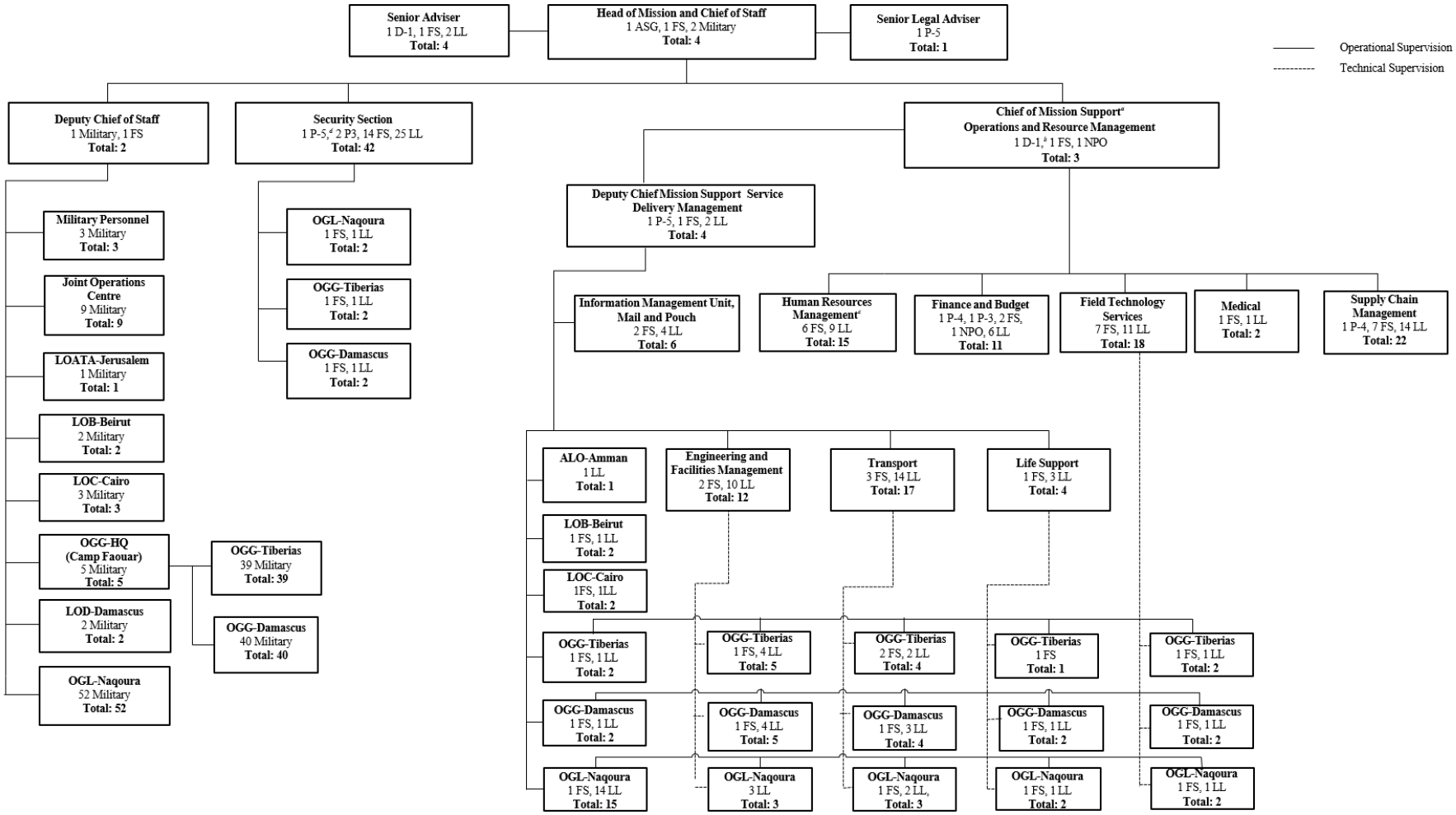
D. Single regional political-operational structure (subprogramme 1)[a]



[a] In line with General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and of the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 3 are provided for information purposes.

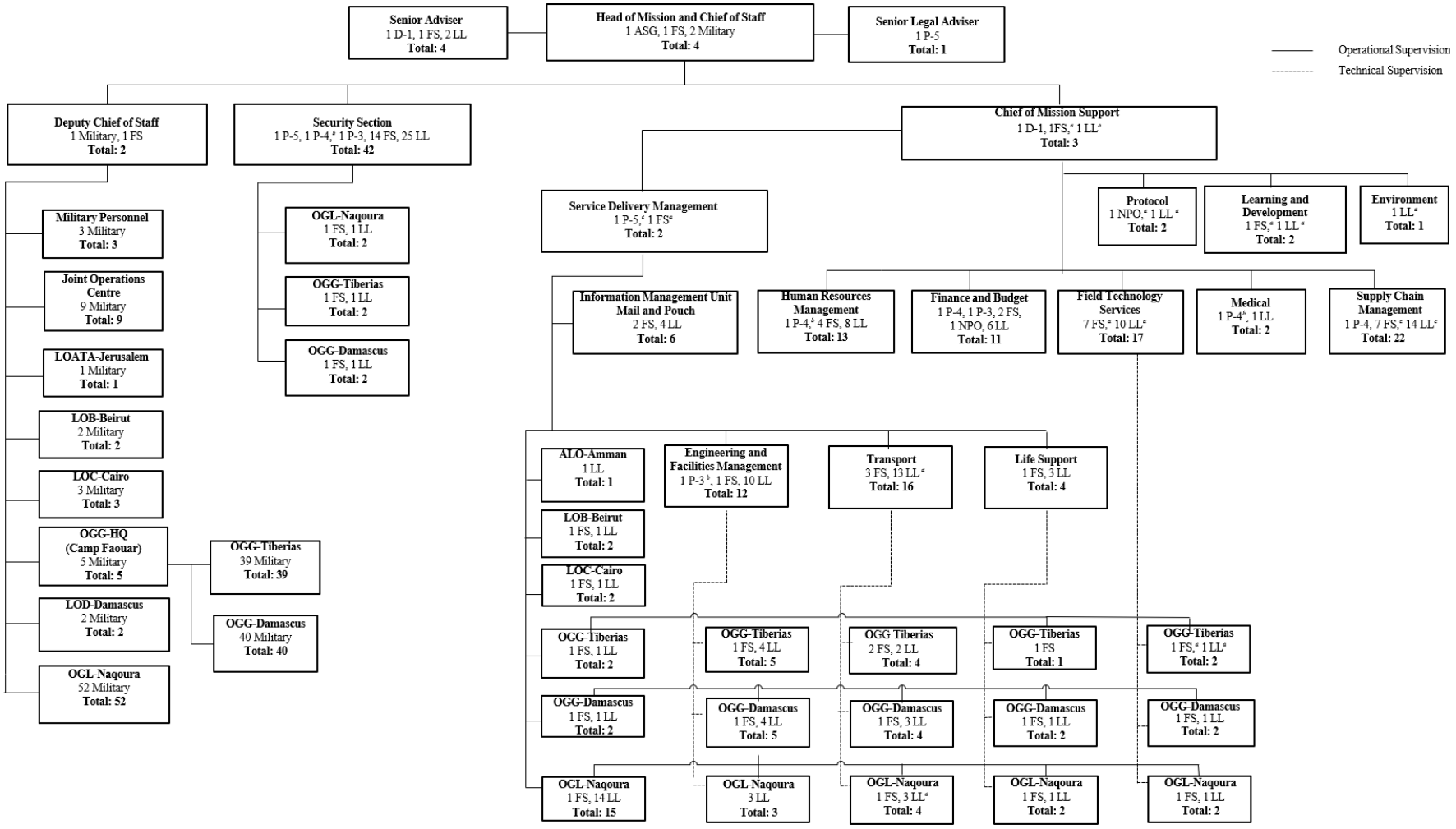
[b] 1 P-3 post and 1 Local level post based in Nairobi.

E. United Nations Truce Supervision Organization: approved organizational structure and post distribution for 2025



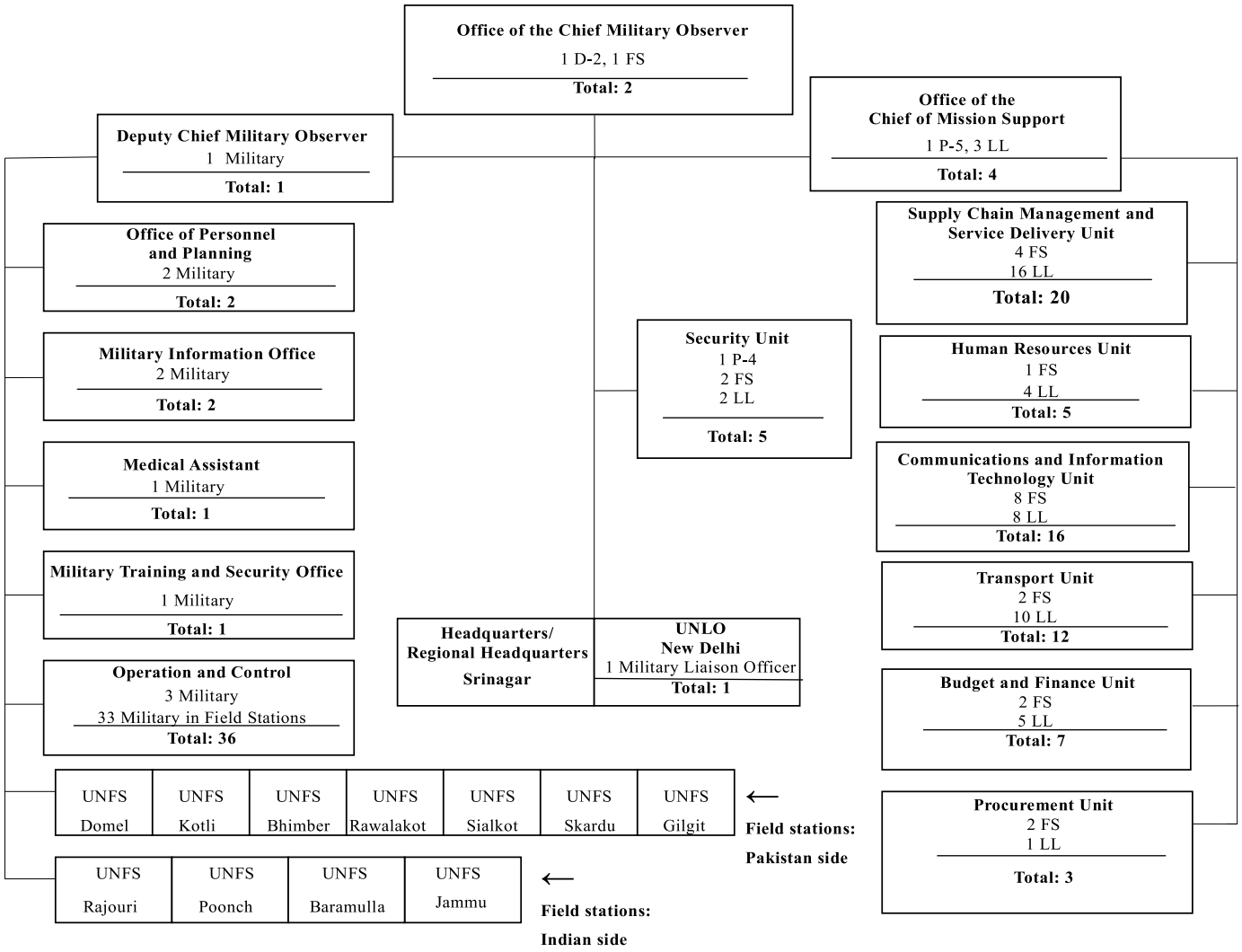
[a] D-1 Chief of Mission Support for United Nations Truce Supervision Organization and the Special Coordinator for the Middle East Peace Process.
[b] Includes Protocol and Occupational Health and Safety.
[c] Includes Travel Unit and Training Unit.
[d] Reclassification.

F. United Nations Truce Supervision Organization: proposed organizational structure and post distribution for 2026



[a] Redeployment.
[b] Reclassification.
[c] Reassignment.

G. United Nations Military Observer Group in India and Pakistan



Abbreviations: ALO, Administrative and Logistics Office; ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service, (Other level); GTA, general temporary assistance; HQ, headquarters; LL, Local level; LOATA, Liaison Office Amman/Tel Aviv; LOB, Liaison Office Beirut; LOC, Liaison Office Cairo; LOD, Liaison Office Damascus; NPO, National Professional Officer; OA, other assessed; OGG, Observer Group Golan; OGL, Observer Group Lebanon; RB, regular budget; UNFS, United Nations Field Station; UNLO, United Nations Liaison Office; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Summary of proposed post changes, by component and subprogramme

	Posts	Grade	Description	Rationale
United Nations Truce Supervision Organization				
Office of the Chief of Mission Support	1	FS	Redeployment of one Administrative Officer (FS) and Administrative Assistant (LL) from the Service Delivery Management to the Office of the Chief of Mission Support	The proposed redeployments reflect the outcome of the civilian staff review as explained in paragraph 5.II.24 (a) (i). The two posts would support the work of the Office and the Chief of Mission Support, who oversees and manages all administrative and support capabilities across the five countries in its area of operations, including the Office of the Special Coordinator for the Middle East Peace Process. The proposed redeployment would bridge the insufficient administrative support gap identified in the Office, which has created challenges in maintaining efficient operations. The Administrative Officer and the Administrative Assistant would support the Chief of Mission Support, not only in various administrative support functions, but also in the management of a substantial portfolio of critical initiatives, such as United Nations reforms, change management, risk management, business continuity and anti-racism efforts. The redeployment would further ensure that the Office is better positioned to efficiently manage administrative functions, strengthen coordination across the mission and effectively drive key strategic priorities. The work previously undertaken by the two posts in Service Delivery Management would be redistributed across existing capacities.
	1	LL		
Service Delivery Management (formerly Office of the Deputy Chief of Mission Support)	(1)	FS		
	(1)	LL		
Protocol Unit	1	NPO	Redeployment of one Protocol Officer (NPO) from the Office of the Chief of Mission Support, and one Movement Control Assistant (LL) from Supply Chain Management, to be reassigned as Protocol Assistant	The proposed redeployments reflect the outcome of the civilian staff review, as explained in paragraph 5.II.24 (a) (ii). The role of the Protocol Unit is to facilitate effective liaison between UNTSO (and the Office of the Special Coordinator for the Middle East Peace Process), host Government counterparts and the diplomatic communities, by establishing and maintaining contacts with key stakeholders. Operational requirements have increased due to the complex and challenging operating and political environment which requires strengthening of capacities in this area. The functions of the two posts would include preparing correspondence, managing applications, coordinating document
	1	LL		
Office of Chief of Mission Support	(1)	NPO		
Supply Chain Management	(1)	LL		

	Posts	*Grade*	*Description*	*Rationale*
				delivery, liaising with government officials and providing visa briefings. The functions of the Movement Control Assistant that was redeployed would be carried out from existing capacities in the Unit.
Environment Unit	1	LL	Redeployment of one Environment Affairs Assistant (LL) from the Service Delivery Management	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (a) (iii). The proposed redeployment and direct reporting to the Chief of Mission Support would ensure direct oversight of environmental performance and management mission-wide, in line with the environmental priorities of the Mission and Organization. The incumbent would support the Chief of Mission Support in ensuring sustainability, leading renewable energy initiatives, monitoring hybrid solar installations and ensuring green standards for construction projects; support waste management and water conservation efforts; conduct biannual assessments for compliance; and ensure adherence to environmental policies and regulations. The move would strengthen the ability of the Chief of Mission Support to oversee and integrate these crucial environmental responsibilities across the mission
Service Delivery Management (formerly Office of the Deputy Chief of Mission Support)	(1)	LL		
Learning and Development Unit	1	FS	Redeployment of two Human Resources Assistants (1 FS and 1 LL) from Human Resources Management Section, to be reassigned as Training Assistants	The proposed redeployments reflect the outcome of the civilian staff review, as explained in paragraph 5.II.24 (a) (iv). It would expand the focus of mission intervention and support in addressing staff learning and development needs. A stand-alone capacity with a career development component would allow for integrated civilian and military training, career growth and upskilling/reskilling of the UNTSO workforce, ensuring a more professional and prepared workforce, that would be aligned with the policy on training for all United Nations peacekeeping personnel. In partnership with relevant stakeholders, the two staff members would report directly to the Chief of Mission Support and work on planning and implementing the mission's learning and development programme.
	1	LL		
Human Resources Management	(1)	FS		
	(1)	LL		
Service Delivery Management	1	P-5	Reassignment of Deputy Chief of Mission Support (P-5) to Chief, Service Delivery Management (P-5)	The proposed reassignment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (b). The change would reflect ongoing organizational needs and ensure clarity in leadership roles, while also aligning with the Mission Support structure for

	Posts	*Grade*	*Description*	*Rationale*
				peacekeeping mission, where the title of "Deputy Chief of Mission Support" is no longer utilized in peacekeeping missions. The incumbent would be responsible for the stewardship of personnel, financial and property resources under Service Delivery Management, which comprises Information Management, Engineering and Facilities Management, Transport, and Life Support, at headquarters and outstations.
Service Delivery Management	1	FS	Redeployment of Administrative Assistant (FS) from Office of the Chief of Mission Support	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (b). The redeployment of the Administrative Assistant (FS) would ensure that Service Delivery Management is adequately resourced to effectively respond to the operational demands of Service Delivery Management, after redeploying two posts (Administrative Officer (FS) and Administrative Assistant (LL)) to the Office of the Chief of Mission Support.
Office of the Chief, Mission Support	(1)	FS		
Medical	1	P-4	Reclassification of Medical Officer (FS-7) to Medical Officer (P-4)	The proposed reclassification reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (c). The current Medical Officer (Doctor), who serves as the Chief of Unit, is dually classified at the P-4/FS-7 level. With the discontinuation of dual classifications, the FS post is proposed to be regularized at the P-4 level. The incumbent would continue to provide medical support to all mission personnel, including military observers.
	(1)	FS		
Human Resources Management	1	P-4	Reclassification of Chief Human Resources Officer (FS-7) to Human Resources Officer (P-4)	The proposed reclassification reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (d). The current Chief Human Resources Officer, who serves as the Chief of Unit, is dually classified at the P-4/FS-7 level. With the discontinuation of dual classifications, the FS post is proposed to be regularized at the P-4 level. The incumbent would continue to manage and implement human resources policies and support the mission on its human resources requirements.
	(1)	FS		
Supply Chain Management	1	FS	Reassignment of one Claims Assistant (FS) to Acquisition Planning Officer; and one Movement and Control Assistant (LL) as an Acquisition Planning Assistant	The proposed reassignments reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (e) (i). The Acquisition Management Unit (under Supply Chain Management) facilitates and guides Cost Centre Managers on the planning, development and management of the acquisition process for various services and commodities, taking into
	1	LL		

	Posts	*Grade*	*Description*	*Rationale*
				account different sourcing options, including global and regional systems contracts, local market conditions and logistics forecasting, and supports demand planning, which is the core activity of developing an accurate and comprehensive plan/forecast of the mission requirements for goods and services. The proposed reassignments would help to close existing gaps in this area and address the recommendation of the Office of Internal Oversight Services (OIOS), which emphasized the need for an Acquisition Management Unit to oversee resource and budget planning, including Acquisition Planning, Requisitioning and Contract Performance Evaluation, in order to streamline and improve the acquisition process for mission services and commodities. The Acquisition Planning Officer (FS) would also serve as the Chief of the Unit, and the Acquisition Planning Assistant (LL) would perform preliminary analysis and review of stock holdings, consumption patterns, procurement cycle times, requirements and forecasts of internal and external customers, and would highlight areas of concern for attention, to ensure timely decision-making and minimize potential distribution gaps.
Supply Chain Management	1	LL	Redeployment of Information Systems Assistant (LL) from Field Technology Services, to be reassigned as an Acquisition Management Assistant (Requisitioner)	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (e) (i). The redeployment would strengthen the Acquisition Management Unit's capacities, particularly in receiving, inspection and property disposal. Currently, a single staff member handles these functions across two missions (UNTSO and the Office of the Special Coordinator for the Middle East Peace Process), leading to delays and reduced efficiency. Furthermore, the specialized skills required for these functions highlight a gap in staffing, and at least two trained staff members are needed to ensure effective and timely execution of these operations, which was further noted by OIOS, as explained above.
Field Technology Services	(1)	LL		
Engineering and Facilities Management	1	P-3	Reclassification of one Engineer (FS-6) to Engineer (P-3)	The proposed reclassification reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (f). The current Engineer is dually classified at the P-3/FS-6 level. With the discontinuation of dual classifications, the FS post is proposed to be regularized at the P-3 level. The incumbent would continue to provide high-level support and advice in this field, including applying
	(1)	FS		

	Posts	*Grade*	*Description*	*Rationale*
				standard engineering practices in the design, construction, maintenance and repair of various premises, and manage the various engineering projects in the mission area.
Transport	1	LL	Redeployment of one post of Vehicle Technician (LL) from Jerusalem to Lebanon	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (g). The UNTSO Observer Group Lebanon supports the UNIFIL mandate through daily patrols along the Blue Line and in southern Lebanon, requiring armoured vehicles due to security risks and uncleared mines. The deteriorating terrain has led to increased vehicle wear and tear, necessitating regular maintenance that exceeds the current staffing capacity. The Observer Group Lebanon transport activities, managed by one Transport Officer and two vehicle mechanics, are insufficient to maintain 40 vehicles, manage spare parts and assist with Observer Group Golan vehicle repairs. To ensure continuous operational readiness and emergency response, additional capacity requirements would be filled with the proposed redeployment.
Transport	1	LL	Redeployment of one Movement Control Assistant (LL) as Administrative Assistant (LL)	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (g). The Administrative Assistant would strengthen existing capacities within the Transport Section and support the Chief Transport Officer on all administrative matters.
Security Section	1 (1)	P-4 P-3	Reclassification of one Field Security Officer (P-3) to Deputy Chief Security Officer (P-4)	The proposed upward reclassification of the Field Security Officer reflects the additional responsibilities required of the post to address the dynamic and challenging security situation in the mission’s area of operations, and the need for broader regional oversight. The function requires increased coordination and frequent interaction with security teams in five host countries. The Deputy Chief Security Officer would be responsible for the management of three UNTSO Area Security Teams based in Naqoura, Tiberias and Damascus, and would have indirect liaison with Department of Safety and Security teams in Amman, Beirut, Cairo, Damascus and Jerusalem, to support the safe and secure delivery of the UNTSO mandate across five countries. In addition, the Deputy Chief Security Officer would be responsible for the management of guard force operations and the Personal Protection Unit in UNTSO headquarters in Jerusalem.

Annex III

Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
	2025 approved	*2026 estimate (before recosting)*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources												
Department of Peace Operations	6 759.9	7 249.9	490.0	101 014.8	116 428.4	15 413.6	75 281.8	75 080.5	(201.3)	183 056.5	198 758.7	15 702.2
United Nations Truce Supervision Organization	44 189.6	43 335.1	(854.5)	–	–	–	–	–	–	44 189.6	43 335.1	(854.5)
United Nations Military Observer Group in India and Pakistan	10 077.5	10 080.5	3.0	–	–	–	–	–	–	10 077.5	10 080.5	3.0
Total	**61 027.0**	**60 665.5**	**(361.5)**	**101 014.8**	**116 428.4**	**15 413.6**	**75 281.8**	**75 080.5**	**(201.3)**	**237 323.6**	**252 174.3**	**14 850.7**
Post resources												
Department of Peace Operations	27	27	–	426	473	47	112	112	–	565	612	47
United Nations Truce Supervision Organization	229	229	–	–	–	–	–	–	–	229	229	–
United Nations Military Observer Group in India and Pakistan	74	74	–	–	–	–	–	–	–	74	74	–
Total	**330**	**330**	**–**	**426**	**473**	**47**	**112**	**112**	–	**868**	**915**	**47**

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part II
Political affairs

Section 6
Peaceful uses of outer space

Programme 5
Peaceful uses of outer space

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

6.1 The Office for Outer Space Affairs is responsible for advancing international cooperation in space activities. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 1472 A (XIV), 76/3, entitled "The 'Space2030' Agenda: space as a driver of sustainable development", 79/87 on international cooperation in the peaceful uses of outer space and 76/55 on transparency and confidence-building measures in outer space activities, as appropriate.

6.2 The core functions of the Office are: (a) serving as the secretariat of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies (resolution 1472 A (XIV)), as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum (resolutions 61/111 and 64/86) and as the secretariat of the Space Mission Planning Advisory Group (resolution 71/90); (b) implementing the United Nations Programme on Space Applications (resolutions 2601 (XXIV) and 37/90) and the programme on the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) (resolution 61/110); (c) maintaining the Register of Objects Launched into Outer Space (resolutions 1721 B (XVI) and 3235 (XXIX)); (d) discharging the responsibilities of the Secretary-General under the United Nations treaties and principles on outer space and related resolutions (resolutions 2222 (XXI), 2345 (XXII), 2777 (XXVI), 3235 (XXIX), 34/68, 37/92, 41/65, 47/68, 59/115 and 62/101); and (e) supporting Member States in fulfilling the "Space2030" Agenda implementation plan (resolution 76/3).

Programme of work

Peaceful uses of outer space

Objective

6.3 The objective, to which this programme contributes, is to strengthen international cooperation in the conduct of space activities for peaceful purposes and advance the use of space science and technology and their applications.

Strategy and external factors for 2026

6.4 To contribute to the objective, the Office will support the work of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies and promote international cooperation in the exploration and use of outer space for peaceful purposes. Specifically, the Office will:

(a) Provide substantive secretariat services to the Committee, the Scientific and Technical Subcommittee, the Legal Subcommittee, the International Committee on Global Navigation Satellite Systems and its Providers' Forum and the Space Mission Planning Advisory Group;

(b) Provide secretariat services to the working groups of the Committee and its subsidiary bodies, including the Working Groups on Legal Aspects of Space Resource Activities and on the Long-term Sustainability of Outer Space Activities and the Action Team on Lunar Activities Consultation;

(c) Work with Member States, intergovernmental and, where relevant and applicable, non-governmental entities and other partners to promote the peaceful use of outer space,

including through: (i) the implementation of the international legal framework governing space activities; (ii) the registration of space objects launched into outer space; (iii) space debris mitigation; (iv) transparency and confidence-building measures in outer space activities, as appropriate; (v) civil satellite-based positioning, navigation, timing and value added services; and (vi) assistance to the Committee in further developing the governance of outer space activities;

(d) Deliver training events and technical advisory support to assist States, upon their request, and institutions in: (i) enhancing their capacities in areas such as space law and policy, space sustainability, space economy, climate change, environmental monitoring, natural resources management, precision farming and agriculture, water resources, global health, satellite communications, education, space weather, space exploration, astronomy, search and rescue, disaster risk reduction and emergency response, and global navigation satellite systems; and (ii) developing collaborative platforms and promoting knowledge-sharing for space-based solutions;

(e) Enhance key initiatives, such as the United Nations Space Bridge and the United Nations Space Sustainability Days, to build the capacity of member States of the Committee and facilitate implementation of the international legal framework governing space activities in the lead-up to the convening of the Fourth United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE IV);

(f) Cooperate with the regional centres for space science and technology education affiliated to the United Nations to deliver capacity-building activities and training in space science and technology to support Member States in achieving the Sustainable Development Goals;

(g) Augment the impact of the work of the Committee and the Office on progress towards achieving the Sustainable Development Goals, through: (i) targeted outreach activities, publications and materials; (ii) exchanges with relevant stakeholders to promote more systematic sharing of space-based data and information to foster sustainable development and space sustainability; and (iii) promotion of the widest possible adherence to, and full compliance with, the Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies, and of the role of the Committee in discussions on the establishment of new frameworks for space traffic, space debris and space resources;

(h) Provide support to Member States that express interest in Committee membership with a view to increasing access to space solutions, partnerships and capacity-building, and participation in the governance of outer space activities.

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

(a) A safer and more sustainable outer space;

(b) Space-based solutions enabling monitoring of and progress towards the achievement of the Sustainable Development Goals;

(c) Greater understanding, acceptance and application of the international legal framework governing space activities;

(d) An increased number of countries with access to space and space benefits, in particular developing countries, in using science and technology and related applications, including space-based solutions, to achieve sustainable development, disaster risk reduction and emergency response;

(e) Greater compatibility and interoperability of global navigation satellite systems;

(f) Space capabilities being more readily available through strengthened cooperative relationships and new partnerships.

6.6 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that governmental, intergovernmental and non-governmental organizations are able and willing to support the Office in implementing the programme and responding to increased requests for assistance from Member States.

6.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will, in line with its mandate, pursue new opportunities with established governmental, intergovernmental and non-governmental partners, including space agencies, industry, academia, institutions and other space-related entities, to strengthen the capacity of countries, in particular developing countries, in using space science and technology and their applications. The Office will also pursue cooperative relationships, including with the private sector. It will enhance transparency by regularly informing the Committee of the projects being implemented and of its partnerships with space agencies, governmental and non-governmental organizations and the private sector.

6.8 With regard to inter-agency coordination and liaison, the Office will lead the Inter-Agency Meeting on Outer Space Activities (UN-Space) to promote coherence and increase collaboration on space-related work among entities of the United Nations system, including through the establishment of an inter-agency hub for procurement of earth observation imagery, with a view to better coordinating data-sharing and cooperation on the procurement of space-based information.

6.9 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, as demonstrated by its Space for Women project, which serves to promote the empowerment of women and girls in space science, technology, innovation and exploration and to increase awareness of education and career opportunities in science, technology, engineering and mathematics. The Office will work with partners to strengthen the capacity and skills of individuals and institutions, with an emphasis on enhancing the participation and retention of women and girls in space activities.

6.10 In line with the United Nations Disability Inclusion Strategy, the Office will promote inclusive practices for the employment of persons with disabilities in the space sector, as well as innovative tools and technologies to enable accessibility for people with disabilities.

Evaluation activities

6.11 The following evaluations conducted by the Office and completed in 2024 have guided the proposed programme plan for 2026:

(a) Strategic evaluation and review of the mandate of the Office;

(b) Evaluation of the Access to Space for All initiative;

(c) Evaluation of the Space for Women initiative.

6.12 In response to the results of the evaluations referenced above, the Office will prioritize actions and activities aimed at better addressing Member States' needs and promoting a more inclusive space governance, as outlined in result 3. The Office will also strengthen the implementation of its Space for Women portal through the use of project management tools, development of actionable and localized outcomes from expert meetings and enhanced communication of the project objectives in line with United Nations standards by promoting greater audience diversity. To ensure that the Access to Space for All initiative continues to foster innovation and contribute meaningfully to global capacity-building, the Office will strengthen relationships with key stakeholders, increase outreach to underrepresented groups, integrate emerging technologies, refine evaluation and feedback mechanisms and enhance post-programme support for participants and their institutions.

6.13 An evaluation by the Office of its Space Law for New Space Actors project is planned for 2026.

Programme performance in 2024

Enhanced preparedness for natural disasters in small island developing States

6.14 Small island developing states face significant risks from natural hazards and extreme weather events, making disaster preparedness a critical priority. At the request of Tonga, the Office and the Committee on Earth Observation Satellites collaborated with the country's disaster management authorities to develop a dedicated portal to receive satellite imagery and provide a platform for

visualization of that data in support of decision-making. The online platform, which was validated and refined to align its content with national priorities, integrates satellite data on multiple hazards, such as sea-level rise, ground subsidence, tsunamis and land cover change, with high-resolution imagery to map critical infrastructure like road networks and buildings. In addition, the Office facilitated the delivery, by a private sector partner, of a digital twin of the main island of Tonga, which features three-dimensional representation of buildings and landscapes and enables projections of flood levels, to support future disaster risk reduction planning. Dedicated training sessions, led by the Office, equipped local stakeholders to leverage the platform effectively.

6.15 Progress towards the objective is presented in the performance measure below (see table 6.1).

Table 6.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Enhanced preparedness for natural disasters through the adoption of satellite data and associated analysis for disaster preparedness initiatives in Tonga

Planned results for 2026

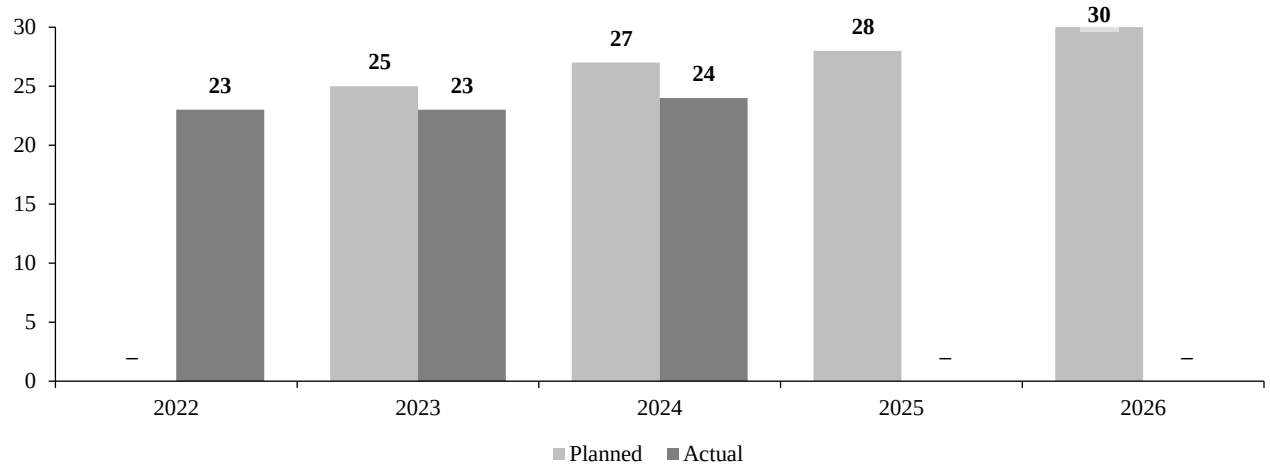
Result 1: direct access to space-based emergency response mechanisms

Programme performance in 2024 and target for 2026

6.16 The programme's work contributed to 24 national disaster management agencies becoming authorized users of the International Charter on Space and Major Disasters, which did not meet the planned target of 27. The target was not met because only one official request was received.

6.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 6.I).

Figure 6.I
Performance measure: number of national disaster management agencies becoming authorized users of the International Charter on Space and Major Disasters (cumulative)



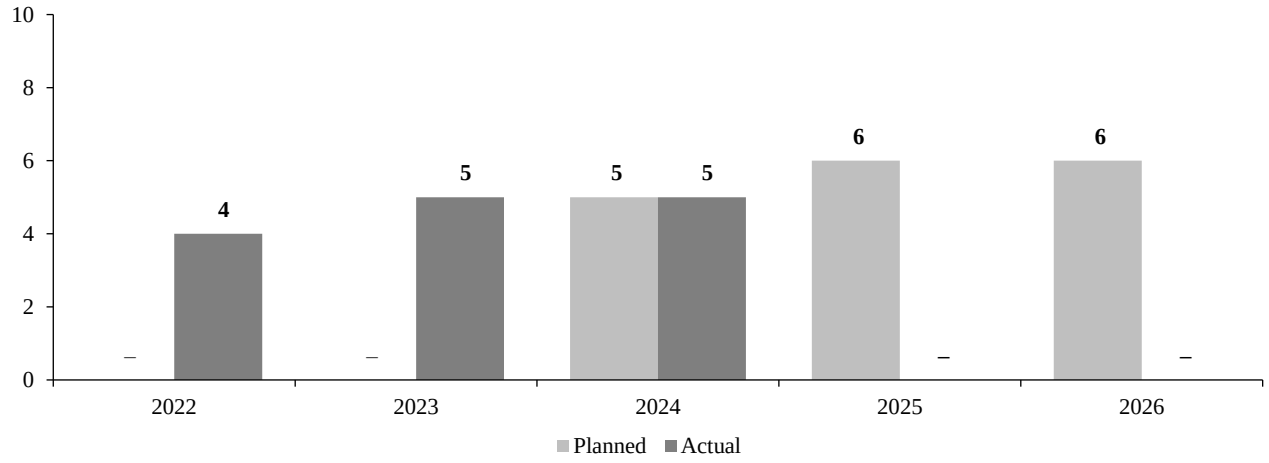
Result 2: increased access to space

Programme performance in 2024 and target for 2026

6.18 The programme's work contributed to the launch of five satellites into outer space through the Access to Space for All initiative, which met the planned target.

6.19 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 6.II).

Figure 6.II
Performance measure: number of satellites launched into outer space through the Access to Space for All initiative (cumulative)



Result 3: greater access to space solutions, partnerships, capacity-building and involvement in governance of outer space activities

Proposed programme plan for 2026

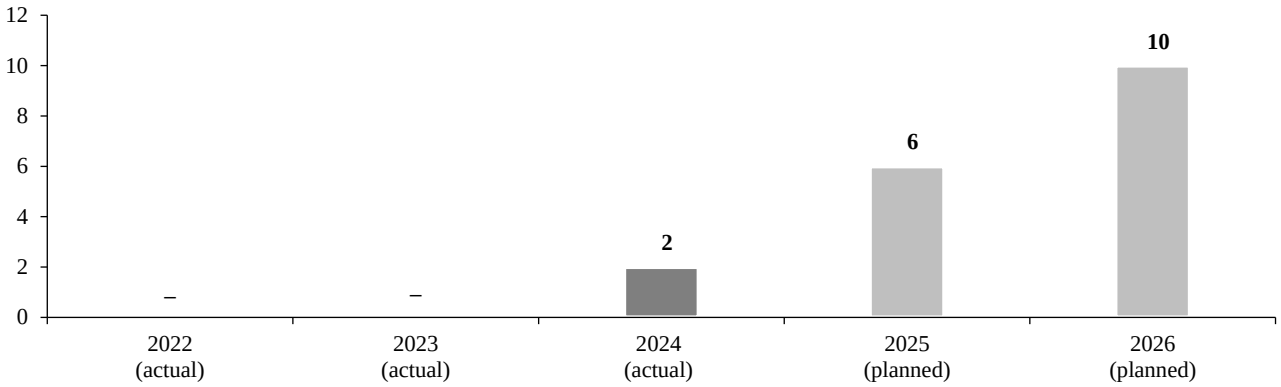
6.20 Space technologies are integral to the critical national infrastructure and socioeconomic development of every nation. Every country can benefit from space services and contribute to the future use, safety and sustainability of outer space activities. The programme supports Member States in the exploration and peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries.

Lessons learned and planned change

6.21 The lesson for the programme was the need to meet the increasing demand from Member States in relation to enhancing their access to space technology, data and applications, as well as to becoming members of the Committee on the Peaceful Uses of Outer Space to contribute to the governance of outer space activities. In applying the lesson, the programme will enhance outreach, organize tailored activities on the safety and sustainability of outer space activities and, when requested, provide guidance on the membership requirements and process.

6.22 Expected progress towards the objective is presented in the performance measure below (see figure 6.III).

Figure 6.III
Performance measure: number of Member States applying to become members of the Committee on the Peaceful Uses of Outer Space (annual)



Legislative mandates

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

General Assembly resolutions

1472 A (XIV); 1721 B (XVI); 2453 A–B (XXIII); 2601 (XXIV); 3234 (XXIX); 61/111; 64/86; 71/90; 74/82; 77/121; 79/87	International cooperation in the peaceful uses of outer space
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space
2777 (XXVI)	Convention on International Liability for Damage Caused by Space Objects
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space
34/68	Agreement Governing the Activities of States on the Moon and Other Celestial Bodies
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
37/92	Principles Governing the Use by States of Artificial Earth Satellites for International Direct Television Broadcasting
41/65	Principles Relating to Remote Sensing of the Earth from Outer Space
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the “launching State”
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
65/271	International Day of Human Space Flight
68/74	Recommendations on national legislation relevant to the peaceful exploration and use of outer space
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
72/78	Declaration on the fiftieth anniversary of the Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
72/79	Consideration of the fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space

73/6	Fiftieth anniversary of the first United Nations Conference on the Exploration and Peaceful Uses of Outer Space: space as a driver of sustainable development	76/3	The “Space2030” Agenda: space as a driver of sustainable development
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	77/29	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	77/120	Space and global health
		79/1	The Pact for the Future
		79/86	International Year of Asteroid Awareness and Planetary Defence, 2029

Conference of the Parties to the United Nations Framework Convention on Climate Change decisions

1/CP.21	Adoption of the Paris Agreement

Deliverables

6.24 Table 6.2 lists all deliverables of the programme.

Table 6.2
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**105**	**97**	**105**	**105**
1. Reports to the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	105	97	105	105
Substantive services for meetings (number of three-hour meetings)	**72**	**75**	**65**	**65**
2. Meetings of the General Assembly	2	2	–	-
3. Meetings of the Fifth Committee	1	1	1	1
4. Meetings of the Committee for Programme and Coordination	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meetings of the Fourth Committee and its Working Group of the Whole on the agenda item entitled “International cooperation in the peaceful uses of outer space”	3	3	3	3
7. Meetings of the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	56	56	56	56
8. Intersessional consultations of the Working Groups of the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	8	11	3	3
Conference and secretariat services for meetings (number of three-hour meetings)	**14**	**17**	**14**	**15**
9. Executive secretariat services to the International Committee on Global Navigation Satellite Systems and its Providers’ Forum	10	11	10	11
10. Secretariat services to the Space Mission Planning Advisory Group	4	6	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**80**	**74**	**76**	**74**
11. Training events on space law and policy, including for new space actors	17	20	17	17
12. Training events on space science and technology and their applications	24	24	24	24
13. Training events and technical advisory missions on the use of space technology in disaster management	30	23	24	24
14. World Space Forum	3	3	3	3
15. Planetary Defense Conference (asteroid and comet threats to Earth)	–	–	3	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
16. Panels on Space for Women	3	3	3	3
17. Open forum for Member States and meetings of United Nations entities on the use of space technology	3	1	2	1
Publications (number of publications)	**5**	**5**	**6**	**1**
18. Publications on the Office's activities and the Committee on the Peaceful Uses of Outer Space	5	5	6	1
Technical materials (number of materials)	**74**	**88**	**74**	**96**
19. Information furnished in accordance with the United Nations treaties and principles on outer space	4	5	4	6
20. Information furnished in accordance with the Convention on Registration of Objects Launched into Outer Space and General Assembly resolution 1721 B (XVI)	70	83	70	90

C. Substantive deliverables

Consultation, advice and advocacy: normative support to meetings on the sustainability of space activities, the Working Group C of the International Committee on Global Navigation Satellite Systems and the Space for Women network; expert and tailored advice to Member States, upon request, on: the registration of space objects; space science and technology and their applications; activities of the United Nations-affiliated regional centres for space science and technology education; the use of space-based information in disaster management plans, policies and disaster risk management activities in approximately 7 Member States; and space-based information to support emergency and humanitarian response in at least 5 developing countries; the organization of long-term training opportunities in the field of space science and technology and related applications.

Databases and substantive digital materials: Register of Objects Launched into Outer Space and Online Index of Objects Launched into Outer Space, UN-SPIDER knowledge portal, International Committee on Global Navigation Satellite Systems portal, Space for Water portal, Space Solutions Compendium (database), e-learning courses and national space law collection.

D. Communication deliverables

Outreach programmes, special events and information materials: exhibits, promotional and educational materials, and celebrations of achievements and other anniversaries relating to outer space.

External and media relations: press releases and press conferences on the work of the Office and the Committee on the Peaceful Uses of Outer Space.

Digital platforms and multi-media content: websites, social media campaigns, explainer videos for the Office for Outer Space Affairs, Space for Women, Space for Climate Action, and Space Sustainability.

B. Proposed post and non-post resource requirements for 2026

Overview

6.25 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 6.3 to 6.5.

Table 6.3
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	3 895.5	4 420.8	–	–	–	–	–	4 420.8
Other staff costs	10.6	180.4	–	–	–	–	–	180.4
Hospitality	–	0.9	–	–	–	–	–	0.9
Consultants	21.2	41.2	–	–	4.1	4.1	10.0	45.3
Experts	22.7	27.0	–	–	–	–	–	27.0
Travel of staff	77.5	113.2	–	–	15.7	15.7	13.9	128.9
Contractual services	81.2	171.2	–	–	1.1	1.1	0.6	172.3
General operating expenses	17.6	19.7	–	–	–	–	–	19.7
Supplies and materials	0.1	6.8	–	–	(2.0)	(2.0)	(29.4)	4.8
Furniture and equipment	11.0	8.7	–	–	5.0	5.0	57.5	13.7
Improvement of premises	–	–	–	–	–	–	–	–
Grants and contributions	298.8	553.1	–	–	(22.8)	(22.8)	(4.1)	530.3
Total	**4 436.2**	**5 543.0**	–	**–**	**1.1**	**1.1**	**0.0**	**5 544.1**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 6.4
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	25	1 D-2, 1 D-1, 2 P-5, 7 P-4, 6 P-3, 3 P-2/1, 5 GS (OL)
Proposed for 2026	25	1 D-2, 1 D-1, 2 P-5, 7 P-4, 6 P-3, 3 P-2/1, 5 GS (OL)

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

Table 6.5
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	2	–	–	–	–	2
P-4	7	–	–	–	–	7
P-3	6	–	–	–	–	6
P-2/1	3	–	–	–	–	3
Subtotal	**20**	**–**	**–**	**–**	**–**	**20**
General Service and related						
GS (OL)	5	–	–	–	–	5
Subtotal	**5**	**–**	**–**	**–**	**–**	**5**
Total	**25**	**–**	**–**	**–**	**–**	**25**

6.26 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 6.6 to 6.8 and figure 6.IV.

6.27 As shown in tables 6.6 (1) and 6.7 (1), the overall resources proposed for 2026 amount to $5,544,100, reflecting an increase of $1,100 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 6.6
Overall: evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	4 436.2	5 543.0	–	–	1.1	1.1	0.0	5 544.1
Subtotal, 1	**4 436.2**	**5 543.0**	–	**–**	**1.1**	**1.1**	**0.0**	**5 544.1**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	1 760.5	1 800.8	164.1	9.1	1 964.9
Subtotal, 2	**1 760.5**	**1 800.8**	**164.1**	**9.1**	**1 964.9**
Total (1+2)	**6 196.7**	**7 343.8**	**165.2**	**2.2**	**7 509.0**

Table 6.7
Overall: proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	25	–	–	–	–	25
Subtotal, 1	**25**	**–**	**–**	–	**–**	**25**

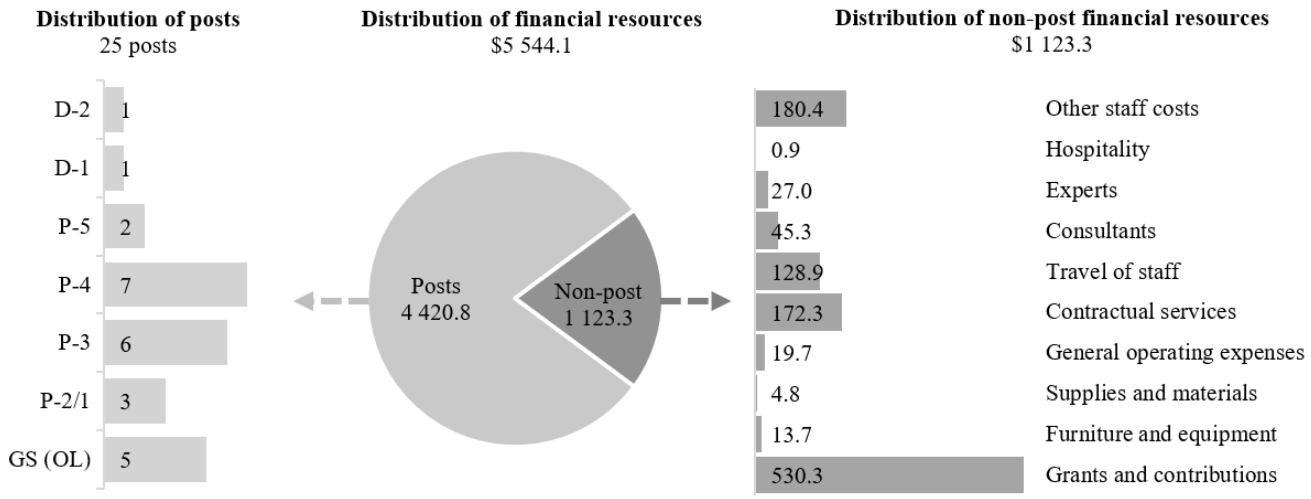
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	8	–	8
Subtotal, 2	**8**	**–**	**8**
Total	**33**	**–**	**33**

Table 6.8
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 895.5	4 420.8	–	–	–	–	–	4 420.8
Non-post	540.7	1 122.2	–	–	1.1	1.1	0.0	1 123.3
Total	**4 436.2**	**5 543.0**	–	**–**	**1.1**	**1.1**	**0.0**	**5 544.1**
Post resources by category								
Professional and higher		20	–	–	**–**	–	–	20
General Service and related		5	–	–	–	–	–	5
Total		**25**	**–**	**–**	**–**	**–**	**–**	**25**

Figure 6.IV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Other changes

6.28 As shown in tables 6.6 (1) and 6.7 (1), resource changes reflect an increase of $1,100, which relates to the higher standard price of information and communications technology charges for non-field personnel outside of United Nations Headquarters.

Extrabudgetary resources

6.29 As reflected in tables 6.6 (2) and 6.7 (2), extrabudgetary resources amount to $1,964,900. The resources would complement regular budget resources and would be used mainly to provide for eight posts (3 P-2 or P-1 and 5 General Service (Other level)) to perform the functions of supporting technical advisory services, capacity development activities and other assistance to Member States. In addition, non-post resources would be used to support those areas of work.

6.30 Anticipated in-kind contributions with an estimated value of $2,013,600 reflect Junior Professional Officers, staff provided on a non-reimbursable loan basis, expert support and launch services provided under the Access to Space for All initiative and the value of the provision of office space and conference facilities, meeting services, room and board for participants, transport and other contractual services provided by host countries on a no-cost basis for training events and other activities organized by the Office for Outer Space Affairs.

6.31 The extrabudgetary resources under the present section are subject to the oversight of the Office in accordance with the delegation of authority from the Secretary-General.

Other information

6.32 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office for Outer Space Affairs complies with the policies and procedures rolled out by the United Nations Office at Vienna.

6.33 Information on the timely submission of documentation and advance booking for air travel is reflected in table 6.9. Advance purchasing of some tickets was restricted owing to operational constraints arising from the late availability of extrabudgetary funding sources. The Office for Outer Space Affairs will review late bookings to mitigate instances that have an impact on compliance.

Table 6.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	59	77	94	100	100
Air tickets purchased at least two weeks before the commencement of travel	90	74	79	100	100

Annex

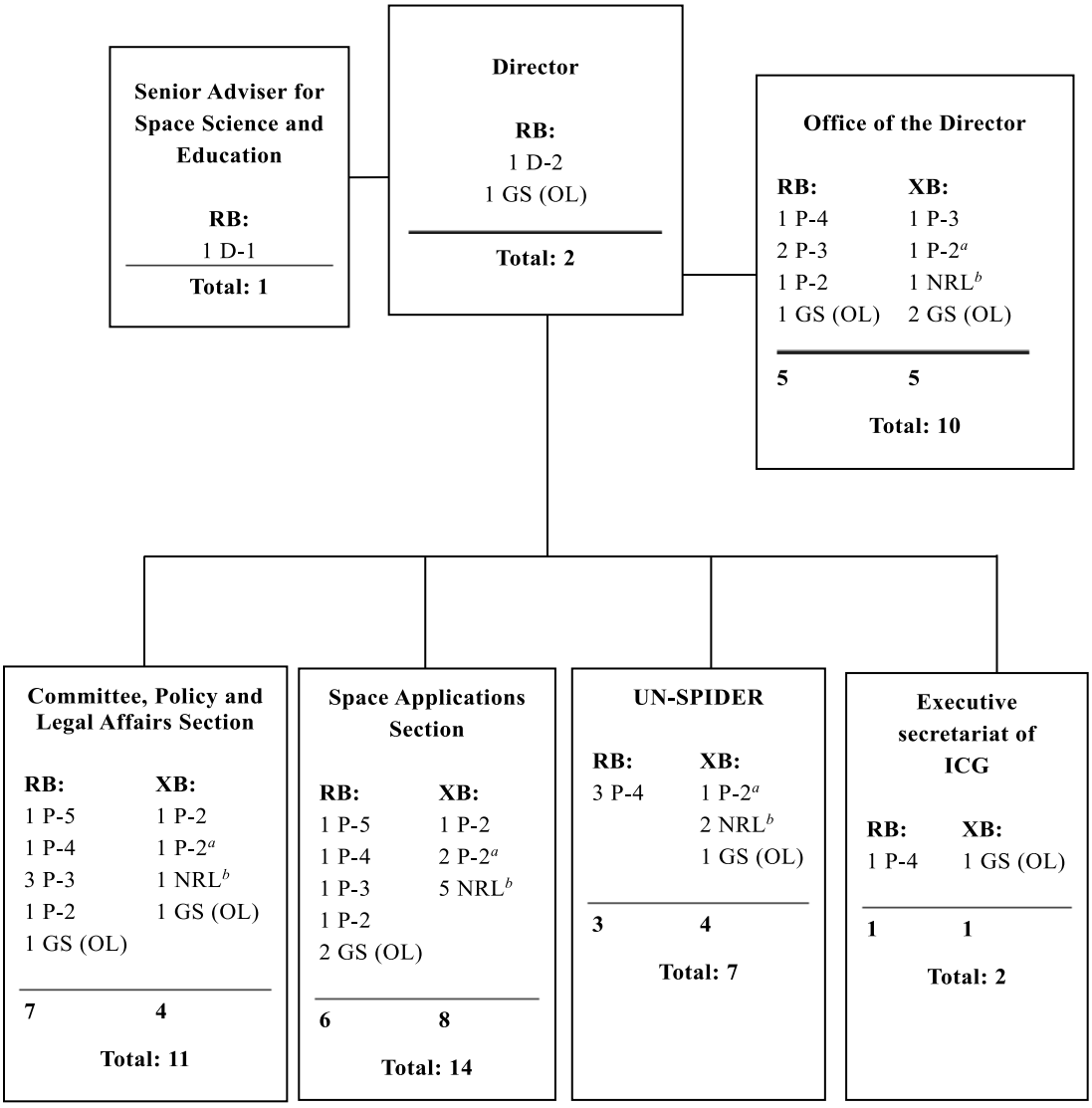
Organizational structure and post distribution for 2026

Two charts showing the organizational structure of the Office for Outer Space Affairs are presented below. Chart A reproduces the approved organizational structure and post distribution for 2025, as contained in document A/79/6 (Sect. 6), while chart B presents the proposed organizational structure and post distribution for 2026.

Justification for the proposed changes

Office of the Director, United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) and the executive secretariat of the International Committee on Global Navigation Satellite Systems. The proposed organizational structure reflects a change in the reporting lines of the Office of the Director, UN-SPIDER and the executive secretariat of the International Committee on Global Navigation Satellite Systems, from the Director to the Deputy Director, to strengthen the Office's leadership and provide strategic planning, enhance coordination, streamline collaboration across sections, address challenges and new opportunities, improve engagement with external stakeholders for a more focused and agile response and help to streamline operations, ensure efficient decision-making and provide for a clearer chain of command.

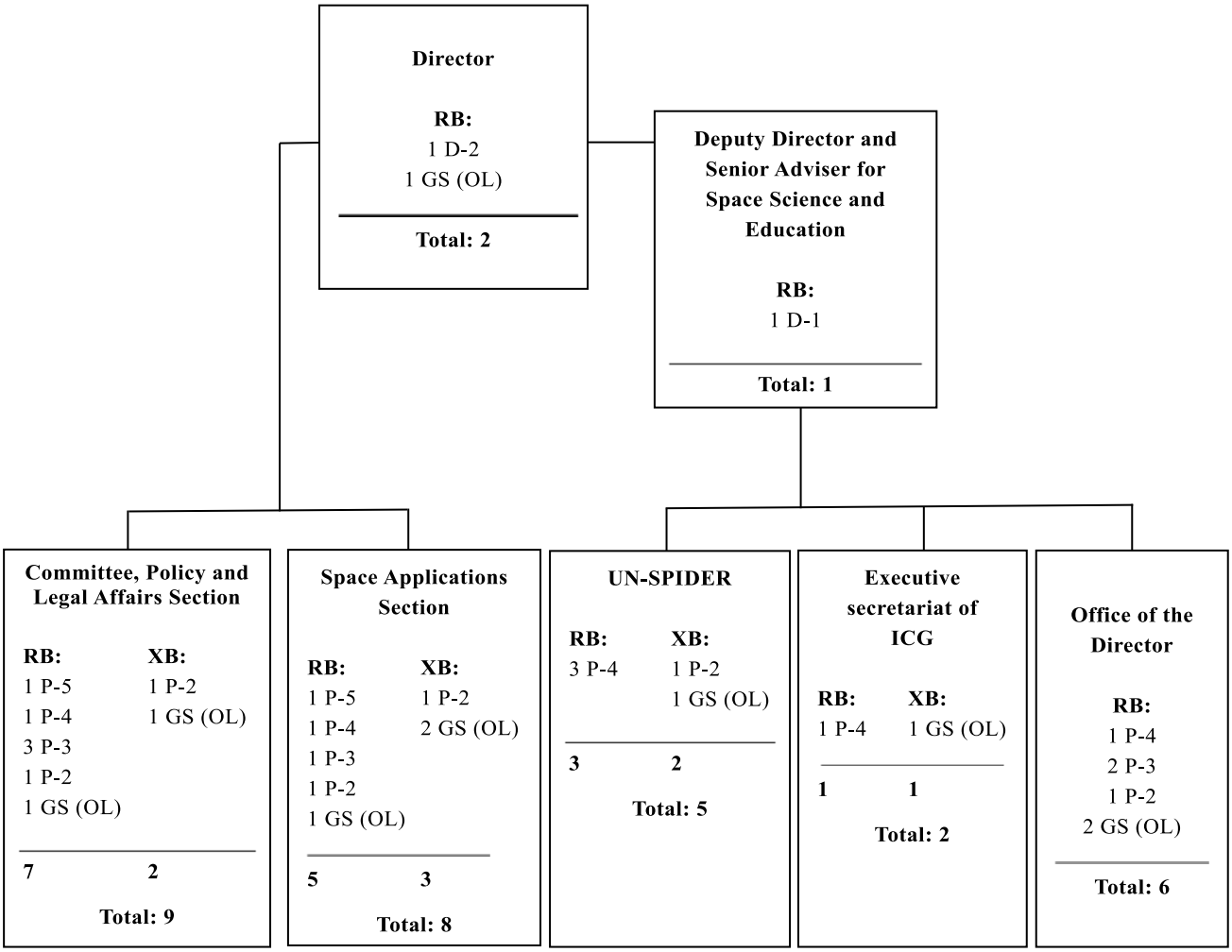
A. Approved organizational structure and post distribution for 2025



[a] Junior Professional Officer.

[b] Positions on a non-reimbursable loan basis are expected from the Brazilian Air Force, the China National Space Agency, the Government of France, the Government of the Republic of Korea, the Japan Aerospace Exploration Agency, the Ministry of Emergency Management of China and the United States Department of State.

B. Proposed organizational structure and post distribution for 2026



Abbreviations: GS (OL), General Service (Other level); ICG, International Committee on Global Navigation Satellite Systems; NRL, non-reimbursable loan; RB, regular budget; UN-SPIDER, United Nations Platform for Space-based Information for Disaster Management and Emergency Response; XB, extrabudgetary.

United Nations A/80/6 (Sect. 7)

General Assembly

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part III
International justice and law

Section 7
International Court of Justice

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* A/80/50.

** The part consisting of the proposed programme plan for 2026 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of resolution 77/267.

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

Please recycle

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

7.1 The International Court of Justice is responsible for settling, in accordance with international law, legal disputes that are submitted to it by States and to give advisory opinions on legal questions referred to it by bodies authorized to do so under the terms of the Charter of the United Nations. It is composed of 15 judges elected by the General Assembly and the Security Council and is one of six principal organs of the United Nations and the principal judicial organ of the Organization. It functions in accordance with the Statute of the Court, which is an integral part of the Charter. All 193 States Members of the United Nations are Parties to the Statute, and 74 of them have recognized the Court's jurisdiction as compulsory, in line with Article 36, paragraph 2, of its Statute. In addition, more than 300 bilateral and multilateral treaties grant the Court compulsory jurisdiction in the resolution of various types of disputes. States that are not members of the United Nations may become Parties to the Statute on conditions to be determined in each case by the Assembly upon the recommendation of the Security Council. The Court may also be open to States not Parties to its Statute, subject to the conditions laid down by the Security Council and set out in its resolution 9 (1946), adopted on 15 October 1946. The Court submits annual reports to the Assembly, the most recent of which is contained in document A/79/4. Under the terms of regulation 2.14 of the Financial Regulations and Rules of the United Nations, the programme budget proposals of the Court are prepared by the Court, in consultation with the Secretary-General, and are submitted to the Assembly by the Secretary-General, together with such observations as the latter may deem desirable.

7.2 Although the Court cannot forecast its main workload indicators (e.g. the number of cases that will be pending before the Court in 2026 and the number of new proceedings that will be instituted, as well as the number of incidental proceedings in pending cases), it has made every effort to assess its requirements for 2026 against the background of its workload for the current and previous budgetary periods.

7.3 While the Court has no control over the volume of its activities, it must at all times be able to exercise the functions entrusted to it under the Charter. New cases are brought before the Court by States, and advisory opinions are requested of the Court by authorized organs of the United Nations and specialized agencies, all of whom may seize the Court at any time. When a case is pending before the Court, it is not possible to anticipate whether and when recourse will be made to incidental proceedings (e.g. requests for provisional measures or interventions). Historically, there have been significant variations in the number of new proceedings commenced in a given year, although in recent times there has been an upward trend in the Court's caseload. In order to meet the demands of its workload, the Court now routinely considers three cases simultaneously. In 2024, the Court was seized of four new cases, including one request for an advisory opinion, the fourth such request since 2023. In 2024, the Court also delivered four judgments, one advisory opinion and five orders on requests for the indication or modification of provisional measures. During the same period, the Court held nine sets of hearings, including two in advisory proceedings, one of which involved the participation of 96 States and 11 international organizations. With 26 cases pending on its General List as at 30 April 2025 – which involve, inter alia, 133 States Members of the United Nations – the Court will no doubt maintain its increased judicial workload in the years to come.

7.4 The workload represented by each case filed with the Court is high. In principle, the parties to cases brought before the Court each submit one set of written pleadings to the Court: a memorial and a counter-memorial. The Court may authorize them to submit a further set of pleadings, namely, a reply and a rejoinder. In practice, these additional pleadings are almost always submitted. The pleadings are tending to become increasingly voluminous, notwithstanding the Court's appeals to the parties not to repeat arguments already exposed. Hearings can also be long and complex, depending on the nature of the case. In cases involving difficult factual issues (e.g. of a highly technical character), parties may call witnesses and experts to testify. In addition, in recent years, a number of States have intervened in contentious proceedings, including at hearings. Once it has heard the submissions of the

parties, the Court delivers a decision within as short a time as possible, allowing for the complexity of the case. The entire proceedings must be conducted simultaneously in both of the Court's official languages, English and French, both at the written and oral stages and during deliberations.

7.5 In deciding the cases submitted to it, the Court renders decisions that form a coherent body of jurisprudence and which may assist in preventing disputes that could arise between other States. In addition, in giving advisory opinions in response to the requests of duly authorized organs and specialized agencies of the United Nations, the Court facilitates the proper functioning of the United Nations system and contributes to preventive diplomacy and the development of international law.

7.6 Given that the Court is both a judicial body and an international institution that is administratively independent from the Secretariat, its Registry must provide assistance to the Court in the exercise of its judicial functions as well as managing the administrative and budgetary matters of an international secretariat. The Registry is headed by the Registrar, assisted by the Deputy-Registrar, who both are elected by the Court for a term of seven years each and may be re-elected. In accordance with Article 21, paragraph 2, of the Statute, the staff of the Registry are appointed by the Court. The Court adopts its own staff regulations.

Programme of work

Registry

Objective

7.7 The objective, to which the Registry contributes, is to ensure that the needs of the Court are met in an efficient and effective manner for the sound administration of international justice and the fulfilment by the Court of its mandate under the Charter.

Strategy and external factors for 2026

7.8 To contribute to the objective, the Registry will:

(a) Respond to the needs of the Court in carrying out its judicial activities;

(b) Ensure the timely provision of substantive, conference, secretariat and documentation services and legal, diplomatic, linguistic and technical support in cases pending before the Court.

7.9 The above-mentioned work is expected to result in the needs of the Court being met in an effective and efficient manner in 2026.

7.10 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that the Court's judicial activities in 2026 will involve as high a level of work as in 2024 and 2025.

7.11 With regard to cooperation with other entities, the Registry of the Court will continue to cooperate closely with United Nations offices and institutions in 2026.

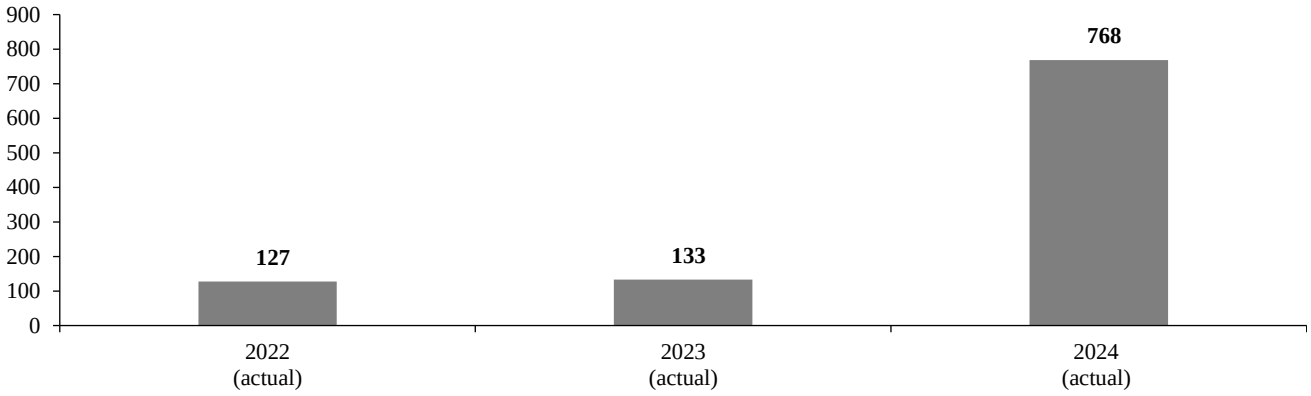
Programme performance in 2024

Increased visibility and understanding of the Court's activities among the general public

7.12 The work of the Registry contributed to making the public sittings of the Court (oral proceedings and delivery of the Court's decisions) more broadly accessible to representatives of the international media community and documentary film-makers. The Court adapted to the increase in its caseload and associated interest from journalists and film-makers by providing additional on-site facilities to allow all interested media representatives to attend sittings. The Registry further enhanced the dissemination of case-related background materials and increased support for individual film projects. These efforts contributed to increased visibility and understanding of the Court's activities among the general public.

7.13 Progress towards the objective is presented in the performance measure below (see figure 7.I).

Figure 7.I
Performance measure: number of international media representatives and documentary film-makers accredited to attend public sittings of the Court (annual)



Planned results for 2026

Result 1: increased dissemination of the Court's publications

Programme performance in 2024 and target for 2026

7.14 The Registry's work contributed to the availability in the United Nations iLibrary of six *Bibliographies* listing works and documents relating to the Court, eight volumes of *Acts and Documents concerning the Organization of the Court*, five editions of the *C.I.J. Annuaire-I.C.J. Yearbook*, 35 volumes in the series of *Pleadings, Oral Arguments, Documents* and the commemorative book published to mark the seventy-fifth anniversary of the Court, and to improved accessibility of the Court's publications on the redesigned "Publications" page on the Court's website, which met the planned target.

7.15 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 7.1).

Table 7.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Access by the general public to the anniversary book and the new catalogue of the Court's publications since 1946	Persons with print disabilities, including persons with a visual impairment, have access to the anniversary book; access by the general public to a catalogue of new publications and the entire set of the reprinted decisions of the Permanent Court of International Justice	Access by the general public to an increased digital collection of International Court of Justice publications in the United Nations iLibrary and on the redesigned "Publications" page on the Court's website	Access by the general public to an updated version of the Court's *Handbook*, a booklet of official case citations of the Permanent Court of International Justice and the International Court of Justice, and an interactive catalogue of new titles	Access by the general public to a commemorative publication, in English and French, to mark the eightieth anniversary of the Court

Result 2: enhanced process of transmission and receipt of documents relating to judicial proceedings

Programme performance in 2024 and target for 2026

7.16 The Registry's work contributed to the United Nations Secretariat receiving documents and notifications through electronic means, where appropriate, following the conclusion of a protocol establishing modalities for the electronic transfer of documents between the Registry of the Court and the United Nations Secretariat, which met the planned target.

7.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 7.2).

Table 7.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States and States entitled to appear before the Court receive case-related letters through electronic means, where appropriate	United Nations Secretariat receives documents and notifications through electronic means, where appropriate	Additional categories of case-related documents (written pleadings, hearing programmes and judges' folders for hearings) are distributed through electronic means, where appropriate	Enhanced use of electronic means for case-related documents and decrease in the number of hard copies filed by parties and participants in the Court's proceedings

Result 3: increased availability of information about the Court on social media platforms

Proposed programme plan for 2026

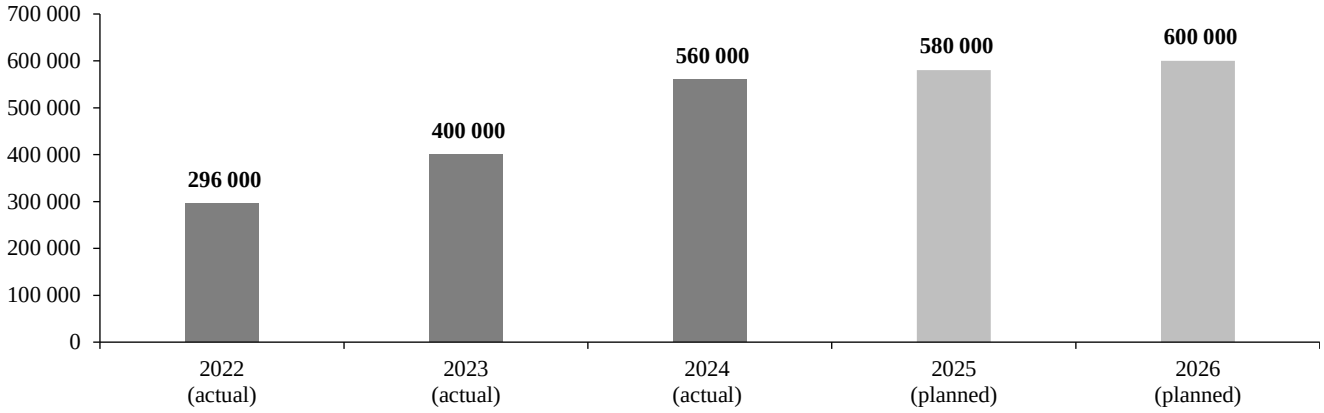
7.18 The work of the Court generates broad interest from a variety of stakeholders. The Registry uses social media platforms, among other tools, to cater to the information needs of different target audiences. Since 2015, the Registry has launched accounts on social media platforms to disseminate news, press releases, announcements and live streams of hearings, publications, vacancies, informational documents and videos, and quotes from Court officials. Since their launch, the Court's social media accounts have garnered an increasing number of followers.

Lessons learned and planned change

7.19 The lesson for the Registry was that information on the Court's role as the principal judicial organ of the United Nations and its activities could be made more broadly available to different target audiences by further diversifying the Court's online presence on social media platforms and increasing its activity thereon. In applying the lesson, the Registry will consider expanding its online presence on such platforms and making better use of the specific features that each individual platform offers, thus allowing more stakeholders to access information in a timely manner and contributing to strengthening the global reach and visibility of the Court.

7.20 Expected progress towards the objective is presented in the performance measure below (see figure 7.II).

Figure 7.II
Performance measure: number of followers on the Court's social media platforms



Legislative mandates

7.21 The International Court of Justice is the principal judicial organ of the United Nations. Its activities are governed by the Charter of the United Nations and by its Statute, which forms an integral part of the Charter. Pursuant to its Statute, the Court's role is to settle, in accordance with international law, legal disputes submitted to it by States and to give advisory opinions on legal questions referred to it by authorized United Nations organs and specialized agencies.

Deliverables

7.22 Table 7.3 lists all deliverables of the Registry.

Table 7.3
Registry: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Annual report of the Court to the General Assembly	1	1	1	1
Judicial documentation (number of judgments, advisory opinions and orders)	**Unforeseeable[a]**	28	**Unforeseeable[a]**	**Unforeseeable[a]**
2. Judgments, advisory opinions and orders	Unforeseeable[a]	28	Unforeseeable[a]	Unforeseeable[a]
Substantive services for judicial proceedings (number of documents)	1 585	2 973	2 300	2 700
3. Preparation of documents (minutes of private meetings of the Court, case-related letters and distributions prepared, memorandums, speeches, etc.)	1 585	2 973	2 300	2 700
Conference and secretariat services for judicial proceedings (number of three-hour sittings)	**165**	**194**	**164**	**175**
4. Interpretation at private meetings and public hearings of the Court	165	194	164	175
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meetings of the Fifth Committee	1	1	1	1
Documentation services for judicial proceedings (thousands of words)	**32 800**	**55 265**	**41 300**	**47 600**
7. Translation of documents related to the Court's judicial activities	7 800	13 305	9 300	10 600
8. Processing (editing and proofreading) of documents related to the Court's judicial activities	25 000	41 960	32 000	37 000

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**30**	**43**	**35**	**50**
9. Presentations, briefings, workshops and conferences on proceedings of the Court for the diplomatic and legal community	30	43	35	50
Publications of the Court (number of publications)	**39**	**51**	**90**	**94**
10. Applications/special agreements (including annexes)	Unforeseeable[a]	5	Unforeseeable[a]	Unforeseeable[a]
11. *ICJ Reports*: bound volumes of judgments, advisory opinions and orders of the Court	2	2	2	2
12. Relevant chapter in the *Basic Facts about the United Nations* guidebook[b]	1	1	1	1
13. Pleadings series volumes	31[c]	36[c]	80[c]	84[c]
14. *C.I.J. Annuaire/I.C.J. Yearbook*	1	1	1	1
15. Other publications of the Court (non-recurrent, reprints, publications for special occasions (illustrated books, handbooks, etc.))	4	6	6	6

[a] It is inherently impossible to forecast the number of cases that will be pending before the Court and the number of new proceedings that will be instituted, including incidental proceedings in pending cases.

[b] In 2024, the Court's contribution on its work was included in the *Basic Facts about the United Nations* guidebook, instead of the *Yearbook of the United Nations*, which was discontinued in 2024.

[c] Includes the annexes to the pleadings, which are processed using Quick Response (QR) Codes. These annexes are accounted for at a rate of 1,000 pages per volume.

B. Proposed post and non-post resource requirements for 2026

Overview

7.23 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 7.4 to 7.6.

Table 7.4
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	15 751.6	16 999.3	480.7	–	1 051.0	1 531.7	9.0	18 531.0
Other staff costs	2 624.5	3 449.8	(129.0)	–	129.0	–	–	3 449.8
Non-staff compensation	8 530.8	8 783.9	–	–	41.0	41.0	0.5	8 824.9
Hospitality	8.9	10.2	–	–	31.9	31.9	312.7	42.1
Consultants	42.6	48.7	–	–	–	–	–	48.7
Experts	1.4	85.2	–	–	(30.2)	(30.2)	(35.4)	55.0
Travel of staff	72.3	73.1	–	–	19.9	19.9	27.2	93.0
Contractual services	1 935.2	1 899.2	(117.2)	99.8	347.1	329.7	17.4	2 228.9
General operating expenses	2 464.6	2 593.6	(54.3)	–	156.2	101.9	3.9	2 695.5
Supplies and materials	265.4	271.1	(4.2)	–	51.5	47.3	17.4	318.4
Furniture and equipment	228.9	307.3	–	–	118.1	118.1	38.4	425.4
Grants and contributions	105.8	140.2	–	–	(15.9)	(15.9)	(11.3)	124.3
Total	**32 032.0**	**34 661.6**	**176.0**	**99.8**	**1 899.6**	**2 175.4**	**6.3**	**36 837.0**

Table 7.5
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	125	1 ASG, 1 D-2, 1 D-1, 4 P-5, 19 P-4, 19 P-3, 22 P-2/1, 6 GS (PL), 52 GS (OL)
Establishment	15	1 Copy Preparer/Proofreader/Production Officer (French) (P-3), 4 Associate Legal Officers (P-2), 1 Associate Data Protection and Privacy Officer (P-2), 1 Language and Desktop Publishing Assistant (GS (OL)), 1 Human Resources Assistant (GS (OL)), 1 Digital Communications Assistant (GS (OL)) and 4 Security Officers (GS (OL)), and two temporary posts (1 Digital Communications Officer (P-3) and 1 Computational Linguist (P-3)), all under the Registry
Reclassification	–	Upward reclassification of 1 Legal Officer from P-3 to P-4 and 1 Associate Administrative Officer from P-2 to P-3 (to be reassigned as a Human Resources Officer), both under the Registry
Proposed for 2026	140	1 ASG, 1 D-2, 1 D-1, 4 P-5, 20 P-4, 22 P-3, 26 P-2/1, 6 GS (PL), 59 GS (OL)

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

Table 7.6
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	19	–	–	1	1	20
P-3	19	–	–	3	3	22
P-2/1	22	–	–	4	4	26
Subtotal	**67**	**–**	**–**	**8**	**8**	**75**
General Service and related						
GS (PL)	6	–	–	–	–	6
GS (OL)	52	–	–	7	7	59
Subtotal	**58**	**–**	**–**	**7**	**7**	**65**
Total	**125**	**–**	**–**	**15**	**15**	**140**

7.24 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 7.7 to 7.9 and figure 7.III.

7.25 As shown in tables 7.7 and 7.9, the overall resources proposed for 2026 amount to $36,837,000, reflecting a net increase of $2,175,400 (or 6.3 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 7.7
Overall: evolution of financial resources by component
(Thousands of United States dollars)

Regular budget

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Members of the Court	8 564.5	8 901.1	–	–	18.2	18.2	0.2	8 919.3
Registry	18 707.5	20 846.5	351.7	–	1 208.5	1 560.2	7.5	22 406.8
Programme support	4 760.0	4 913.9	(175.7)	99.8	672.9	597.0	12.1	5 510.9
Total	**32 032.0**	**34 661.6**	**176.0**	**99.8**	**1 899.6**	**2 175.4**	**6.3**	**36 837.0**

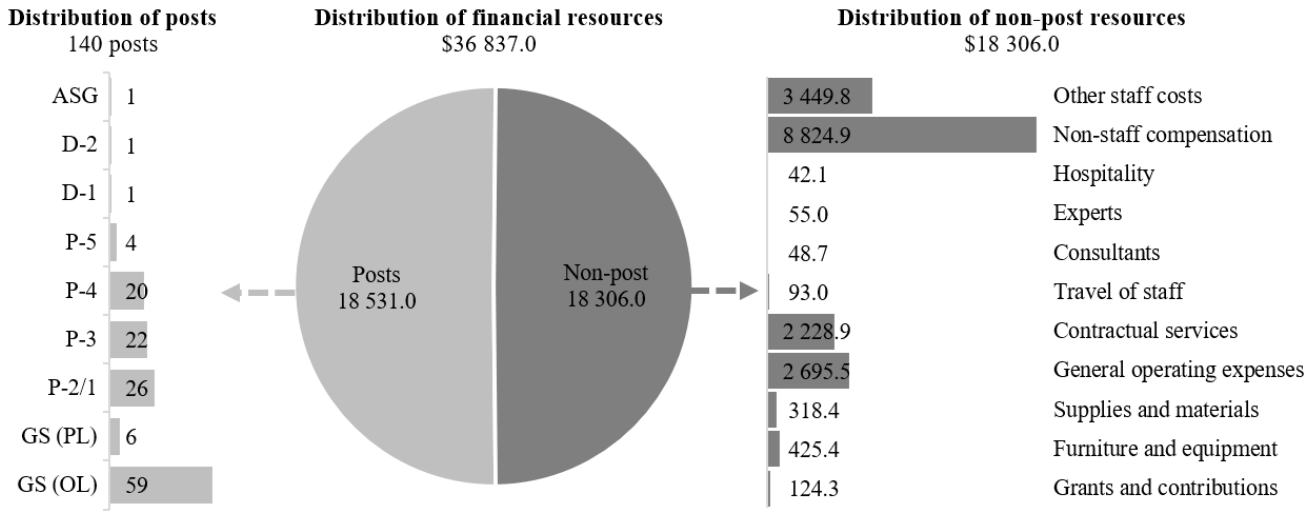
Table 7.8
Overall: proposed posts for 2026 by component
(Number of posts)

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Registry	125	–	–	15	15	140
Total	**125**	**–**	**–**	**15**	**15**	**140**

Table 7.9
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	15 751.6	16 999.3	480.7	–	1 051.0	1 531.7	9.0	18 531.0
Non-post	16 280.4	17 662.3	(304.7)	99.8	848.6	643.7	3.6	18 306.0
Total	**32 032.0**	**34 661.6**	**176.0**	**99.8**	**1 899.6**	**2 175.4**	**6.3**	**36 837.0**
Post resources by category								
Professional and higher		67	–	–	8	8	11.9	75
General Service and related		58	–	–	7	7	12.1	65
Total		**125**	**–**	**–**	**15**	**15**	**12.0**	**140**

Figure 7.III
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Technical adjustments

7.26 As shown in table 7.9, resource changes reflect a net increase of $176,000, as follows:

(a) **Registry**. The net increase of $351,700 relates to the higher provision at continuing vacancy rates for seven posts (1 P-4, 2 P-3, 2 P-2 and 2 General Service (Other level)) established in 2025 pursuant to General Assembly resolution 79/257, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts ($480,700). The increase is partially offset by the removal of non-recurrent provisions under other staff costs related to General Assembly resolution 79/232 ($129,000);

(b) **Programme support**. The decrease of $175,700 under contractual services ($117,200), general operating expenses ($54,300) and supplies and materials ($4,200) relates to the removal of non-recurrent provisions associated with the advisory proceedings pursuant to General Assembly resolutions 77/247, 77/276 and 79/232.

New and expanded mandates

7.27 As shown in table 7.9, resource changes under programme support reflect an increase of $99,800 for the printing and publishing of documents in the series *Pleadings, Oral Arguments, Documents* pursuant to General Assembly resolution 77/276.

Other changes

7.28 As reflected in table 7.9, resource changes reflect a net increase of $1,899,600, as follows:

(a) **Members of the Court**. The net increase of $18,200 relates to:

(i) *Non-staff compensation*. The net increase of $41,000 relates to the increase in the pension entitlements of former judges and widowed spouses ($80,000), partially offset by a decrease under travel of non-resident judges to Court sessions and of resident judges and their dependants to their home countries ($39,000);

(ii) *Travel of staff*. The increase of $7,400 reflects the revised travel plans by the President to New York for consultations on subjects of interest to the Court;

(iii) *Experts*. The decrease of $30,200 takes into account prior expenditure experience, and would cover the Court's needs on the basis of its provisional schedule of work;

(b) **Registry**. The net increase of $1,208,500 relates to:

(i) *Posts*. The increase of $1,051,000 would cover the proposed establishment of 15 new posts (1 Copy Preparer/Proofreader/Production Officer (French) (P-3), 1 Associate Data Protection and Privacy Officer (P-2), 4 Associate Legal Officers (P-2), 1 Human Resources Assistant (General Service (Other level)), 1 Language and Desktop Publishing Assistant (General Service (Other level)), 1 Digital Communications Assistant (General Service (Other level)), 4 Security Officers (General Service (Other level)), 1 temporary Digital Communications Officer (P-3) and 1 temporary Computational Linguist (P-3)); and the upward reclassification of one Legal Officer from P-3 to P-4 and one Associate Administrative Officer from P-2 to P-3 (to be reassigned as a Human Resources Officer) (see annex II for further details);

(ii) *Other staff costs*. The increase of $129,000 relates to the increase in the number of retirees and the cost of premiums under the Court's after-service health insurance contract with the service provider;

(iii) *Hospitality*. The increase of $31,900 would cover hospitality requirements (non-recurrent) to celebrate the eightieth anniversary of the Court;

(iv) *Travel of staff*. The increase of $12,500 reflects the revised travel plans by the Registry to attend meetings at United Nations Headquarters ($6,800); and one trip to each of Geneva and New York by one staff member in 2026 to set up the photographic exhibition on the history of the Court in celebration of its eightieth anniversary ($5,700);

(v) *Grants and contributions*. The decrease of $15,900 takes into account expenditure experience for the Court's contribution to the United Nations internal justice system;

(c) **Programme support**. The net increase of $672,900 relates to:

(i) *Contractual services*. The net increase of $347,100 mainly reflects: a. $301,700 under data processing services to cover the cost of new business initiatives that would reduce security vulnerabilities and increase efficiency, and requirements for information and communications technology services to support new staff; b. a non-recurrent provision of $51,500 for the printing of three publications to mark the eightieth anniversary of the Court; and c. $3,800 for laundry services. The increase is partially offset by a decrease of $9,900 in public information production costs, attributed to the planned reduction in the number of videos to be produced in 2026;

(ii) *General operating expenses*. The increase of $156,200 mainly relates to the Court's contribution for the use of the Peace Palace premises ($137,700), and non-recurrent provisions of $18,500 for memorabilia items required for the celebration of the eightieth anniversary of the Court;

(iii) *Supplies and materials*. The increase of $51,500 reflects non-recurrent provisions for the purchase of presentation stands and other supplies for the photographic exhibition on the history of the Court to mark its eightieth anniversary;

(iv) *Furniture and equipment*. The net increase of $118,100 would primarily cover the replacement of equipment in the Great Hall of Justice and the press room, which is crucial to maintaining high audiovisual standards and enhancing acoustics during public hearings ($152,500); the purchase of a coating and laminating machine to enhance the quality of products printed internally ($13,500); and the acquisition of information technology licences to reinforce information and communications technology security measures ($37,300). The increases are partially offset by a decrease of $85,200 relating to the reduced acquisition of vehicles as a result of the extended use of existing vehicles beyond their useful life.

Members of the Court

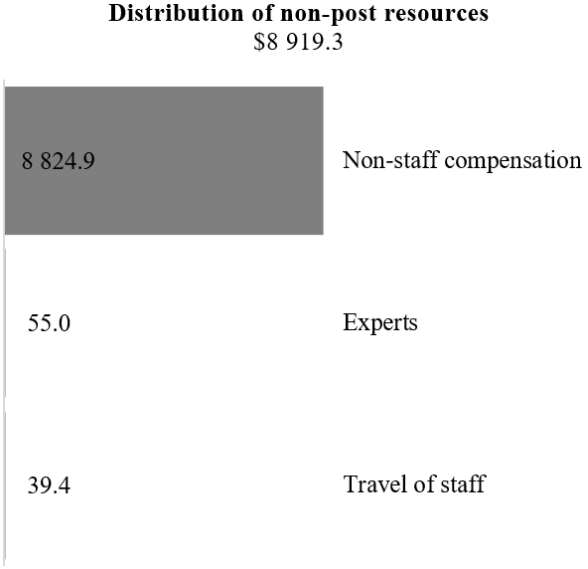
7.29 The International Court of Justice is composed of 15 judges ("members of the Court"), who are elected to nine-year terms of office by the General Assembly and the Security Council. Every three years, one third of the Court is elected, the sitting judges being eligible for re-election. The Court, as the principal judicial organ of the United Nations, is a universal body, within which the principal legal systems of the world and the main forms of civilization have to be represented in a balanced way (Article 9 of the Statute). It is as an institution composed in this broad-based way that the Court settles legal disputes submitted to it by States and gives advisory opinions on legal questions referred to it by authorized United Nations organs and specialized agencies. All the members of the Court are, in principle, required to participate in every case before it (Article 25 of the Statute). In accordance with Article 31 of the Court's Statute, a State party to a case may choose a judge ad hoc if the Court includes upon the Bench no judge of the nationality of the parties or a judge of the nationality of another party. Judges ad hoc take part in the decisions of the Court on terms of complete equality with the members of the Court.

7.30 The proposed regular budget resources for 2026 amount to $8,919,300 and reflect a net increase of $18,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 7.28 (a) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 7.10 and figure 7.IV.

Table 7.10
Members of the Court: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	8 564.5	8 901.1	–	–	18.2	18.2	0.2	8 919.3
Total	**8 564.5**	**8 901.1**	**–**	**–**	**18.2**	**18.2**	**0.2**	**8 919.3**

Figure 7.IV
Members of the Court: distribution of proposed resources for 2026
(Thousands of United States dollars)



Registry

7.31 Given that the Court is both a judicial body and an international institution that is administratively independent from the Secretariat, its Registry must take on the dual role of an *auxiliaire de la justice* and an international secretariat. The Registry provides legal, diplomatic, linguistic and technical support to the Court. It is responsible for administrative, conference, archival, distribution and documentary and library services, and acts as the regular channel for communications to and from the Court.

7.32 Information on the timely submission of documentation and advance booking for air travel is reflected in table 7.11. The Court will continue its efforts to improve its travel compliance rate by reinforcing internal controls and procedures. In 2024, the Court continued to submit all its documents within the prescribed timelines.

Table 7.11
Compliance rate
(Percentage)

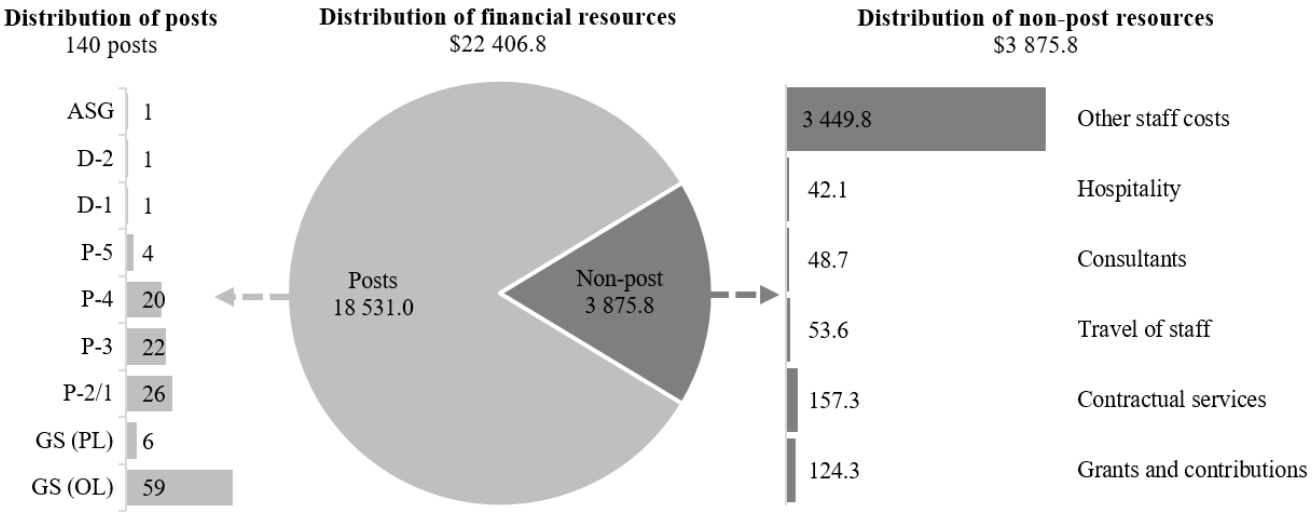
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	61	73	64	100	100

7.33 The proposed regular budget resources for 2026 amount to $22,406,800 and reflect a net increase of $1,560,200 compared with the approved budget for 2025. The proposed change is explained in paragraphs 7.26 (a) and 7.28 (b) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 7.12 and figure 7.V.

Table 7.12
Registry: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	15 751.6	16 999.3	480.7	–	1 051.0	1 531.7	9.0	18 531.0
Non-post	2 955.8	3 847.3	(129.0)	–	157.5	28.5	0.7	3 875.8
Total	**18 707.4**	**20 846.6**	**351.7**	**–**	**1 208.5**	**1 560.2**	**7.5**	**22 406.8**
Post resources by category								
Professional and higher		67	–	–	8	8	11.9	75
General Service and related		58	–	–	7	7	12.1	65
Total		**125**	**–**	**–**	**15**	**15**	**12.0**	**140**

Figure 7.V
Registry: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

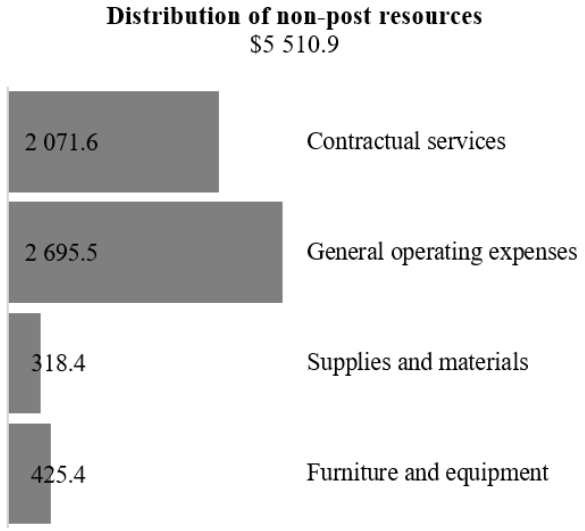
7.34 The provisions under programme support relate to the common service requirements of the Court and its Registry, including the contribution of the United Nations to the Carnegie Foundation for the use of the Peace Palace at The Hague.

7.35 The proposed regular budget resources for 2026 amount to $5,510,900 and reflect a net increase of $597,000 compared with the approved budget for 2025. The proposed change is explained in paragraphs 7.26 (b), 7.27 and 7.28 (c) above. Additional details on the distribution of the proposed resources are reflected in table 7.13 and figure 7.VI.

Table 7.13
Programme support: evolution of financial resources
(Thousands of United States dollars)

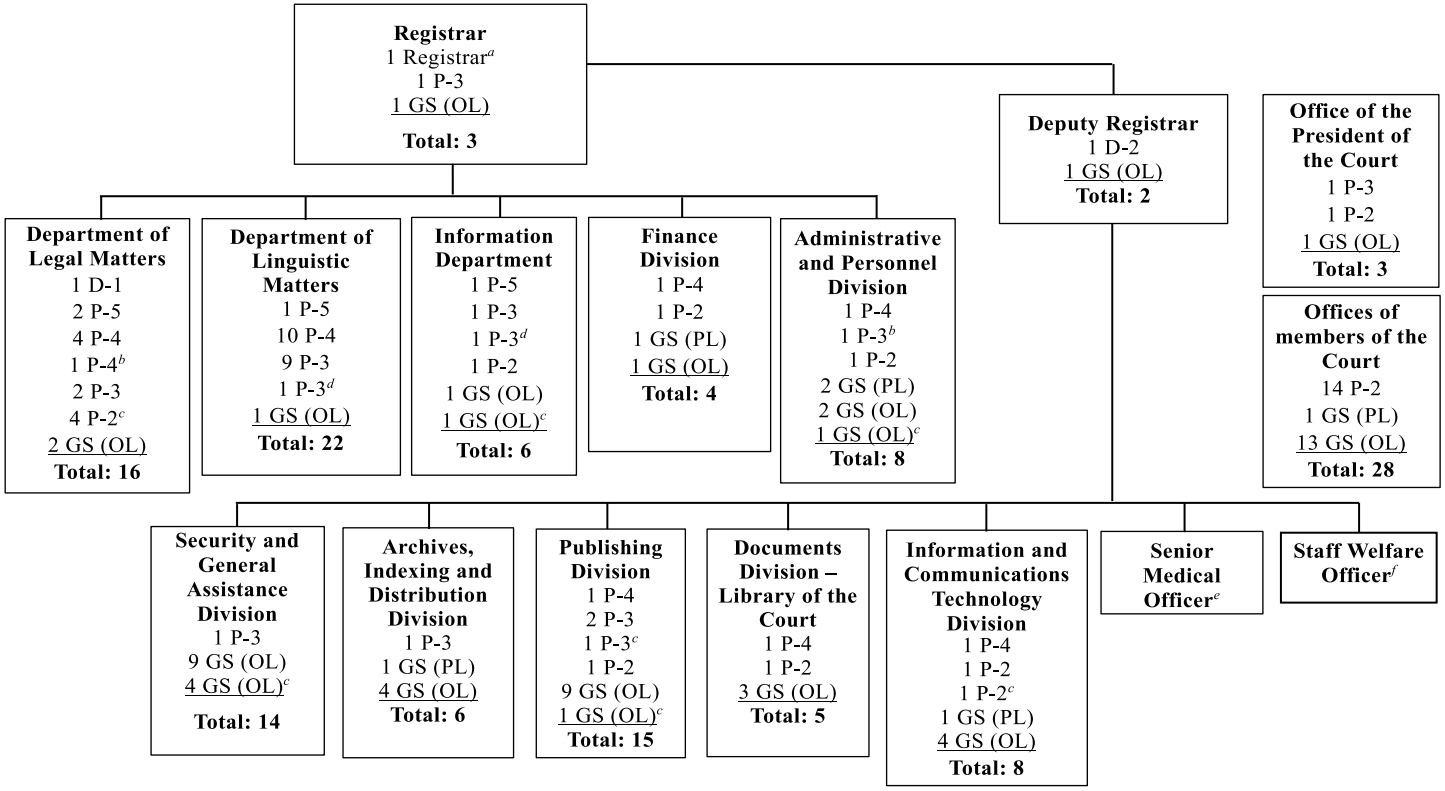
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	4 760.0	4 913.9	(175.7)	99.8	672.9	597.0	12.1	5 510.9
Total	**4 760.0**	**4 913.9**	**(175.7)**	**99.8**	**672.9**	**597.0**	**12.1**	**5 510.9**

Figure 7.VI
Programme support: distribution of proposed resources for 2026
(Thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

[a] In accordance with Articles 21 and 32 of the Statute of the Court, the Registrar is appointed by the Court, and the salary of the Registrar is fixed by the General Assembly on the proposal of the Court. The Registrar is budgeted at the Assistant Secretary-General level.

[b] Reclassification.

[c] Establishment.

[d] Establishment (temporary).

[e] One 25 per cent part-time general temporary assistance position (P-5).

[f] One 25 per cent part-time general temporary assistance position (P-3).

Annex II

Summary of proposed post changes, by component

Component	*Posts*	*Grade*	*Description*	*Reasons for change*
Registry	1	P-3	**Establishment** of one Copy Preparer/ Proofreader/Production Officer (French)	With the increasing volume of pre-press work (which has grown from 38,650 pages of printed materials processed in 2023 to more than 86,215 pages processed in 2024), there is a need for a full-time in-house Copy Preparer/Proofreader/Production Officer (French) (P-3). Between 2021 and 2024, the number of publications issued by the Court rose from 23 to 51, an increase of more than 120 per cent, and is expected to continue to increase steadily in 2025 and 2026 as a result of the publication of voluminous written pleadings in two recent advisory proceedings. Owing to a lack of internal capacity, the copy preparation and review of proofs of Court materials published in French is currently being outsourced to freelancers, under the supervision of the Head of the Publishing Division. A more permanent solution to enhance the Division's capacity to mitigate delays and backlogs generated by the unprecedented surge in workload and build in-house expertise is required. The work performed by the incumbent would mirror that currently done by the Copy Preparer/ Proofreader (English) and ensure an improved and more balanced internal working structure. Although a reduction in temporary assistance for meetings resources is not expected in 2026 owing to the accumulated workload and current backlog in publications, the requested post is expected to lead to a reduction of resources required under temporary assistance for meetings in 2027.
Registry	1	GS (OL)	**Establishment** of one Language and Desktop Publishing Assistant	The sustained increase in the Court's workload in recent years has resulted in a sharp rise in the number of pages processed by the Publishing Division, from 32,100 pages in 2016 to 98,100 pages in 2023 and 117,000 pages in 2024, representing an increase of more than 250 per cent between 2016 and 2024. During this nine-year period, one additional General Service (Other level) post funded through general temporary assistance was approved in 2024 to work on document production. The establishment of new posts and temporary positions in the Department of Linguistic Matters in 2024 (one post of Reviser (French) (P-4)) and 2025 (one post of Reviser (French) (P-4) and two temporary positions (one Reviser (French) (P-4) and one Translator (French) P-3)) funded through general temporary assistance to address the increased workload has generated a higher volume of translated documents to be processed by the Publishing Division. The proposed establishment would enable the Publishing Division to process the higher volume of translated documents while maintaining the high standards of quality required for the Court's judicial and administrative documents.
Registry	1	P-2	**Establishment** of one Associate Data Protection and Privacy Officer	The Court handles a large amount of sensitive judicial and administrative data (databases, records, archives, personal data of staff and judges, and contact information of State representatives) but currently lacks any rules or guidelines regarding storage, processing, use and access, disclosure and retention of the data at its disposal. The Court faces risks of data security breaches and possible loss of trust from both internal and external stakeholders in how it manages confidential information. With its current staffing levels, the work and expertise of the Information and Communications Technology Division is primarily focused on user support, technical operations and information and communications technology security, and the Division does not have the capacity or specialized skills to develop data protection policies, assess and prevent data security risks and handle privacy issues properly. The establishment of this post would permit the design and implementation of a comprehensive data protection and privacy programme for the Court to strengthen compliance with data protection and privacy standards and best practices adopted in the United Nations system, reduce the risk of data breaches and enhance the Court's capacity to safeguard sensitive information.

Component	*Posts*	*Grade*	*Description*	*Reasons for change*
Registry	4	P-2	**Establishment** of four Associate Legal Officers	The Court is composed of 15 judges (members of the Court) elected to nine-year terms of office by the General Assembly and the Security Council. Each member of the Court is assisted by an assigned law clerk, an Associate Legal Officer (P-2). Under the Statute of the Court, a State party to a case before the Court which does not have a judge of its nationality on the bench may choose a person to sit as judge ad hoc in that specific case. Once appointed, judges ad hoc take part in any decision concerning the case in terms of complete equality with members of the Court. In that regard, judges ad hoc, like their elected colleagues, are entitled to support from the Registry, including the legal assistance which is necessary for the exercise of their functions as judge ad hoc in the case(s) in which they have been nominated. The practice of the Court is to request a law clerk assigned to a member of the Court to also assist a judge ad hoc. With the recent increase in the number of cases pending on the Court's docket, the number of judges ad hoc has also increased, from 13 in 2018 to 19 as at 6 March 2025. The Court's sustained judicial activity has also increased the workload of the law clerks assisting members of the Court, who are no longer able to provide the requisite level of assistance to judges ad hoc in addition to the tasks assigned to them by members of the Court. The establishment of four posts of Associate Legal Officer in the Department of Legal Matters is requested to constitute a permanent pool of jurists to provide judges ad hoc with the legal support to which they are entitled to under the Court's Statute. The incumbents would also provide assistance to the Department in fulfilling its legal, administrative and diplomatic tasks.
Registry	1	GS (OL)	**Establishment** of one Human Resources Assistant	The workload of the Registry's Administrative and Personnel Division, particularly the human resources-related tasks, has expanded significantly due to the Court's growing workload. The Court's sustained judicial activity has led to an increased need to recruit and manage temporary staff, such as translators, interpreters and court reporters, often at short notice. The management of short-term language staff alone now accounts for 25.7 per cent of personnel actions handled by the Division. The volume of personnel actions, a key indicator of human resources activity, increased by 330 per cent between 2011 and 2024. In addition, the Division's responsibilities have expanded to include participating in all selection panels in an ex officio capacity, administering short-term language staff, members of the Court and ad hoc judges. Due to its limited resources, the Division has experienced delays in processing staff requests and the timely completion of recruitment processes, which often exceed the target duration of 120 days. The new post would enable the Division to address the higher workload and ensure the timely processing of staff requests in support of the Court's ongoing operations.
Registry	4	GS (OL)	**Establishment** of four Security Officers	In addition to the International Court of Justice, the Peace Palace houses the Permanent Court of Arbitration, and The Hague Academy of International Law and its library. The Carnegie Foundation is the owner and general manager of the entire site; it is responsible for the security of the external perimeter of the grounds and hires a private security company tasked with access control and the protection of the perimeter of the Peace Palace compound. The Registry's Security and General Assistance Division is responsible for the internal security of the Court's offices and shared spaces (such as the Great Hall of Justice), and the judges' and staff office spaces in the New Wing. These areas are not patrolled by the private security company contracted by the Carnegie Foundation. In the light of recent security incidents at the Peace Palace and the Court's heightened public profile, the Registry requested the assistance of the Department of Safety and Security of the United Nations Secretariat in conducting an on-site physical security assessment of the Peace Palace.

Component	*Posts*	*Grade*	*Description*	*Reasons for change*
				In its report, the Department of Safety and Security observed that the Division's current capacity (whose security staff include three General Service (Other level) security officers) was insufficient to cover the necessary operational needs, and recommended the creation of additional General Service (Other level) Security Officer posts to staff the security control room, including monitoring the closed-circuit television system on a continual basis, and to provide patrol and response capability in the New Wing and the Historical Building of the Peace Palace. In this regard, the establishment of four Security Officer posts is requested to provide the level of security required to adequately protect the principal judicial organ of the United Nations.
Registry	1	GS (OL)	**Establishment** of one Digital Communications Assistant	The Court's sustained judicial activity and the number of high-profile cases on the Court's docket have increased the workload of the Information Department with respect to external communications, with the number of press releases issued per year growing from 38 in 2020 to 86 in 2024 and the number of documents uploaded to the Court's website increasing from 1,491 in 2020 to 2,117 in 2024. At the same time, rising interest in the Court's work from the media, the general public and other stakeholders has increased the need for a more targeted and proactive approach towards digital communications, for which the Department currently lacks the necessary staffing resources and expertise. The establishment of this post would enable the Department to handle its increased workload and assist with the implementation of the Department's digital communications efforts, including the management and maintenance of the Court's digital properties, such as the Court's website, social media channels and other online products.
Registry	1	P-3	**Establishment** of one temporary post of Computational Linguist (P-3)	It is proposed that one temporary post of Computational Linguist (P-3) be established in the Department of Linguistic Matters (for a period of two years, with a possible one-year extension) to oversee the implementation and maintenance of the translation technology tools (the LogiTerm translation memory software in 2023 and neural machine translation software requested for 2026). Acquired in 2023, the LogiTerm translation memory has presented many advantages, but its ongoing maintenance and troubleshooting has placed an additional strain on the resources of both the Department of Linguistic Matters and the Information and Communications Technology Division. While the Department of Linguistic Matters has made good progress in fully implementing the software, it lacks the time and knowledge required to make full use of all its available functions, in particular the terminology database, term extraction engine and term record creation functions. The incumbent would ensure the smooth implementation and maintenance of new neural machine translation software, troubleshoot technical problems in the translation memory and neural machine translation tools, coordinate the alignment tasks and the input of data in all the Department's translation memory and neural machine translation tools, provide technical support to in-house staff and to external and temporary staff, liaise between the in-house and external linguists and the Information and Communications Technology Division and the supplier's technical support team when necessary, keep abreast of the latest developments and ensure that the Department is using its tools to maximum effect.
Registry	1	P-3	**Establishment** of one temporary post of Digital Communications Officer (P-3)	The Information Department, which is currently composed of four staff members (one Head of Department (P-5), one Information Officer (P-3), one Associate Information Officer (P-2) and one Administrative Assistant (General Service (Other level)), is assigned an array of tasks, including organizing public sittings, coordinating official visits and events, compiling informative publications, such as the Court's annual report to the General Assembly and the *C.I.J Annuaire-I.C.J Yearbook*, addressing protocol matters, giving presentations and briefings, and handling the Court's external communications and outreach efforts in print and online.

Component	*Posts*	*Grade*	*Description*	*Reasons for change*
				Despite the increased workload (as shown by the number of public sittings organized, which increased from 23 in 2020 to 62 in 2024, and the high level of participation and interest in recent advisory proceedings), the number of staff in the Department has remained the same since 2016. As the Court's level of activity continues to rise, it lacks the internal capacity and specialized skills to develop and implement a digital communications strategy to increase awareness and understanding of the Court's role and functioning for an expanding digital audience and to counter mis- and disinformation campaigns posing a risk to the Court's credibility as the principal judicial organ of the United Nations. The temporary post (for a period of two years, with a possible one-year extension) of Digital Communications Officer (P-3) in the Information Department would develop, manage and implement the strategic framework for the Court's digital communications activities across all platforms by drafting digital and social media strategies and campaigns and monitoring and reporting on the implementation and impact of the Court's digital and social media presence to improve the Court's engagement with and visibility among digital audiences.
Registry	1	P-3	**Reclassification** of one Legal Officer from P-3 to P-4	The upward reclassification would address the increased duties of the post and allow the Department of Legal Matters to continue to meet the greater demands placed upon it owing to the increase in the Court's workload observed in recent years. In the light of the fact that the Court now routinely considers multiple cases in parallel in order to deal with the cases on its docket, the volume of tasks carried out by the staff member has increased considerably, in direct correlation with the number of cases simultaneously under consideration by the Court. The functions associated with the post now include a wider portfolio of tasks, such as providing senior-level assistance to drafting committees for the Court's decisions, taking more direct responsibility for work assignments and reporting directly to the President and members of the Court, the Registrar and the Principal Legal Secretary on a more frequent basis, assuming increased responsibility for liaising with other Registry departments and divisions in the processing of the Court's decisions and reviewing case-related work, all of which require a high degree of decision-making authority that no longer corresponds to the P-3 level.
Registry	1	P-2	**Reclassification** of one Associate Administrative Officer from P-2 to P-3 and reassignment as Human Resources Officer	The Administrative and Personnel Division has three staff members in the Professional category: the Head of Division (P-4), the Associate Administrative Officer (P-2) and the Associate Procurement Officer (P-2). The Head of Division reports directly to the Registrar and oversees different specialized functions, namely, human resources management, procurement of goods and services, property management, office space management and protocol matters. The Head of Division also advises senior and middle management on all human resources-related matters, both strategic and operational. With the expansion of the Division's role and functions in recent years, broader responsibilities have been given to the Associate Administrative Officer (P-2) to cover human resources functions and a number of duties of greater complexity than those expected at the P-2 level. The job description for this post was revised in 2024 to better capture the duties performed, which include the development, application and interpretation of human resources policies, workforce planning, recruitment and selection, performance management, staff learning and development and the administration of justice. In addition, as the most senior team member, the incumbent acts as deputy to the Head of Division, supervises junior human resources staff in processing human resources transactions for payroll, staff benefits and entitlements, prepares the draft agenda and documents for the monthly meetings of the Court's Budgetary and Administrative Committee and keeps records of the Committee's decisions and recommendations.

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

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Proposed programme budget for 2026

Part III
International justice and law

Section 8
Legal affairs

Programme 6
Legal affairs

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

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I. Office of Legal Affairs

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

8.I.1 The Office of Legal Affairs is responsible for providing a unified central legal service for the Organization; represents the Secretary-General on legal issues, including in legal conferences and in judicial proceedings; performs substantive and secretariat functions for organs involved in public international law, including the General Assembly and its Sixth Committee (Legal Committee), the International Law Commission and the United Nations Commission on International Trade Law (UNCITRAL), as well as for the General Assembly plenary meetings concerning oceans and the law of the sea; and performs the depositary functions of the Secretary-General for multilateral treaties and the functions of registration and publication of treaties. The structure and main functions of the Office are described in Secretary-General's bulletin ST/SGB/2021/1.

8.I.2 The mandate derives from Articles 13, 98, 102, 104, 105 and other relevant provisions of the Charter of the United Nations, as well as the priorities established in relevant General Assembly resolutions, including resolution 13 (I) of 13 February 1946, as the central legal service for the Organization (including funds and programmes and treaty bodies institutionally linked to the Organization). The Office discharges mandates from the priorities established in relevant Assembly resolutions and decisions, including resolution 2205 (XXI), by which the Assembly established UNCITRAL to further the progressive harmonization and unification of the law of international trade, with the Office acting as its secretariat; resolution 49/28 and 52/26, by which the Assembly requested the Secretary-General to carry out responsibilities entrusted to him in the United Nations Convention on the Law of the Sea and related resolutions of the General Assembly; and resolution 68/70, on oceans and the law of the sea, by which the Assembly established the Office as the focal point for UN-Oceans. In addition, the Legal Counsel and the Office discharge the mandates derived from resolution 77/321.

Strategy and external factors for 2026

8.I.3 The Office will continue to support international law as the foundation for Member States to interact and cooperate in achieving their common goals. The Office will respond to the needs of its stakeholders and beneficiaries with a specialized legal skill set, institutional memory, credibility and neutrality, while delivering on a diverse and complex mandate.

8.I.4 The Office will respond to the increasing demands for legal services from the Secretariat and other United Nations organs, including through the provision of advice on questions relating to the interpretation and application of international law instruments and on general questions of public international law, to ensure that legal considerations are an integral part of the Organization's operations and the effective functioning of its principal and subsidiary organs.

8.I.5 The Office will support Member States in the implementation of the 2030 Agenda for Sustainable Development and be a key partner in the United Nations system efforts to advance the decade of action and delivery for sustainable development. The Office will continue to provide input and to support processes relating to the Sustainable Development Goals in which it has a specific mandate, such as Goals 8, 14 and 16. It will engage with stakeholders within and outside the United Nations system on ocean-related initiatives, to enhance the coordination and consistency with current processes and mandates. Similarly, it will support the processes and initiatives related to international law, including those contained in the Pact for the Future.

8.I.6 The Office will contribute to international justice and accountability and continue its role in supporting the Organization's efforts to strengthen its response to allegations of sexual exploitation and abuse and to hold accountable those who have engaged in such behaviour.

8.I.7 The Office will also support initiatives of the Secretary-General envisioned to increase the Organization's capacity to deliver, including by providing guidance on the legal aspects of data and innovation and on the policy on data protection and privacy for the Secretariat. The Office will also support the legal aspects relating to the implementation of the Secretary-General's strategic action plan on addressing racism and promoting dignity for all in the Secretariat.

8.I.8 With regard to the general legal services provided to United Nations organs and programmes, the Office will provide those services to maximize the protection of the legal interests of the Organization and minimize its legal liabilities. The Office will advise on the legal aspects arising from United Nations institutional and operational activities and provide legal services for resolving disputes of a private law character involving the operations of the Organization, its subsidiary bodies and organs, and its separately administered funds and programmes.

8.I.9 The Office will also support the progressive development and codification of international law and the conclusion of legal instruments resulting in the promotion of universal respect for international law, including by continuing to serve as the secretariats of the Sixth Committee, the International Law Commission, the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization, other special or ad hoc committees and diplomatic conferences convened to consider and formulate legal instruments. The Office will disseminate materials on international law through the United Nations Audiovisual Library of International Law and major legal publications.

8.I.10 The Office will engage in processes relating to oceans and the law of the sea to support the increased participation of States in and the effective implementation and application of the United Nations Convention on the Law of the Sea and its implementing agreements. The Office will provide secretariat functions to oceans-related processes of the General Assembly and the Commission on the Limits of the Continental Shelf, as well as the temporary secretariat functions related to the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, and support the implementation and promotion of the Sustainable Development Goals, in particular Goal 14. The Office will also continue to deliver capacity-building activities on that topic, including for developing countries.

8.I.11 To further the progressive harmonization, modernization and unification of the law of international trade, the Office will ensure the widespread adoption and use of harmonized and modernized substantive private law rules to govern international commercial transactions, strengthen technical cooperation and promote the participation of developing countries in the law-making activities of UNCITRAL. The Office will support Member States in the preparation of universally acceptable legislative and non-legislative texts.

8.I.12 The Office will intensify the use of technological tools and other means to enhance the custody, registration and publication of treaties, including the registration of treaties and treaty actions in line with Article 102 of the Charter, and fulfil the depositary functions of the Secretary-General. The Office will continue to provide legal assistance and advice to States, specialized agencies, United Nations programmes and offices, treaty bodies and other entities on the law of treaties. The Office will also promote and ensure wider knowledge of the law of treaties, including through capacity-building activities and workshops, thereby preventing issues of interpretation and implementation of treaty provisions by contracting States.

8.I.13 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to enable the International Law Commission to exchange knowledge, experience and ideas with the President of the International Court of Justice, the African Union Commission on International Law, the Inter-American Juridical Committee, the Asian-African Legal Consultative Organization and the Committee of Legal Advisers on Public International Law of the Council of

Europe. The Office will also continue to cooperate with States and bodies established under the United Nations Convention on the Law of the Sea. In the fields of the law of the sea and ocean governance and of international trade law, the Office will continue to cooperate with international financial institutions, donor agencies, intergovernmental organizations, non-governmental organizations (NGOs) and natural and juridical persons.

8.I.14 With regard to inter-agency coordination and liaison, the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel, as the focal point for UN-Oceans, the inter-agency coordination mechanism on oceans and coastal issues within the United Nations system, will continue to coordinate the delivery of UN-Oceans outputs and promote cross-sectoral and integrated activities, in particular in relation to the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction. In addition, the Office will coordinate the work of organizations dealing with international trade law and encourage cooperation among them. The Office will exchange knowledge with the networks of legal advisers of United Nations agencies, funds and programmes.

8.I.15 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Extrabudgetary resources are available to complement the programme budget, allowing the Office to respond to the increased demand for its services;

(b) Principal and subsidiary organs of the United Nations continue to request legal advice as a main component of the decision-making process;

(c) Specific mandates relating to international trade law, oceans and law of the sea and others are renewed or confirmed by the competent intergovernmental bodies.

8.I.16 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Office will continue to promote gender equality and the empowerment of women throughout all its subprogrammes in the context of the Office's capacity-building programmes and other related aspects.

8.I.17 In line with the United Nations Disability Inclusion Strategy, the Office will integrate disability inclusion in its work, as appropriate. The Office will continue to take the steps necessary to ensure that, in the committees it services, delegates with disabilities are provided with the materials needed to facilitate their participation.

Legislative mandates

8.I.18 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

Charter of the United Nations

Article 13
Article 98
Article 102
Article 104
Article 105

General Assembly resolutions

13 (I)	Organization of the Secretariat
22 (I)	Privileges and immunities of the United Nations
2099 (XX); 78/107	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
62/63; 79/116	Criminal accountability of United Nations officials and experts on mission
62/70; 63/128; 70/118; 78/112; 79/126	The rule of law at the national and international levels
63/253; 79/254	Administration of justice at the United Nations
79/1	The Pact for the Future

79/121	Report of the International Law Commission on the work of its seventy-fifth session	79/130	Report of the Committee on Relations with the Host Country

Subprogramme 1
Provision of legal services to the United Nations system as a whole

General Assembly resolutions

2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country	77/299	Extraordinary Chambers in the Courts of Cambodia – residual functions

Subprogramme 3
Progressive development and codification of international law

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	78/114	Responsibility of international organizations
487 (V)	Ways and means for making the evidence of customary international law more readily available	79/122	United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against humanity
987 (X)	Publication of the documents of the International Law Commission	79/123	Status of the Protocols Additional to the Geneva Convention of 1949 and relating to the protection of victims of armed conflicts
3006 (XXVII)	United Nations Juridical Yearbook	79/124	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
3499 (XXX)	Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	79/125	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
77/97	Responsibility of States for internationally wrongful acts	79/127	The scope and application of the principle of universal jurisdiction
77/105	Diplomatic protection	79/128	Protection of persons in the event of disasters
77/106	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm	79/129	Measures to eliminate international terrorism
77/112	The law of transboundary aquifers		
78/110	Expulsion of aliens		

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116–119, 287 (8), 298 (6), 312, 313 (1) and 319 (1) and (2)

Annex II: articles 2 (2), (3) and (5) and 6 (3)

Annex V: articles 2 and 3 (e)

Annex VI: articles 4 (2) and (4) and 5 (3)

Annex VII: article 2 (1)

Annex VIII: article 3 (e)

Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks

Articles 26 and 36

General Assembly resolutions and decisions

37/66	Third United Nations Conference on the Law of the Sea
49/28	Law of the Sea
50/24; 56/13	Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks
52/26; 55/7; 60/30; 63/111; 64/71; 65/37 A and B; 67/78; 68/70; 69/245; 75/239; 79/144	Oceans and the law of the sea
52/251	Agreement on Cooperation and Relationship between the United Nations and the International Tribunal for the Law of the Sea
54/33	Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation
58/14; 59/25; 61/105; 71/123; 73/125; 74/18; 77/118; 79/145	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
69/292	Development of an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/312	Our ocean, our future: call for action
72/249	International legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction
77/242; 78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
77/321; 78/272; decision 78/560	Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
79/117	Report of the United Nations Commission on International Trade Law on the work of its fifty-seventh session

Subprogramme 6
Custody, registration and publication of treaties

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV); 482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
52/153; 54/28	United Nations Decade of International Law
73/210; 75/144; 76/120; 78/236	Strengthening and promoting the international treaty framework

Deliverables

8.I.19 Table 8.I.1 lists all cross-cutting deliverables of the programme.

Table 8.I.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**10**	**17**	**10**	**11**
1. Report and notes to the General Assembly	6	11	6	7
2. Report of the Committee on Relations with the Host Country	1	1	1	1
3. Letters to the Security Council	3	5	3	3
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
Meetings of the:				
4. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Committee for Programme and Coordination	1	1	1	1
6. Fifth Committee	1	1	1	1
7. Committee on Relations with the Host Country	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**5**	**5**	**6**	**6**
8. Workshops on international law	5	5	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: advice and legal opinions in the context of the participation of the Legal Counsel in the Senior Management Group, the Executive Committee and other ad hoc groups.				
D. Communication deliverables				
Outreach programmes, special events and information materials: speeches and presentations to Member State representatives, international organizations and academic and civil society organizations regarding the work of the Office and issues of public international law, the law of the sea and international trade law; and events on international law, including those provided at the request of and in coordination with Member States.				
E. Enabling deliverables				
Internal justice and oversight: representation of the Secretary-General before the United Nations Appeals Tribunal and advice on administrative law of the Organization.				
Legal services: legal advice, opinions and services to all principal and subsidiary organs of the United Nations, as detailed in all the subprogrammes, and legal support for system-wide initiatives on data strategy and anti-racism.				

Evaluation activities

8.I.20 An evaluation, conducted by the Office, of the United Nations-Nippon Foundation capacity-building programmes for least developed countries, landlocked developing countries and small island developing States, as well as coastal African states, in the field of ocean affairs and the law of the sea was completed in 2024 and has guided the proposed programme plan for 2026.

8.I.21 In response to the results of the evaluation referenced above, the Office is enhancing outreach efforts to increase the participation of small island developing States, least developed countries and landlocked developing countries across all regions, while incorporating perspectives from local communities and integrating considerations related to gender equality into training sessions and research. The Office is also focusing on strengthening relationships with academic host institutions and maintaining up-to-date alumni and host institution databases, while leveraging technological tools to improve the management of applications, address an expected increase in applications and streamline internal selection processes.

8.I.22 An evaluation to be conducted by the Office focusing on the impact of its capacity-building activities on participants is planned for 2026.

Programme of work

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Objective

8.I.23 The objective, to which this subprogramme contributes, is to ensure respect for and adherence to public international law, and the development of international justice and accountability.

Strategy

8.I.24 To contribute to the objective, the subprogramme will:

(a) Provide legal advice on questions relating to the interpretation and application of the Charter, legal agreements and United Nations resolutions, rules and regulations, as well as on general questions of public international law, including international human rights law, international humanitarian law and international criminal law;

(b) Advise the United Nations and United Nations-assisted criminal tribunals and their oversight bodies, and other international accountability mechanisms, including on their founding arrangements, statutes, terms of reference and rules of procedure, and on the functions of the Secretary-General thereunder.

8.I.25 The above-mentioned work is expected to result in:

(a) A uniform and consistent practice of the law and, subsequently, in the effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law;

(b) The protection of the privileges and immunities of the United Nations;

(c) The effective functioning of the United Nations and entities entrusted with mandates in the areas of international law;

(d) The appointment and reappointment of the principals of the United Nations and United Nations-assisted international criminal tribunals and other international accountability mechanisms.

Programme performance in 2024

The International Court of Justice has access to a dossier of documents in relation to the request of the General Assembly for an advisory opinion on the legal consequences arising from the policies and practices of Israel in the Occupied Palestinian Territory, including East Jerusalem

8.I.26 On 30 December 2022, the General Assembly, in its resolution 77/247, requested the International Court of Justice to render an advisory opinion regarding the legal consequences arising from the policies and practices of Israel in the Occupied Palestinian Territory, including East Jerusalem. The subprogramme prepared and submitted a dossier containing a collection of all documents that were likely to throw light on the questions raised by the Assembly in its request for an advisory opinion in order to assist the Court in its consideration of the request.

8.I.27 Progress towards the objective is presented in the performance measure below (see table 8.I.2).

Table 8.I.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Publication of a dossier of documents on the International Court of Justice website in relation to an advisory opinion regarding the legal consequences arising from the policies and practices of Israel in the Occupied Palestinian Territory, including East Jerusalem	The International Court of Justice issued an advisory opinion regarding the legal consequences arising from the policies and practices of Israel in the Occupied Palestinian Territory, including East Jerusalem, which included a reference to the dossier

Planned results for 2026

Result 1: legal and procedural framework for United Nations conferences, including the fourth International Conference on Small Island Developing States

Programme performance in 2024 and target for 2026

8.I.28 The subprogramme's work contributed to the finalization and signature of the host country agreement and the holding of the fourth International Conference on Small Island Developing States, which met the planned target.

8.I.29 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.3).

Table 8.I.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Decision by the General Assembly to convene the fourth International Conference on Small Island Developing States	General Assembly adopted resolution 77/328 on further modalities of the fourth International Conference on Small Island Developing States Progress towards the finalization and signature of the host country agreement with necessary privileges and immunities and related requirements allowing for full participation by all participants in the Conference	Finalization and signature of the host country agreement allowing for full participation by all participants in the fourth International Conference on Small Island Developing States	Signature of the host country agreement for the 2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14 2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14 is held	Member States host other large-scale conferences away from Headquarters on the basis of host country agreements

Result 2: conclusion of an agreement concerning continuing residual functions of the Extraordinary Chambers in the Courts of Cambodia

Programme performance in 2024 and target for 2026

8.I.30 The subprogramme's work contributed to an agreement between the Government of Cambodia and the United Nations regarding the continuing residual functions of the Extraordinary Chambers in the Courts of Cambodia and the time period and framework for performance of those functions, which met the planned target.

8.I.31 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.4).

Table 8.I.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Implementation of the Addendum and commencement of negotiations regarding supplementary arrangements	Continued implementation of the Addendum by the Government of Cambodia and the United Nations	Government of Cambodia, in consultation with the United Nations, agreed on the continuing residual functions required and the time period and framework for the performance of those functions	Government of Cambodia, in partnership with the United Nations, undertakes action required to ensure that the legal framework reflects agreement concerning the continuing residual functions after 2025, the time period for those functions and the framework for the performance of those functions	Continued implementation of the Addendum by the Government of Cambodia and the United Nations in accordance with the agreement reached between the Parties

Result 3: legal and procedural framework for United Nations conferences, including the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all

Proposed programme plan for 2026

8.I.32 The subprogramme is responsible for ensuring that the necessary legal framework is adopted prior to the holding of international United Nations conferences and also assists with preparatory processes and legal and procedural matters arising during such conferences. The General Assembly, in its resolution 77/334, decided to convene the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all and, in its resolution 78/327, decided that the Conference would be co-hosted by Senegal and the United Arab Emirates and held in the United Arab Emirates.

Lessons learned and planned change

8.I.33 The lesson for the subprogramme was the value in better identifying challenges and best practices during the process of advising on the legal frameworks for such conferences. In applying the lesson, the subprogramme will assess past similar examples to identify general cross-cutting issues relating

to legal, procedural and operational matters and possible actions to ensure responsiveness to stakeholders and a consistent approach to legal frameworks that properly reflects the status, privileges and immunities of the Organization.

8.I.34 Expected progress towards the objective is presented in the performance measure below (see table 8.I.5).

Table 8.I.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Decision by the General Assembly to convene the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6	Decision by the General Assembly on the modalities for the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6	Progress towards the conclusion of the host country agreement allowing for full participation by all participants in the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6	Signature of the host country agreement for the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6 The 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6 is held

Deliverables

8.I.35 Table 8.I.6 lists all deliverables of the subprogramme.

Table 8.I.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**14**	**20**	**11**	**16**
1. Report and notes to the General Assembly	7	11	6	7
2. Report of the Credentials Committee	1	1	1	1
3. Report of the Committee on Relations with the Host Country	1	1	1	1
4. Report of the Credentials Committee on United Nations conferences	2	2	2	1
5. Reports concerning the election of judges of the International Court of Justice	–	–	–	3
6. Letters to the Security Council	3	5	1	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Substantive services for meetings (number of three-hour meetings)	**81**	**66**	**74**	**75**
Meetings of the:				
7. General Assembly and its committees	25	30	25	25
8. Credentials Committee of the General Assembly	1	1	1	1
9. Security Council and its subsidiary bodies	3	2	2	8
10. Economic and Social Council and its commissions	15	9	15	15
11. United Nations treaty bodies and United Nations conferences	30	17	25	20
12. Credentials Committee on United Nations conferences	2	2	2	1
13. Committee on Relations with the Host Country	5	5	4	5
14. Panels of experts of the Secretary-General's trust fund to assist States in the settlement of disputes through the International Court of Justice	–	–	–	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**22**	**18**	**18**	**18**
15. Workshops on international law matters	10	6	6	6
16. Training events on United Nations rules of procedure	2	2	2	2
17. Training events on peacekeeping matters	2	2	2	2
18. Annual meeting of the legal advisers and legal liaison officers of the United Nations offices, funds and programmes, specialized agencies and related and other organizations and field legal advisers and officers	8	8	8	8

C. Substantive deliverables

Consultation, advice and advocacy: legal advice to and consultation with the General Assembly, the Security Council and the Main Committees of the Assembly on constitutional, institutional and procedural questions.

D. Communication deliverables

Outreach programmes, special events and information materials: speeches and presentations to Member State representatives, international organizations and academic and civil society organizations regarding the work of the Office of the Legal Counsel and issues of public international law; and events to promote public international law.

E. Enabling deliverables

Legal services: legal advice to and support for the Secretariat and the funds and programmes on privileges and immunities, in particular in support of host country agreements entered into by the United Nations, and public international law, including international humanitarian law, international human rights law and the pacific settlement of disputes; legal advice to and support for 1 United Nations criminal tribunal and its oversight body and other international accountability mechanisms; legal advice to and support for an estimated 11 peacekeeping and 34 special political missions; liaison with the International Court of Justice and fulfilment of the responsibilities of the Secretary-General under the Statute of the Court; legal advice to and support for 4 Secretariat offices and 4 other entities and bodies on disarmament, sanctions and security; and legal advice to 18 United Nations entities on the interpretation and implementation of the Relationship Agreement between the United Nations and the International Criminal Court.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective

8.I.36 The objective, to which this subprogramme contributes, is to maximize the protection of the legal interests of the Organization and to minimize its legal liabilities.

Strategy

8.I.37 To contribute to the objective, the subprogramme will:

(a) Assist in ensuring external accountability of United Nations and related personnel, including on internal sanctions and external enforcement action and liaison with national authorities;

(b) Advise on the legal aspects arising from United Nations institutional and operational activities, including the Organization's development, technical assistance, peacekeeping, humanitarian and other operations;

(c) Assist the Organization, its organs or its separately administered funds and programmes by providing legal advice on procurement and substantial contracts and on operational and technical assistance activities of those entities;

(d) Provide legal services for resolving disputes of a private law character involving the operations of the Organization, its organs or its funds and programmes, including representing the Organization in settlement negotiations and in arbitral proceedings;

(e) Advise on management issues and matters in the system for the administration of justice, including determining whether to appeal against a judgment of the United Nations Dispute Tribunal, and represent the Secretary-General before the United Nations Appeals Tribunal;

(f) Respond to requests by the Organization for urgent legal advice arising from humanitarian and emergency situations.

8.I.38 The above-mentioned work is expected to result in:

(a) The full maintenance of the status, legal rights and privileges and immunities of the Organization arising from United Nations operational activities;

(b) The minimization of legal liabilities of the Organization.

Programme performance in 2024

Successful negotiation of a lease for the DC2 Building

8.I.39 In 2024, the subprogramme provided legal assistance to the Department of Operational Support to support the negotiation of the Secretariat's lease for the DC2 Building. The subprogramme ensured that the Department secured lease terms that appropriately reflected the status of the United Nations and protected its legal interests.

8.I.40 Progress towards the objective is presented in the performance measure below (see table 8.I.7).

Table 8.I.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Access by the Department of Operational Support to legal assistance with respect to the negotiation of a lease for the DC2 Building

Planned results for 2026

Result 1: a model contract for global freight-forwarding

Programme performance in 2024 and target for 2026

8.I.41 The subprogramme's work contributed to a revised draft model freight-forwarding contract being made available, taking into account comments received, which met the planned target.

8.I.42 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.8).

Table 8.I.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Receipt by Department of Operational Support of ad hoc legal support on freight-forwarding contracts	Preliminary draft model freight-forwarding contract made available for comments	Revised draft model freight-forwarding contract made available, taking into account comments received	Final model freight-forwarding contract made available	Model freight-forwarding contract in use by the Department of Operational Support

Result 2: access by client offices to legal advice facilitated by the updated matter management system

Programme performance in 2024 and target for 2026

8.I.43 The subprogramme's work contributed to the development of a new matter management system with basic features, which met the planned target.

8.I.44 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.9).

Table 8.I.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Matter management system developed with basic features	Access by client offices to legal advice facilitated by the updated matter management system	Access by client offices to legal advice facilitated by the enhanced workflow elements of the matter management system

Result 3: access by client offices to updated United Nations General Conditions of Contract

Proposed programme plan for 2026

8.I.45 The Organization enters into a large number of commercial contracts with respect to its operations worldwide. With a view to minimizing the legal risks of commercial contracting, the subprogramme has been providing legal support with respect to commercial contracting for United Nations global operations, including by providing a set of standard contractual provisions, the United Nations

General Conditions of Contract, which are recommended to be incorporated into all United Nations procurement contracts.

Lessons learned and planned change

8.I.46 The lesson for the subprogramme was that the current set of the General Conditions could benefit from being updated. In applying the lesson, the subprogramme will update the current set of the General Conditions, which was last updated in 2012, to reflect changes in contracting practice.

8.I.47 Expected progress towards the objective is presented in the performance measure below (see table 8.I.10).

Table 8.I.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Access by client offices to the 2012 edition of the United Nations General Conditions of Contract	Access by client offices to an updated version of the United Nations General Conditions of Contract	Relevant client offices provide feedback on the use of the updated United Nations General Conditions of Contract

Deliverables

8.I.48 Table 8.I.11 lists all deliverables of the subprogramme.

Table 8.I.11
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Internal justice and oversight: legal advice and services to all United Nations offices and departments, all principal and subsidiary organs of the United Nations, all peacekeeping and special political missions, all regional commissions, all funds and programmes, and the resident coordinator system, on administrative law, on criminal accountability for United Nations personnel, on procurement activities and drafting and negotiating contracts and other commercial matters, on commercial claims and representation before arbitral tribunals, on operational and technical assistance activities of the United Nations, including in the economic, social and humanitarian fields, on partnerships with the private sector, on the legislative and operational arrangements governing the staffing, supply and provision of peace operations, and representing the Secretary-General before the United Nations Appeals Tribunal.

Subprogramme 3
Progressive development and codification of international law

Objective

8.I.49 The objective, to which this subprogramme contributes, is to progressively develop, codify and advance knowledge of international law.

Strategy

8.I.50 To contribute to the objective, the subprogramme will:

(a) Provide substantive support to the Sixth Committee, the International Law Commission, the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization, other special or ad hoc committees and diplomatic conferences in their consideration and formulation of legal instruments by assisting in the conduct of proceedings, rendering legal advice, preparing draft texts of legal instruments, resolutions and decisions and preparing background documents, analytical studies and reports;

(b) Provide legal bodies of the General Assembly with assistance when considering the use by States of the procedures envisaged under the relevant resolutions of the Assembly;

(c) Implement the mandates of the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law. This includes the planning, organization and conduct of four in-person training programmes, namely, the International Law Fellowship Programme and the United Nations Regional Courses in International Law for Africa, for Latin America and the Caribbean and for Asia-Pacific;

(d) Further develop, disseminate and maintain the United Nations Audiovisual Library of International Law and prepare and disseminate major legal publications and information on the legal work of the United Nations;

(e) Support Member States by assisting the bureaux of the bodies that the subprogramme services in devising and implementing working methods and work programmes that ensure business continuity.

8.I.51 The above-mentioned work is expected to result in:

(a) The smooth deliberations of legislative and legal bodies, the conclusion of draft legal instruments and the promotion of universal respect for international law;

(b) The wider awareness and appreciation of international law by a wider audience.

Programme performance in 2024

The General Assembly adopted resolution 79/128 and decided to elaborate and conclude a legally binding instrument on the protection of persons in the event of disasters by the end of 2027

8.I.52 Following work undertaken over a period of nine years, the International Law Commission, in 2016, adopted a set of draft articles on the protection of persons in the event of disasters and recommended that it serve as a basis for the elaboration of an international convention. In 2024, the subprogramme provided procedural guidance to delegations in the Sixth Committee, including in its working group dedicated to the topic, which contributed to the successful conclusion of the work of the working group and the subsequent recommendation by the Committee that a legally binding instrument be concluded by the end of 2027, thereby contributing towards the fulfilment of action 15 of the Pact for the Future (General Assembly resolution 79/1, para. 36 (a)).

8.I.53 Progress towards the objective is presented in the performance measure below (see table 8.I.12).

Table 8.I.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Working group on the protection of persons in the event of disasters held its debate on the basis of a new structure organized in thematic clusters	Working group on the protection of persons in the event of disasters concluded its consideration of the draft articles proposed by the International Law Commission The General Assembly adopted resolution 79/128, in which it decided to elaborate and conclude a legally binding instrument on the protection of persons in the event of disasters by the end of 2027

Planned results for 2026

Result 1: advancement of the consideration by the International Law Commission of the subsidiary means for the determination of rules of international law

Programme performance in 2024 and target for 2026

8.I.54 The subprogramme's work contributed to the consideration by the International Law Commission of the second part of the Secretariat research memorandum on the topic of subsidiary means for the determination of rules of international law, which met the planned target.

8.I.55 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.13).

Table 8.I.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Inclusion by the International Law Commission of the topic of subsidiary means for the determination of rules of international law in its regular programme of work and request by the Commission that the subprogramme prepare an in-depth study of the topic	Consideration by the International Law Commission of the first part of the research memorandum on the topic	Consideration by the International Law Commission of the second part of the research memorandum on the topic	Advancement in the consideration by the International Law Commission of the first reading of the draft conclusions on subsidiary means for the determination of rules of international law	Conclusion by the International Law Commission of the first reading of the draft conclusions on subsidiary means for the determination of rules of international law

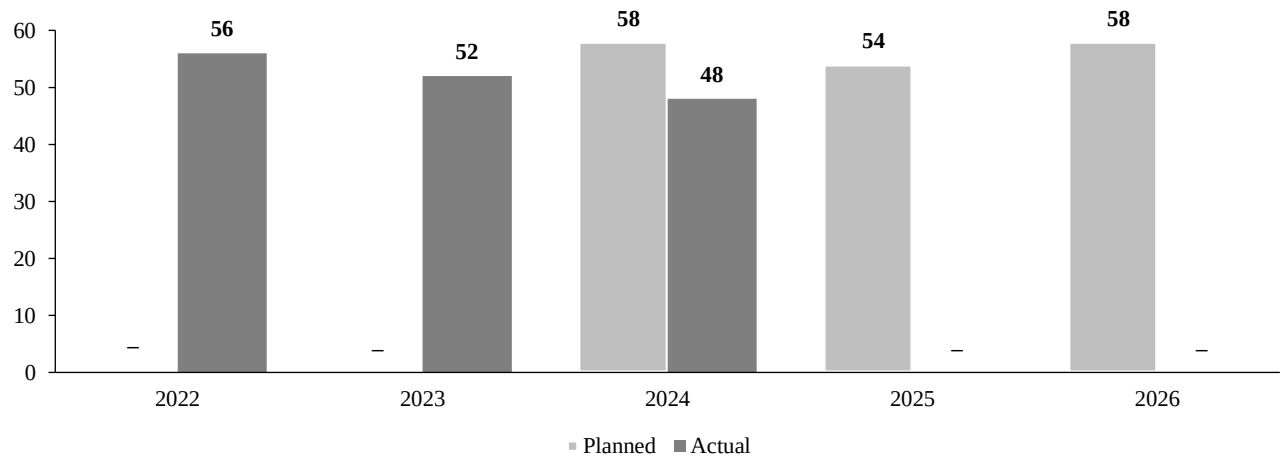
Result 2: applications from more States for the training programmes in international law under the Programme of Assistance

Programme performance in 2024 and target for 2026

8.I.56 The subprogramme's work contributed to the percentage of applicants from States that had few participants between 2016 and 2020 in the training programmes conducted under the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law reaching 48 per cent for the training programmes held in 2024, which did not meet the planned target of 58 per cent. The target was not met due to a 145 per cent increase in the total number of applicants, from 573 in 2023 to 1,404 in 2024.

8.I.57 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 8.I.I).

Figure 8.I.I
Performance measure: applicants from States that had few participants between 2016 and 2020 in the training programmes conducted under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law (annual)
(Percentage)



Note: For the purposes of this table, applicants are those from eligible States that had fewer than five applicants to and no participants attending the training programmes conducted under the Programme of Assistance between 2016 and 2020.

Result 3: increased access by the international legal community to documentary materials of a legal character concerning the United Nations and related intergovernmental organizations in the *United Nations Juridical Yearbook*

Proposed programme plan for 2026

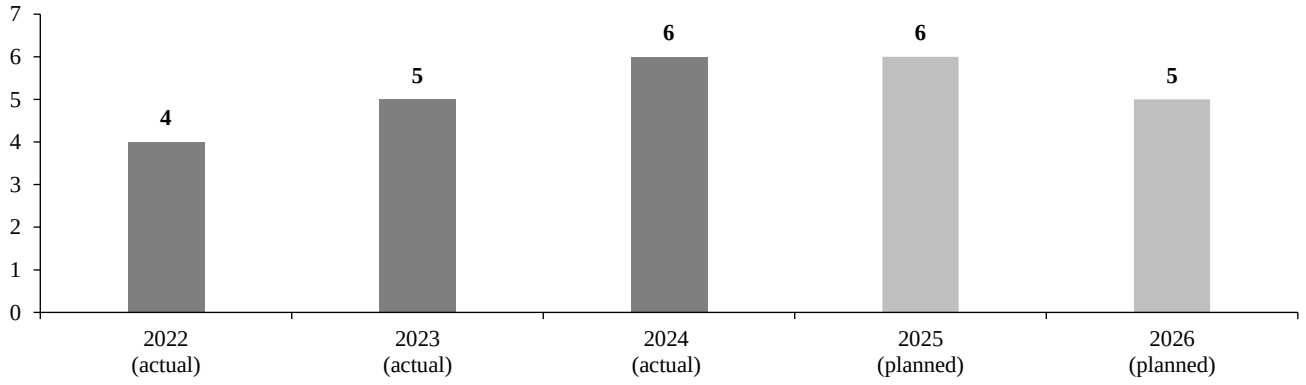
8.I.58 Pursuant to the request of the General Assembly contained in its resolution 1814 (XVII), the subprogramme has published since 1963 the *United Nations Juridical Yearbook*, following an outline established by the Assembly. The *Yearbook* details documentary materials of a legal character such as legislative texts, treaty provisions and judicial decisions concerning the United Nations, legal materials produced by the United Nations and related intergovernmental organizations and selected legal opinions of their secretariats. Available to Member States and the wider legal community, the *Yearbook* promotes public interest in the legal work of the United Nations and familiarizes the general public with the principles and rules that govern international relations. In 2022, the subprogramme published the 2016 *Yearbook*.

Lessons learned and planned change

8.I.59 The lesson for the subprogramme was that using internal capabilities for desktop publishing has expedited the issuance of some of its legal publications and contributed to making them available to the international legal community in a timely manner. In applying the lesson, the subprogramme will explore ways to further advance work on the publication of the pending volumes of the *Yearbook*.

8.I.60 Expected progress towards the objective is presented in the performance measure below (see figure 8.I.II).

Figure 8.I.II
Performance measure: number of pending volumes of the *United Nations Juridical Yearbook* (annual)



Deliverables

8.I.61 Table 8.I.14 lists all deliverables of the subprogramme.

Table 8.I.14
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**15**	**15**	**12**	**13**
1. Reports on items before the Sixth Committee	15	15	12	12
2. Reports prepared for the Preparatory Committee for the United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	**143**	**144**	**137**	**167**
Meetings of the:				
3. Sixth Committee	46	50	40	50
4. International Law Commission	87	86	87	87
5. Advisory Committee on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law	1	1	1	1
6. Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	7	7	7	7
7. Ad Hoc Committee established by General Assembly resolution 51/210 of 17 December 1996	2	–	2	2
8. Preparatory Committee for the United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity	–	–	–	20

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**76**	**74**	**76**	**76**
9. International Law Fellowship Programme	25	25	25	25
10. United Nations Regional Course in International Law for Africa	17	17	17	17
11. United Nations Regional Course in International Law for Asia-Pacific	17	17	17	17
12. United Nations Regional Course in International Law for Latin America and the Caribbean	17	15	17	17
Publications (number of publications)	**8**	**5**	**8**	**9**
13. *Repertory of Practice of United Nations Organs*	1	–	1	1
14. *Yearbook of the International Law Commission*	5	5	5	5
15. *United Nations Juridical Yearbook*	1	–	1	2
16. *Reports of International Arbitral Awards*	1	–	1	1
Technical materials (number of materials)	**25**	**–**	**25**	**25**
17. Entries in the United Nations Audiovisual Library of International Law, including lectures	25	–	25	25
C. Substantive deliverables				
Consultation, advice and advocacy: advice to intergovernmental and expert bodies, including the Sixth Committee and the International Law Commission; and provision of technical expertise to the Special Rapporteurs of the International Law Commission, including in relation to reports to the Commission.				
D. Communication deliverables				
Outreach programmes, special events and information materials: lectures and briefings, upon request, on public international law.				
Digital platforms and multimedia content: Sixth Committee, International Law Commission and United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law websites; and online United Nations Audiovisual Library of International Law, which provides high-quality legal content to an unlimited number of individuals and institutions around the world at no charge.				

Subprogramme 4
Law of the sea and ocean affairs

Objective

8.I.62 The objective, to which this subprogramme contributes, is to strengthen the law of the sea for the peaceful use of the oceans and for their conservation and sustainable use, and as the basis for national, regional and global action and cooperation in the marine sector.

Strategy

8.I.63 To contribute to the objective, the subprogramme will:

(a) Provide expert advice to States and international organizations on the law of the sea and ocean affairs, in particular with respect to the United Nations Convention on the Law of the Sea of 1982, the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks of 1995, the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction, and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries;

(b) Support the implementation of the Convention and the United Nations Fish Stocks Agreement in respect of sustainable fisheries-related cooperative activities among States and other entities;

(c) Provide secretariat services to intergovernmental bodies and the Commission on the Limits of the Continental Shelf;

(d) Undertake capacity-building activities (fellowships, training courses and workshops) relating to oceans and the law of the sea in collaboration with relevant stakeholders, including to promote a better understanding of the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction.

8.I.64 The above-mentioned work is expected to result in:

(a) An increased number of States parties to the Convention and its implementing agreements and their effective implementation by States;

(b) Enhanced cooperation and coordination among stakeholders on ocean and coastal issues, leading to enhanced conservation and sustainable use of the oceans and their resources;

(c) A better understanding of the legal regime for the oceans and the enhanced human resource capacity of Member States, in particular developing countries, to implement that regime effectively.

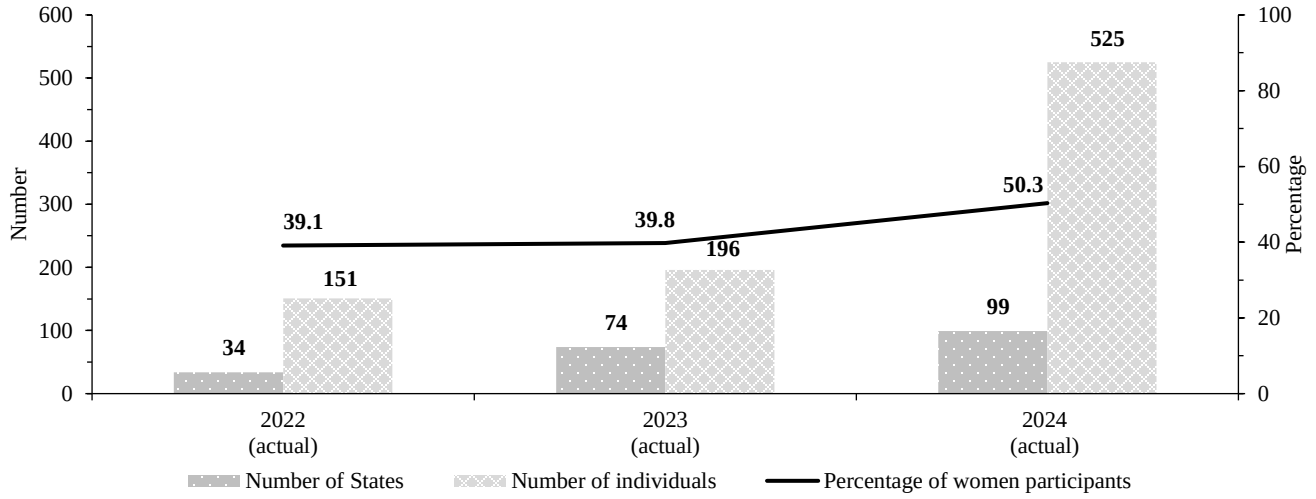
Programme performance in 2024

Enhanced capacity for the conservation and sustainable use of oceans and their resources

8.I.65 The subprogramme, in line with the mandates related to the United Nations Convention on the Law of the Sea and its implementing agreements, as reflected in the relevant General Assembly resolutions, most recently resolution 79/144, is continuously expanding capacity-building and technical assistance activities to support developing States, including small island developing States. This includes the training of civil servants and other ocean professionals with a view to enabling them to actively participate in multilateral ocean processes and the implementation of the Convention and related agreements at the global, regional and national levels. Such training activities are needs-driven and developed jointly with the beneficiaries, and cover various topics of strategic relevance to the beneficiaries, including: (a) law of the sea, including the Convention and its implementing agreements; (b) ocean affairs, including best practices, and national adaptations; (c) the 2030 Agenda and its Sustainable Development Goals, as well as relevant actions and decisions contained in the Pact for the Future; (d) sustainable ocean-based economies; and (e) oceans and climate change. In 2024, the subprogramme expanded these training activities to support more than 95 Member States and more than 500 participants. In addition, over 20 years, the United Nations-Nippon Foundation fellowships have supported participants in advancing to senior roles in ocean-related ministries and bodies and have contributed to multilateral negotiations and national legal and policy developments, for example, in the context of maritime boundary negotiations, climate change proceedings, the development of national legislation and marine spatial planning.

8.I.66 Progress towards the objective is presented in the performance measure below (see figure 8.I.III)

Figure 8.I.III
Performance measure: number of States and individuals and percentage of women benefiting from training programmes (annual)



Planned results for 2026

Result 1: strengthened role of the Commission on the Limits of the Continental Shelf and its subcommissions in accordance with the United Nations Convention on the Law of the Sea

Programme performance in 2024 and target for 2026

8.I.67 The subprogramme's work contributed to enabling the Commission on the Limits of the Continental Shelf to continue to fulfil its role to the satisfaction the General Assembly, as expressed in its resolution 79/144, which met the planned target for 2024.

8.I.68 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.15).

Table 8.I.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Progress in the work of the Commission on the Limits of the Continental Shelf noted with satisfaction by the General Assembly in its resolution 77/248	Progress in the work of the Commission on the Limits of the Continental Shelf noted with satisfaction by the General Assembly in its resolution 78/69	Progress in the work of the Commission on the Limits of the Continental Shelf noted with satisfaction by the General Assembly in its resolution 79/144	Satisfaction for the Commission's progress expressed by the General Assembly in its annual resolution on oceans and the law of the sea	Satisfaction for the Commission's progress expressed by the General Assembly in its annual resolution on oceans and the law of the sea

Result 2: enhanced commitment of Member States to the conservation and sustainable use of oceans and their resources through the implementation of international law

Programme performance in 2024 and target for 2026

8.I.69 The subprogramme's work contributed to the identification by Member States of relevant gaps and challenges, including with regard to synergies, in the effective implementation of international law, and with regard to the science-policy interface, in preparation for the United Nations Ocean Conference to be held in June 2025, as reflected in the note by the Secretary-General on the preparatory process of the Conference (A/78/880), which met the planned target.

8.I.70 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.16).

Table 8.I.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States identified gaps and challenges in the effective implementation of international law, in preparation for the 2025 Ocean Conference	Member States identified gaps and challenges, including with regard to synergies, in the effective implementation of international law and with regard to the science-policy interface, as reflected in the note by the Secretary-General on the preparatory process of the Conference (A/78/880)	Member States adopt an intergovernmentally agreed declaration on conserving and sustainably using the ocean, seas and marine resources, in line with the United Nations Convention on the Law of the Sea	Stocktaking by Member States and the United Nations system of how the United Nations system can better assist Member States in implementing the outcomes of the 2025 United Nations Ocean Conference, including in relation to the effective implementation of international law

Result 3: strengthened science-policy interface for the protection of the marine environment and the conservation and sustainable use of marine resources

Proposed programme plan for 2026

8.I.71 The Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects, was established by the General Assembly in its resolutions 57/141 and 58/240 with the aim of improving the science-policy interface regarding the protection of the marine environment and the conservation and sustainable use of marine resources through, inter alia, the preparation of comprehensive World Ocean Assessments. Following the publication of the first and second Assessments in 2016 and 2021, respectively, the subprogramme is supporting the publication of the third World Ocean Assessment (World Ocean Assessment III), in 2025. The subprogramme will also support the preparations and provide substantive servicing for the fourth World Ocean Assessment, the main output of the fourth cycle of the Regular Process launched in 2024 and covering the period 2026–2030.

Lessons learned and planned change

8.I.72 The lesson for the subprogramme was the need for a customized web platform aimed at increasing outreach regarding past and future assessments, and to provide an interactive interface to writing

teams throughout the development process of the fourth World Ocean Assessment. In applying the lesson, the subprogramme will implement such a platform and conduct outreach and awareness-raising activities, which were initiated for the first time during the third cycle, to ensure the strengthening of the ocean science-policy interface.

8.I.73 Expected progress towards the objective is presented in the performance measure below (see table 8.I.17).

Table 8.I.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Expansion of the pool of experts and constitution of writing teams for the production of World Ocean Assessment III	Consideration by the General Assembly of World Ocean Assessment III and approval of its summary	Access by Member States to thematic summaries outlining policy-relevant information from World Ocean Assessment III

Deliverables

8.I.74 Table 8.I.18 lists all deliverables of the subprogramme.

Table 8.I.18
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**16**	**31**	**46**	**35**
1. Reports for the General Assembly on oceans and the law of the sea and on sustainable fisheries	2	2	2	3
2. Report on the work of the Ad Hoc Working Group of the Whole of the General Assembly on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	2	2	1	2
3. Summary of the third World Ocean Assessment	–	–	1	–
4. Documentation for meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	2	2	2	2
5. Documentation for the Meeting of the States Parties to the United Nations Convention on the Law of the Sea	5	12	5	5
6. Documentation for the Commission on the Limits of the Continental Shelf	5	6	5	5
7. Report on the consultations of States parties to the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	–	1	1	1
8. Documentation for the Preparatory Commission for the Entry into Force of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction and the Convening of the First Meeting of the Conference of the Parties to the Agreement	–	6	29	17

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Substantive services for meetings (number of three-hour meetings)	**663**	**674**	**689**	**615**
9. Meetings of the General Assembly (informal consultations and plenary meetings)	30	30	30	30
10. Consultations of States parties to the Fish Stocks Agreement	4	6	6	6
11. Meetings relating to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	66	69	50	52
12. Meetings of States Parties to the United Nations Convention on the Law of the Sea	10	10	10	10
13. Meetings of the Commission on the Limits of the Continental Shelf	544	544	544	484
14. Meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea (including preparatory meeting)	9	9	9	9
15. Workshop on the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks	–	–	–	4
16. Preparatory Commission for the Entry into Force of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction and the Convening of the First Meeting of the Conference of the Parties to the Agreement	–	6	40	20
Conference and secretariat services for meetings (number of three-hour meetings)	**562**	**565**	**554**	**496**
17. Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	58	61	50	52
18. Commission on the Limits of the Continental Shelf (subcommissions)	504	504	504	444
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**8**	**6**	**7**
19. Hamilton Shirley Amerasinghe Memorial Fellowship on the Law of the Sea	1	1	1	1
20. United Nations-Nippon Foundation Fellowship Programme for Human Resources Development and Advancement of the Legal Order of the World's Oceans and United Nations-Nippon Foundation Alumni Programme	1	2	1	2
21. United Nations-Nippon Foundation Strategic Needs Fellowship	1	1	–	1
22. United Nations-Nippon Foundation Ocean Governance Fellowship for Small Island Developing States	–	–	1	1
23. Project for the promotion of the implementation of the United Nations Convention on the Law of the Sea and its implementing agreements and the 2030 Agenda for Sustainable Development in the context of ocean affairs and the law of the sea	1	1	–	–
24. Ocean governance capacity-building training programme	1	1	1	1
25. Project of assistance to strengthen participation in and implementation of the United Nations Fish Stocks Agreement	1	1	1	1
26. Project to promote a better understanding of the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction, including the strengthening of capacities of developing States towards becoming parties to the Agreement and implementing it	–	1	1	–
Seminars, workshops and training events (number of days)	**40**	**169**	**62**	**80**
27. Training events on oceans and the law of the sea	40	169	62	80
Publications (number of publications)	**4**	**4**	**5**	**4**
28. *Law of the Sea Bulletin*	3	3	3	3
29. On the law of the sea	1	1	1	1
30. Third World Ocean Assessment	–	–	1	–
Technical materials (number of materials)	**–**	**6**	**–**	**3**
31. Technical materials including in the context of the Regular Process and the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction	–	6	–	3

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: information, advice and assistance to States, organizations of the United Nations system, other intergovernmental organizations and relevant expert bodies in the field of the law of the sea and ocean affairs, in particular in the context of the work of the General Assembly and its subsidiary bodies; advice to the Meeting of States Parties to the United Nations Convention on the Law of the Sea and the Commission on the Limits of the Continental Shelf; advice for the implementation by Member States of the oceans-related Sustainable Development Goals; promotion of a better understanding of the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction and support for its future implementation, in particular through UN-Oceans; substantive advice in relation to the outcomes of the 2025 United Nations Ocean Conference and on the implementation of the United Nations Decade of Ocean Science for Sustainable Development; advice and support to the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea; advice to the United Nations Framework Convention on Climate Change on oceans and climate; and advisory services to relevant inter-agency groups, such as the Inter-agency Consultative Group on Small Island Developing States and the Inter-agency Consultative Group for Landlocked Developing Countries.

Databases and substantive digital materials: Geographical Information System for the deposit of charts and geographical coordinates; and legal web-based information in relation to maritime zones.

D. Communication deliverables

Outreach programmes, special events and information materials: publicly accessible materials, briefings and events to promote a better understanding of the United Nations Convention on the Law of the Sea, the United Nations Fish Stocks Agreement, the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction, and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries; events for World Oceans Day; and UN-Oceans side events.

Digital platforms and multimedia content: content on the law of the sea and ocean affairs on web portals, publications, websites and social media.

Library services: specialized reference collection and bibliographic database on the law of the sea and ocean affairs.

E. Enabling deliverables

Information and communications technology: specialized repository of geospatial data and information on outer limits of maritime zones and maritime boundaries.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective

8.I.75 The objective, to which this subprogramme contributes, is to further the progressive harmonization and unification of the law of international trade.

Strategy

8.I.76 To contribute to the objective, the subprogramme will:

(a) Serve as the secretariat for UNCITRAL, provide Member States with working papers, draft reports and draft substantive private law rules on international trade, and give advice on and assistance in intergovernmental negotiations and coordinate those activities with equivalent activities of other international organizations in accordance with the UNCITRAL mandate and propose that UNCITRAL recommend the use or adoption of relevant instruments from other organizations;

(b) Provide technical assistance and capacity-building to Governments, including diagnostic assessments, implementation guidance and interpretative materials, as well as training activities and advice on the enactment of UNCITRAL texts in national law;

(c) Conduct research and facilitate the exchange of experience among Member States on reinforcing the resilience of international trade and global supply chains, with a particular focus on micro-, small and medium-sized enterprises, and explore possible future legislative development to meet the challenges identified for consideration by the Member States.

8.I.77 The above-mentioned work is expected to result in:

(a) Well-informed, transparent and inclusive deliberations of delegations in working groups and the Commission;

(b) Governments agreeing on substantive private law rules governing international trade and their reflection in universally acceptable instruments;

(c) The availability of additional UNCITRAL instruments to harmonize and unify international trade law and to encourage resilience in international trade;

(d) Increased government use and adoption of UNCITRAL instruments in national law and increased legal decisions on those instruments;

(e) Increased treaty actions, enactments and legal decisions based on UNCITRAL texts.

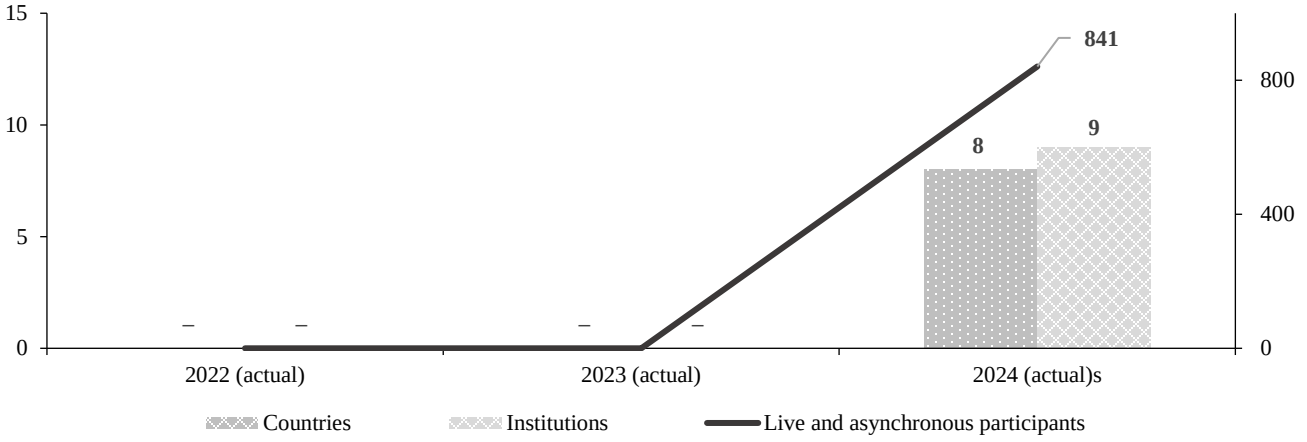
Programme performance in 2024

Legal practitioners in the Arab States further equipped to apply and interpret texts of the United Nations Commission on International Trade Law

8.I.78 UNCITRAL legislative texts are designed to ensure legal certainty for all commercial parties engaged in cross-border trade. Legal advisers, the judiciary and arbitrators must be well equipped to apply these rules effectively. Ensuring that the texts are uniformly interpreted worldwide is a key element of their success and the harmonization of international trade law. To achieve this goal, the subprogramme launched the UNCITRAL Days programme in 2014, starting in the Asia-Pacific region, to build capacity among academics, policymakers and legal professionals through awareness-raising events with higher education institutions. The initiative was later expanded to Latin America and the Caribbean in 2020 and Africa in 2022. In 2024, responding to requests from practitioners and government representatives in the Middle East and North Africa region, the subprogramme introduced the UNCITRAL Days programme in Arab States. The programme comprised nine events focusing on UNCITRAL texts on arbitration, investor-State dispute settlement reform, e-commerce, the international sale of goods and insolvency law to equip participants to effectively interpret and apply such texts. The initiative generated interest and engagement among government representatives, legal practitioners and industry professionals, since many jurisdictions in the region were modernizing their commercial legal frameworks in order to strengthen their economies. This widespread interest resulted in follow-up discussions with the subprogramme on potential technical assistance for legal reforms, underscoring the programme's positive impact in the region.

8.I.79 Progress towards the objective is presented in the performance measure below (see figure 8.I.IV).

Figure 8.I.IV
Performance measure: number of countries, institutions and individuals further equipped to apply and interpret texts of the United Nations Commission on International Trade Law in the Arab States through the UNCITRAL Days programme (annual)



Planned results for 2026

Result 1: reforms to investor-State dispute settlement through development of multiple solutions

Programme performance in 2024 and target for 2026

8.I.80 The subprogramme's work contributed to the adoption in principle by Working Group III of the statute of the Advisory Centre on International Investment Dispute Resolution and the initiation of the Centre's operationalization, which met the planned target.

8.I.81 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.19).

Table 8.I.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Consensus reached by Working Group III on a code of conduct for adjudicators and on treaty provisions and guidelines on investment mediation	Codes of conduct for arbitrators and judges and treaty provisions and guidelines on investment mediation adopted by UNCITRAL	The statute of the Advisory Centre on International Investment Dispute Resolution adopted in principle by Working Group III and operationalization of the Centre initiated	Consensus reached by Working Group III on the reform of a wide range of procedural and cross-cutting issues, and continued development of institutional reforms, including a standing mechanism to resolve investment disputes	Consensus reached by Working Group III on procedural and cross-cutting issues and a standing mechanism to resolve investment disputes, and continued development of the framework convention to implement investor-State dispute settlement reforms

Result 2: greater legal certainty for commercial data transactions

Programme performance in 2024 and target for 2026

8.I.82 The subprogramme's work contributed to Working Group IV making progress in deliberations on the scope and content of default rules, which did not meet the planned target of consensus reached by UNCITRAL member States on the scope and content of default rules. The target was not met owing to only one of the two planned sessions of the Working Group being held in 2024, due to liquidity constraints.

8.I.83 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.20).

Table 8.I.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
UNCITRAL member States mandated Working Group IV to commence work on data provision contracts, while requesting other types of data transactions to be monitored	Working Group IV had access to draft default rules on data provision contracts and made progress on deliberations for the future direction of the project	Progress made by Working Group IV on reaching consensus on the scope and content of default rules	Consensus reached by UNCITRAL member States on default rules for data provision contracts and assessment of possible future work on other data transactions	Consensus reached within Working Group IV on new projects on data transactions

Result 3: United Nations Commission on International Trade Law considers the relevance of its instruments to climate action

Proposed programme plan for 2026

8.I.84 Through legal research and preparatory work, the subprogramme has supported States members of UNCITRAL in examining how the Commission can contribute to the international community's efforts to combat climate change and mitigate its effects by updating existing private law instruments and developing new enabling legal mechanisms, if necessary. Upon the request of UNCITRAL, two colloquiums were held, in 2023 and 2024, respectively, on this topic.

Lessons learned and planned change

8.I.85 The lesson for the subprogramme, based on the outcomes of the colloquiums held in 2023 and 2024, was the need to strengthen research on the relevance of UNCITRAL instruments to climate action. In applying the lesson, the subprogramme will collaborate closely with international organizations, States and other stakeholders to conduct further research, with a view to enhancing support for the States members of UNCITRAL on this topic.

8.I.86 Expected progress towards the objective is presented in the performance measure below (see table 8.I.21).

Table 8.I.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
UNCITRAL member States had access to a study on private law aspects of climate change	UNCITRAL member States increased awareness through a colloquium on climate change and international trade law	UNCITRAL member States increased awareness through a second colloquium on the relevance of UNCITRAL instruments to climate action	UNCITRAL member States consider updating the framework on public procurement to address issues concerning climate action	UNCITRAL member States consider establishing a working group to commence deliberations on relevant issues to update the framework on public procurement

Deliverables

8.I.87 Table 8.I.22 lists all deliverables of the subprogramme.

Table 8.I.22
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**208**	**193**	**208**	**208**
1. Reports of UNCITRAL to the General Assembly	1	1	1	1
2. Reports of UNCITRAL to the Commission	13	11	13	13
3. Notes by the secretariat to the Commission and its subsidiary bodies	87	75	87	87
4. Conference room papers of the Commission and its subsidiary bodies	92	94	92	92
5. Information papers for the Commission and its subsidiary bodies	15	12	15	15
Substantive services for meetings (number of three-hour meetings)	**160**	**136**	**160**	**160**
6. Meetings of the Commission	30	26	30	30
7. Meetings of UNCITRAL subsidiary bodies	130	110	130	130
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**12**	**20**	**12**	**12**
8. On international trade law (regional)	9	10	9	9
9. On international trade law (country-based)	3	10	3	3
Seminars, workshops and training events (number of days)	**75**	**134**	**88**	**100**
10. Training events on international trade law at the international, regional and country levels	75	134	88	100
Publications (number of publications)	**6**	**6**	**4**	**10**
11. Legal texts (international conventions, UNCITRAL model laws, legislative guides and other legal texts)	5	6	3	9
12. UNCITRAL publications (*Yearbook of the United Nations Commission on International Trade Law*, guides to UNCITRAL, digests of case law)	1	–	1	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Technical materials (number of materials)	**84**	**91**	**84**	**84**
13. Promotional and technical assistance materials	3	6	3	3
14. Case Law on UNCITRAL Texts (CLOUT) abstracts	81	85	81	81

C. Substantive deliverables

Consultation, advice and advocacy: advice to all Member States, upon request, on the adoption and application of international trade law texts prepared by UNCITRAL.

Databases and substantive digital materials: CLOUT (an online public database with over 2,200 records on case law on UNCITRAL texts, accessed by over 45,000 practitioners, judges, arbitrators, academics and other interested users); Transparency Registry (an online public registry with 33 records for the publication of information and documents in treaty-based investor-State arbitration, involving 11 economic sectors); and online materials, including 12 online training courses for prospective UNCITRAL delegates, government officials, researchers and practitioners with a general interest in UNCITRAL and presentations on UNCITRAL texts.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, flyers and information kits on UNCITRAL; seven lectures to groups of legal and other practitioners, academics and law students; one colloquium on international trade law; six international commercial law moot court competitions; and one commemoration event.

External and media relations: press releases and social media posts related to UNCITRAL meetings, accession by States to UNCITRAL texts and issuance of publications.

Digital platforms and multimedia content: UNCITRAL website.

Library services: UNCITRAL Law Library.

Subprogramme 6
Custody, registration and publication of treaties

Objective

8.I.88 The objective, to which this subprogramme contributes, is to ensure the transparency of the international treaty framework, wider knowledge of the law of treaties and broader participation in multilateral treaties concluded under the auspices of the United Nations and deposited with the Secretary-General.

Strategy

8.I.89 To contribute to the objective, the subprogramme will:

(a) Undertake the registration and publication of treaties and treaty actions submitted under Article 102 of the Charter of the United Nations and provide timely and accurate information relating to deposited treaties, registered treaties and related actions through the electronic dissemination of treaty-related information on the online United Nations Treaty Collection and the publication of the United Nations *Treaty Series*;

(b) Provide legal assistance and advice to States, specialized agencies, United Nations programmes and offices, treaty bodies and other entities on the law of treaties, including final clauses of treaties, the depositary practice of the Secretary-General and the registration and publication of treaties. Such assistance would be provided in particular during the negotiation of multilateral treaties and through the holding of capacity-building seminars at Headquarters and at the national and regional levels, as well as through the elaboration of topical reference publications;

(c) Fulfil the depositary functions of the Secretary-General in respect of more than 600 multilateral treaties and hold and conduct treaty events, including during the high-level week of the annual session of the General Assembly.

8.I.90 The above-mentioned work is expected to result in:

(a) Improved access to treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related treaty actions submitted for registration and publication with the Secretariat;

(b) The prevention of issues of interpretation and implementation of final clauses of multilateral treaties by contracting States and enhanced familiarity with and understanding by States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties;

(c) The entry into force of multilateral treaties deposited with the Secretary-General and the universal participation of States in such treaties.

Programme performance in 2024

Member States have improved access to information on treaty law and practice

8.I.91 Workshops on treaty law and practice increase the awareness and knowledge of representatives of Member States on issues pertaining to the international treaty framework, and facilitate the work of Member States in joining multilateral treaties deposited with the Secretary-General and registering treaties and treaty actions pursuant to Article 102 of the Charter of the United Nations. Since 2016, including owing to insufficiency of voluntary funds, it has not been possible to hold workshops at the national and regional levels. In 2023, by its resolution 78/236, the General Assembly invited States and interested organizations and institutions to make voluntary contributions to support the financing of workshops at the national and regional levels, as a complement to workshops held at Headquarters.

8.I.92 In 2024, the subprogramme held two workshops at the regional level for representatives of States members of the Central American Integration System and of the Association of Southeast Asian Nations. The former was hosted by the Government of El Salvador and jointly organized with the United Nations Institute for Training and Research, and the latter was hosted by the Government of Singapore and jointly organized with the Centre for International Law of the National University of Singapore. These workshops benefited representatives of 16 Member States in total.

8.I.93 Progress towards the objective is presented in the performance measure below (see table 8.I.23).

Table 8.I.23
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Increased the knowledge of 16 Member States on treaty law and practice through two regional workshops

Planned results for 2026

Result 1: action by States on multilateral treaties during the treaty event

Programme performance in 2024 and target for 2026

8.I.94 The subprogramme's work contributed to States taking actions during the 2024 treaty event held from 24 to 27 September 2024, which met the planned target.

8.I.95 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.24).

Table 8.I.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
States took treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States took treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States took treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States take treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States take treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event

Result 2: Member States advance discussion on treaty practice

Programme performance in 2024 and target for 2026

8.I.96 The subprogramme's work contributed to Member States and international organizations submitting information on their treaty practice, which met the planned target.

8.I.97 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.I.25).

Table 8.I.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	In its resolution 78/236, the General Assembly requested the subprogramme to support the regular thematic debate in the Sixth Committee, including for the preparation of the report on the subtopic selected	Member States and international organizations submitted information on their treaty practice	The Sixth Committee holds a debate on the subtopic "The role of technology in shaping treaty-making practice"	Knowledge of Member States is enhanced on the role of technology in shaping their treaty-making practice, as a result of technical exchange of views in the Sixth Committee

Result 3: treaties and treaty actions are made publicly available in the United Nations *Treaty Series*

Proposed programme plan for 2026

8.I.98 The subprogramme fulfils the mandate of the Secretariat under Article 102 of the Charter of the United Nations to publish in the United Nations *Treaty Series* treaties and treaty actions registered by Member States and international organizations. Since 1946, more than 76,000 treaties and 130,000 actions have been submitted for registration and publication, resulting in the publication of more than 3,100 volumes of the *Treaty Series*.

Lessons learned and planned change

8.I.99 Further to an evaluation of its treaty publication process, the lesson for the subprogramme was that the efficiency and effectiveness of the publication process and the editorial quality of the *Treaty Series* could be enhanced by moving to a full digital workflow. In applying the lesson, the subprogramme will develop and upgrade its electronic treaty database with a new publication module to enhance efficiency in the publication process and improve quality control through the development of workflow automation functions to capture internal feedback and lessons learned, track technical issues, identify bottlenecks and facilitate data-driven strategic planning.

8.I.100 Expected progress towards the objective is presented in the performance measure below (see table 8.I.26).

Table 8.I.26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States have access to the United Nations *Treaty Series*	New publication module developed to upgrade the Treaty Information and Publication System	Improved editorial quality of the United Nations *Treaty Series* through the launch of a new publication module

Deliverables

8.I.101 Table 8.I.27 lists all deliverables of the subprogramme.

Table 8.I.27
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**–**	**–**	**3**	**–**
1. Meetings of the Sixth Committee of the General Assembly (informal consultations and plenary meetings)	–	–	3	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**2**	**6**	**2**	**2**
2. Seminar on treaty law and practice	2	6	2	2
Publications (number of publications)	**40**	**45**	**40**	**40**
3. United Nations *Treaty Series* volumes	40	45	40	40

C. Substantive deliverables

Consultation, advice and advocacy: advice to intergovernmental bodies on final clauses and the law of treaties during the negotiations of treaties to be deposited with the Secretary-General; consultation and legal advice concerning the law of treaties, depositary practice and registration of treaties to States, international organizations, secretariats and treaty bodies.

Databases and substantive digital materials: daily online updates of depositary notifications on treaty actions and formalities regarding multilateral treaties deposited with the Secretary-General; original of treaties and certified true copies of treaties deposited with the Secretary-General; certificates of registration and other registration documents regarding treaties and treaty actions registered and filed and recorded by Member States and other entities; and the United Nations Treaty Collection database.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

D. Communication deliverables

Outreach programmes, special events and information materials: annual treaty event during the opening session of the General Assembly and special treaty events dedicated to a particular treaty deposited with the Secretary-General.

Digital platforms and multimedia content: up-to-date content for the United Nations Treaty Collection website.

E. Enabling deliverables

Legal services: legal advice to and support for United Nations offices, departments and regional commissions on the law of treaties, depositary practice and the registration of treaties.

B. Proposed post and non-post resource requirements for 2026

Overview

8.I.102 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 8.I.28 to 8.I.30.

Table 8.I.28
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	26 037.5	27 441.7	(786.5)	–	296.2	(490.3)	(1.8)	26 951.4
Other staff costs	4.5	403.2	–	–	(296.2)	(296.2)	(73.5)	107.0
Non-staff compensation	–	0.1	–	–	–	–	–	0.1
Hospitality	–	0.7	(0.4)	–	–	(0.4)	(57.1)	0.3
Consultants	425.3	580.4	(43.6)	18.6	(127.6)	(152.6)	(26.3)	427.8
Experts	179.9	266.6	(69.6)	7.8	(5.5)	(67.3)	(25.2)	199.3
Travel of representatives	1 288.1	1 899.8	–	–	417.3	417.3	22.0	2 317.1
Travel of staff	747.2	953.3	(18.6)	–	(154.8)	(173.4)	(18.2)	779.9
Contractual services	1 087.9	1 357.4	(26.3)	–	(28.6)	(54.9)	(4.0)	1 302.5
General operating expenses	415.2	354.1	(3.5)	–	66.7	63.2	17.8	417.3
Supplies and materials	28.0	37.6	(1.1)	–	–	(1.1)	(2.9)	36.5
Furniture and equipment	75.9	112.5	(48.5)	–	–	(48.5)	(43.1)	64.0
Improvement of premises	3.8	–	–	–	–	–	–	–
Grants and contributions	548.9	587.0	–	–	(280.7)	(280.7)	(47.8)	306.3
Total	**30 842.4**	**33 994.4**	**(998.1)**	**26.4**	**(113.2)**	**(1 084.9)**	**(3.2)**	**32 909.5**

Table 8.I.29
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	154	1 USG, 1 ASG, 4 D-2, 7 D-1, 19 P-5, 24 P-4, 28 P-3, 16 P-2/1, 12 GS (PL), 42 GS (OL)
Abolishment	6	1 P-3, 1 P-2/1 and 1 GS (OL) from subprogramme 4 and 1 P-3, 1 P-2/1 and 1 GS (OL) from subprogramme 5
Conversion	2	1 P-3 and 1 GS (OL) in subprogramme 3
Proposed for 2026	150	1 USG, 1 ASG, 4 D-2, 7 D-1, 19 P-5, 24 P-4, 27 P-3, 14 P-2/1, 12 GS (PL), 41 GS (OL)

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

Table 8.I.30
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*[a]
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	4	–	–	–	–	4
D-1	7	–	–	–	–	7
P-5	19	–	–	–	–	19
P-4	24	–	–	–	–	24
P-3	28	(2)	–	1	–	27
P-2/1	16	(2)	–	–	–	14
Subtotal	**100**	**(4)**	**–**	**1**	**–**	**97**
General Service and related						
GS (PL)	12	–	–	–	–	12
GS (OL)	42	(2)	–	1	–	41
Subtotal	**54**	**(2)**	**–**	**1**	**–**	**53**
Total	**154**	**(6)**	**–**	**2**	**–**	**150**

[a] Includes six temporary posts (2 P-4, 1 P-3, 1 P-2/1, 1 GS (PL) and 1 GS (OL)).

8.I.103 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 8.I.31 to 8.I.33 and figure 8.I.V.

8.I.104 As shown in tables 8.I.31 (1) and 8.I.32 (1), the overall resources proposed for 2026 amount to $32,909,500, reflecting a net decrease of $1,084,900 (or 3.2 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 8.I.31
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
A. Policymaking organs	1 743.0	2 265.5	–	–	326.6	326.6	14.4	2 592.1
B. Executive direction and management	1 834.5	1 740.6	–	–	(3.7)	(3.7)	(0.2)	1 736.9
C. Programme of work								
1. Provision of legal services to the United Nations system as a whole	2 065.0	2 204.3	–	–	(4.5)	(4.5)	(0.2)	2 199.8
2. General legal services provided to United Nations organs and programmes	4 326.8	4 292.5	–	–	(8.6)	(8.6)	(0.2)	4 283.9
3. Progressive development and codification of international law	3 970.5	4 820.2	–	7.8	90.1	97.9	2.0	4 918.1
4. Law of the sea and ocean affairs	8 347.6	9 633.5	(577.8)	18.6	(519.3)	(1 078.5)	(11.2)	8 555.0
5. Progressive harmonization, modernization and unification of the law of international trade	3 553.8	4 055.5	(420.3)	–	51.1	(369.2)	(9.1)	3 686.3
6. Custody, registration and publication of treaties	4 156.8	3 970.5	–	–	(10.3)	(10.3)	(0.3)	3 960.2
Subtotal, C	**26 420.5**	**28 976.5**	**(998.1)**	**26.4**	**(401.5)**	**(1 373.2)**	**(4.7)**	**27 603.3**
D. Programme support	844.3	1 011.8	–	–	(34.6)	(34.6)	(3.4)	977.2
Subtotal, 1	**30 842.4**	**33 994.4**	**(998.1)**	**26.4**	**(113.2)**	**(1 084.9)**	**(3.2)**	**32 909.5**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	49.0	104.4	–	–	104.4
C. Programme of work					
1. Provision of legal services to the United Nations system as a whole	1 454.0	1 635.3	55.5	3.4	1 690.8
2. General legal services provided to United Nations organs and programmes	2 943.2	3 322.6	161.3	4.9	3 483.9
3. Progressive development and codification of international law	–	–	–	–	–
4. Law of the sea and ocean affairs	–	–	–	–	–
5. Progressive harmonization, modernization and unification of the law of international trade	–	–	–	–	–
6. Custody, registration and publication of treaties	–	–	–	–	–
Subtotal, C	**4 397.2**	**4 957.9**	**216.8**	**4.4**	**5 174.7**
D. Programme support	–	–	–	–	–
Subtotal, 2	**4 446.2**	**5 062.3**	**216.8**	**4.3**	**5 279.1**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	435.0	717.1	(180.0)	(25.1)	537.1
C. Programme of work					
1. Provision of legal services to the United Nations system as a whole	2 313.8	3 132.6	(919.0)	(29.3)	2 213.7
2. General legal services provided to United Nations organs and programmes	3 980.9	5 100.8	–	–	5 100.8
3. Progressive development and codification of international law	139.8	305.8	(203.4)	(66.5)	102.4
4. Law of the sea and ocean affairs	4 037.8	5 258.0	(2 270.0)	(43.2)	2 988.0
5. Progressive harmonization, modernization and unification of the law of international trade	1 607.6	1 458.5	(190.8)	(13.1)	1 267.6
6. Custody, registration and publication of treaties	230.9	277.5	–	–	277.5
Subtotal, C	**12 310.7**	**15 533.3**	**(3 583.3)**	**(23.1)**	**11 950.1**
D. Programme support	364.6	362.5	–	–	362.5
Subtotal, 3	**13 110.3**	**16 613.0**	**(3 763.3)**	**(22.7)**	**12 849.7**
Total	**48 398.9**	**55 669.7**	**(4 631.5)**	**(8.3)**	**51 038.3**

Table 8.I.32
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	9	–	–	–	–	9
C. Programme of work						
1. Provision of legal services to the United Nations system as a whole	11	–	–	–	–	11
2. General legal services provided to United Nations organs and programmes	21	–	–	–	–	21
3. Progressive development and codification of international law	20	–	–	2	2	22
4. Law of the sea and ocean affairs	41	(3)	–	–	(3)	38
5. Progressive harmonization, modernization and unification of the law of international trade	22	(3)	–	–	(3)	19
6. Custody, registration and publication of treaties	25	–	–	–	–	25
Subtotal, C	**140**	**(6)**	**–**	**2**	**(4)**	**136**
D. Programme support	5	–	–	–	–	5
Subtotal, 1	**154**	**(6)**	**–**	**2**	**(4)**	**150**

(2) *Other assessed*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Provision of legal services to the United Nations system as a whole	6	–	6
2. General legal services provided to United Nations organs and programmes	13	–	13
3. Progressive development and codification of international law	–	–	–
4. Law of the sea and ocean affairs	–	–	–
5. Progressive harmonization, modernization and unification of the law of international trade	–	–	–
6. Custody, registration and publication of treaties	–	–	–
Subtotal, C	**19**	**–**	**19**
D. Programme support	–	–	–
Subtotal, 2	**19**	**–**	**19**

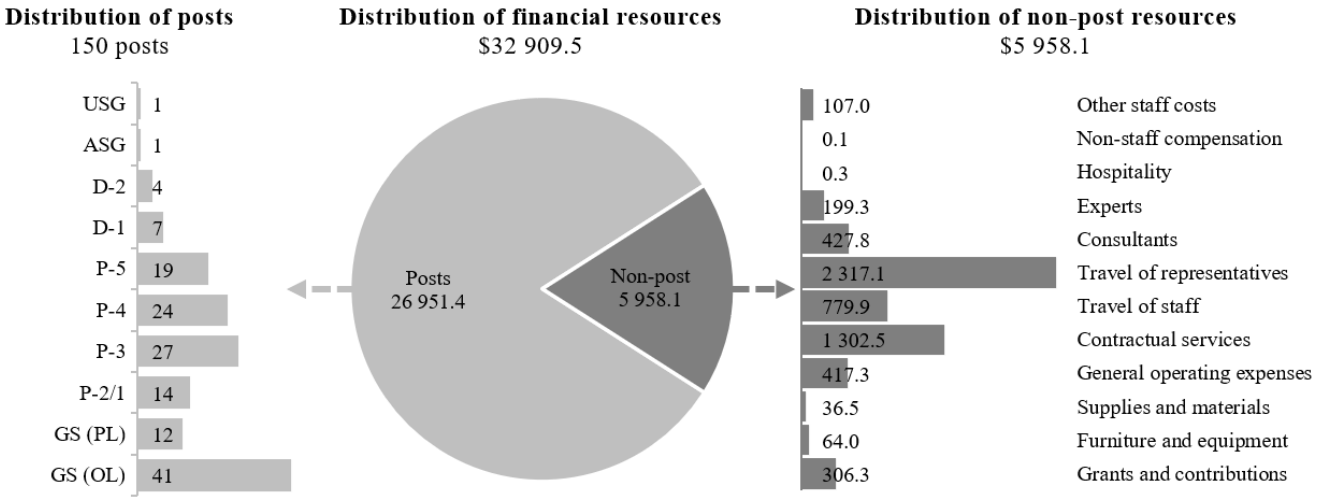
(3) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	2	–	2
C. Programme of work			
1. Provision of legal services to the United Nations system as a whole	6	–	6
2. General legal services provided to United Nations organs and programmes	13	–	13
3. Progressive development and codification of international law	–	–	–
4. Law of the sea and ocean affairs	4	–	4
5. Progressive harmonization, modernization and unification of the law of international trade	5	(1)	4
6. Custody, registration and publication of treaties	1	–	1
Subtotal, C	**29**	**(1)**	**28**
D. Programme support	2	–	2
Subtotal, 3	**33**	**(1)**	**32**
Total (1+2+3)	**206**	**(5)**	**201**

Table 8.I.33
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	26 037.5	27 441.7	(786.5)	–	296.2	(490.3)	(1.8)	26 951.4
Non-post	4 804.9	6 552.7	(211.6)	26.4	(409.4)	(594.6)	(9.1)	5 958.1
Total	**30 842.4**	**33 994.4**	**(998.1)**	**26.4**	**(113.2)**	**(1 084.9)**	**(3.2)**	**32 909.5**
Post resources by category								
Professional and higher		100	(4)	–	1	(3)	–	97
General Service and related		54	(2)	–	1	(1)	–	53
Total		**154**	**(6)**	**–**	**2**	**(4)**	**–**	**150**

Figure 8.I.V
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

8.I.105 As shown in table 8.I.31 (1), resource changes reflect a net decrease of $998,100, as follows:

(a) **Subprogramme 4, Law of the sea and ocean affairs**. The net decrease of $577,800 relates to the following:

(i) An increase of $84,200 relating to the higher provision at continuing vacancy rates for one temporary post (P-3) established in 2025 pursuant to General Assembly resolution 79/258, which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

(ii) A decrease of $662,000 relating to the abolishment of three temporary posts (P-3, P-2 and General Service (Other level)) ($456,700) and the removal of non-recurrent requirements under hospitality ($400), consultants ($43,600), experts ($69,600), travel of staff ($18,600), contractual services ($20,600), general operating expenses ($3,500), supplies and materials ($500) and furniture and equipment ($48,500). The resources were approved pursuant to General Assembly resolution 75/239 to support the fifth year of the third cycle of the regular process for the period 2021–2025;

(b) **Subprogramme 5, Progressive harmonization, modernization and unification of the law of international trade**. The decrease of $420,300 relates to the abolishment of three temporary posts (P-3, P-2 and General Service (Other level)) ($414,000) and the removal of non-recurrent requirements under contractual services ($5,700) and supplies and materials ($600) that were approved by the General Assembly in its resolution 76/229 to support the reform of investor-State dispute settlement being conducted by the United Nations Commission on International Trade Law Working Group III for the period 2022–2025.

New and expanded mandates

8.I.106 As shown in table 8.I.31 (1), resource changes reflect an increase of $26,400, as follows:

(a) **Subprogramme 3, Progressive development and codification of international law**. The increase of $7,800 under experts relates to travel costs of the Special Rapporteur on crimes against humanity of the International Law Commission to attend the first session of the Preparatory Committee in 2026 pursuant to General Assembly resolution 79/122 titled “United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity”;

(b) **Subprogramme 4, Law of the sea and ocean affairs**. The increase of $18,600 relates to the provision of consultancy services to conduct research and support the drafting of the report of the Secretary-General on an overview of the impact of bottom fisheries on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks, pursuant to General Assembly resolution 79/145.

Other changes

8.I.107 As shown in table 8.I.31 (1), resource changes reflect a net decrease of $113,200, as follows:

(a) **Policymaking organs**. The net increase of $326,600 comprises:

(i) An increase of $417,300 under travel of representatives to participate in the first part of the seventy-seventh session of the International Law Commission, to be held in New York pursuant to General Assembly resolution 79/121;

(ii) A decrease of $90,700 under travel of staff due to reduced travel provisions for Headquarters staff servicing the International Law Commission secretariat;

(b) **Executive direction and management**. The decrease of $3,700 under contractual services relates to the lower standard price of information and communications technology charges for Headquarters personnel;

(c) **Subprogramme 1, Provision of legal services to the United Nations system as a whole**. The decrease of $4,500 under contractual services is as explained in paragraph 8.I.107 (b);

(d) **Subprogramme 2 General legal services provided to United Nations organs and programmes**. The decrease of $8,600 under contractual services is as explained in paragraph 8.I.107 (b);

(e) **Subprogramme 3, Progressive development and codification of international law**. The net increase of $90,100 comprises:

(i) Cost-neutral changes under posts and other staff costs due to the proposed conversion of two general temporary assistance positions (P-3 and General Service (Other level)) to posts (see annex II);

(ii) An increase of $99,200 under general operating expenses, which would cover miscellaneous services required to support the conduct of various United Nations regional courses and the United Nations International Law Fellowship Programme;

(iii) A decrease of $9,100 under contractual services is as explained in paragraph 8.I.107 (b);

(f) **Subprogramme 4, Law of the sea and ocean affairs**. The decrease of $519,300 comprises:

(i) A decrease of $502,500 under travel of staff ($88,700), travel of experts ($5,500), consultants ($127,600) and grants and contributions ($280,700) that takes into account the lower-than-anticipated requests from States in 2024 for national technical assistance relating to the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, and the planned reduction in the number of capacity-building and technical assistance workshops from five to two;

(ii) A decrease of $16,800 under contractual services is as explained in paragraph 8.I.107 (b);

(g) **Subprogramme 5, Progressive harmonization, modernization and unification of the law of international trade**. The increase of $51,100 comprises:

(i) An increase of $50,200 under contractual services due to the estimated amount of cost-recovery charges that are not part of the recurring budget of the Office in 2026;

(ii) An increase of $900 under contractual services relating to the higher standard price of the core software package for non-field personnel outside of Headquarters;

(h) **Subprogramme 6, Custody, registration and publication of treaties**. The decrease of $10,300 under contractual services is as explained in paragraph 8.I.107 (b);

(i) **Programme support**. The decrease of $34,600 under contractual services is as explained in paragraph 8.I.107 (b).

Other assessed resources

8.I.108 As reflected in tables 8.I.31 (2) and 8.I.32 (2), other assessed resources amount to $5,279,100. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

8.I.109 As reflected in tables 8.I.31 (3) and 8.I.32 (3), the Office expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2026, extrabudgetary resources are estimated at $12,849,700 and would provide for 32 posts (2 D-1, 2 P-5, 7 P-4, 10 P-3, 2 P-2, 7 General Service (Other level) and 2 Local level) and non-post resources, whose functions would include the provision of legal advice and assistance to facilitate the implementation of substantive mandates and to protect the legal interests and minimize the legal liabilities of the United Nations.

8.I.110 Anticipated in-kind contributions with an estimated value of $544,400 would provide for: (a) donated right-to-use arrangements between the United Nations, the Ministry of Justice of the Republic of Korea and the city of Incheon regarding the operation of and financial contributions to the United Nations Commission on International Trade Law Regional Centre for Asia and the Pacific ($42,000); (b) other services, such as expert advice from two legal experts, for the Regional Centre ($97,700); and (c) technical assistance, administrative support and other services as a contribution for the World Oceans Day event ($404,700).

8.I.111 The extrabudgetary resources for the Office of Legal Affairs are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Policymaking organs

8.I.112 The resources proposed under this component would provide for the policymaking organs as shown in table 8.I.34.

Table 8.I.34
Policymaking organs
(Thousands of United States dollars)

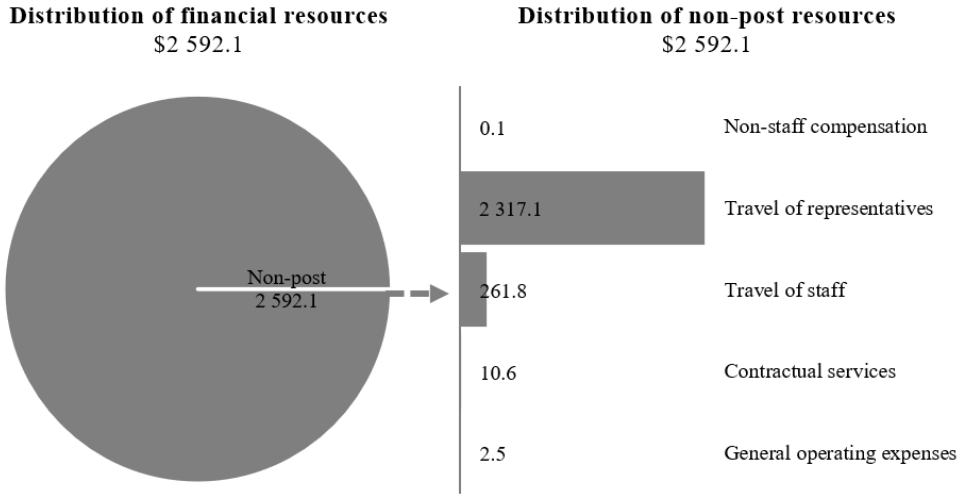
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
International Law Commission	Mandate: Article 13 (1) (a) of the Charter of the United Nations, and General Assembly resolution 174 (II), annex, as amended in resolutions 485 (V), 984 (X), 985 (X) and 36/39 Membership: 34 experts in international law Number of sessions in 2026: 1	2 108.0	2 434.6
United Nations Commission on International Trade Law	Mandate: Assembly resolution 2205 (XXI) Membership: 70 Member States Number of sessions in 2026: 1	157.5	157.5
Total		**2 265.5**	**2 592.1**

8.I.113 The proposed regular budget resources for 2026 amount to $2,592,100 and reflect a net increase of $326,600 compared with the approved budget for 2025. The proposed changes are explained in paragraph 8.I.107 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.35 and figure 8.I.VI.

Table 8.I.35
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	1 743.0	2 265.5	–	–	326.6	326.6	14.4	2 592.1
Total	**1 743.0**	**2 265.5**	**–**	**–**	**326.6**	**326.6**	**14.4**	**2 592.1**

Figure 8.I.VI
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

8.I.114 The executive direction and management component comprises the Office of the Under-Secretary-General for Legal Affairs and the Evaluation and Strategic Planning Unit. The component is responsible for the following functions:

(a) Provide the overall policy direction, supervision, administration and management of the Office of Legal Affairs;

(b) Represent the Secretary-General at meetings and conferences of a legal nature and in judicial and arbitral proceedings, certify legal instruments issued on behalf of the United Nations, convene meetings of the legal advisers of the United Nations system and represent the Organization at such meetings;

(c) Monitor the resources of the Office of Legal Affairs to address the changing organizational needs and workload and to improve the Office's management systems;

(d) Formulate recommendations to the Secretary-General in interdepartmental and inter-agency bodies, support the coordination of the United Nations Legal Advisers Network and provide legal advice to high-level inter-agency bodies;

(e) Ensure the consistent monitoring and self-evaluation of subprogrammes and support subprogrammes with the identification, development and review of monitoring and self-evaluation methodologies and practices;

(f) Coordinate the working groups on monitoring and evaluation and on the Sustainable Development Goals within the Office of Legal Affairs;

(g) Act as the focal point for information on all aspects of the work of the Office of Legal Affairs, including on capacity-building activities coordinated by the Office, coordinate interdepartmental activities and consult and negotiate with other departments, offices, subsidiary bodies and related agencies of the United Nations system on matters of mutual concern;

(h) Act as the centre for coordination and supervision of all capacity-building activities, including those undertaken under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law (subprogramme 3), and for the

strengthening of the capacity of the Office of Legal Affairs to concentrate the planning, implementation, monitoring and evaluation of those activities to allow for a more strategic and integrated management of capacity-building efforts, the leveraging of partnerships and the replication of good practices regarding legal technical assistance across organizational units to better assist relevant stakeholders and better respond to requests by Member States.

8.I.115 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office integrates environmental management practices into its operations. This includes decreasing its greenhouse gas emissions by encouraging the use of videoconference facilities for interviews and meetings, reducing print services and ensuring that all printers are set to double-sided printing and encouraging staff to turn off computers and monitors at the end of the workday.

8.I.116 Information on the timely submission of documentation and advance booking for air travel is reflected in table 8.I.36. The timeliness of booking compliance was affected by several factors, such as the change in participants for workshops and seminars by sponsoring Member States, delays in participants obtaining entry visas and delayed confirmations of travellers and sponsors regarding their participation in activities.

Table 8.I.36
Compliance rate
(Percentage)

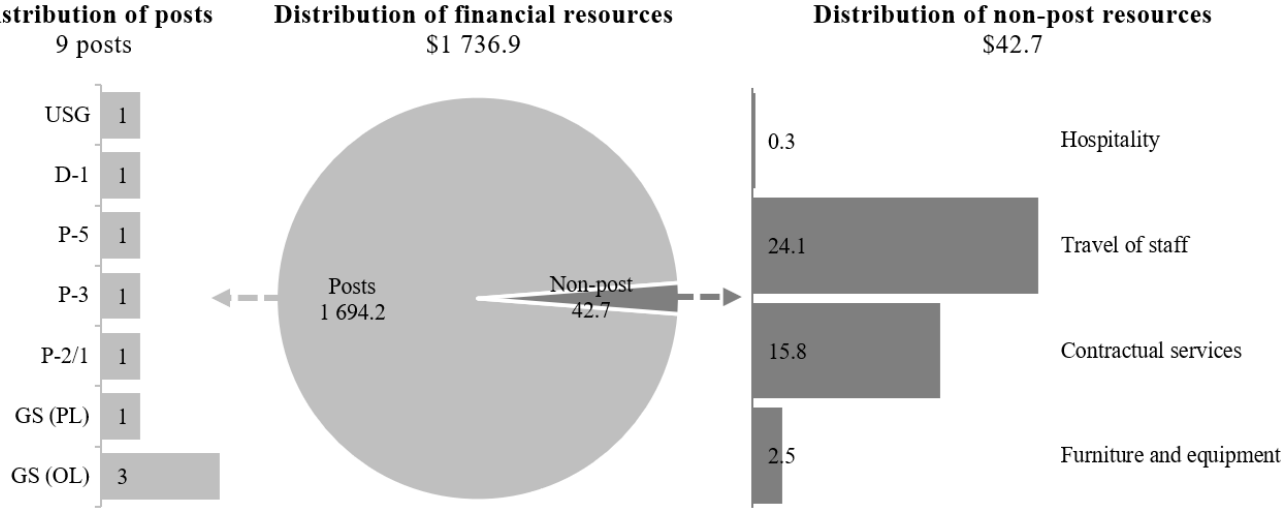
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	99	99	96	100	100
Air tickets purchased at least two weeks before the commencement of travel	62	77	82	100	100

8.I.117 The proposed regular budget resources for 2026 amount to $1,736,900 and reflect a decrease of $3,700 compared with the approved budget for 2025. The proposed changes are explained in paragraph 8.I.107 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.37 and figure 8.I.VII.

Table 8.I.37
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 810.8	1 694.20	–	–	–	–	–	1 694.2
Non-post	23.7	46.4	–	–	(3.7)	(3.7)	(8.0)	42.7
Total	**1 834.5**	**1 740.60**	**–**	**–**	**(3.7)**	**(3.7)**	**(0.2)**	**1 736.9**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		4	–	–	–	–	–	4
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 8.I.VII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

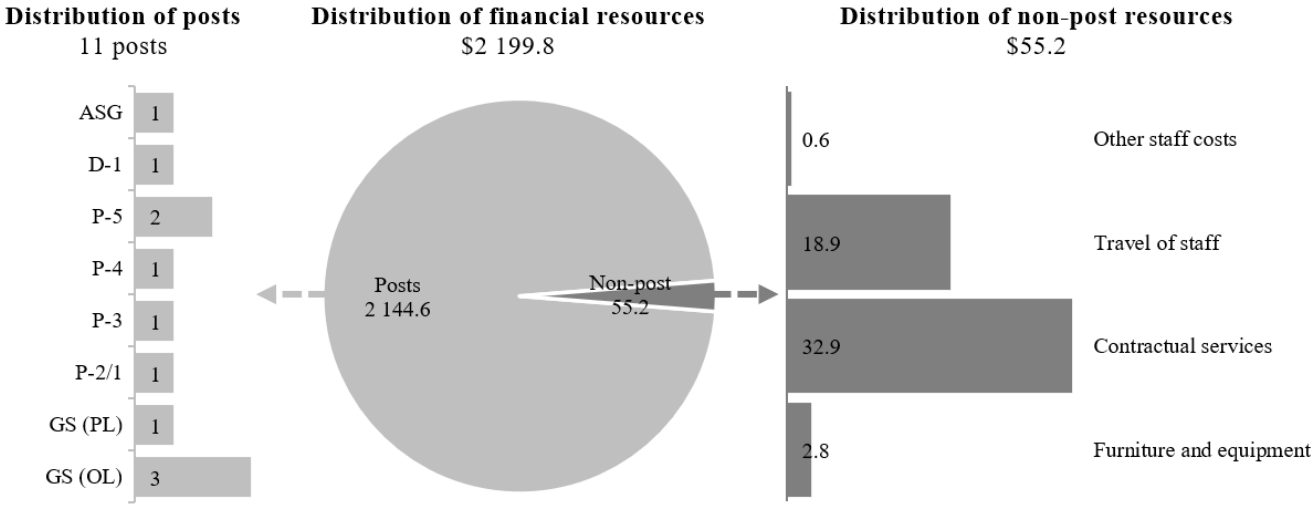
Subprogramme 1
Provision of legal services to the United Nations system as a whole

8.I.118 The proposed regular budget resources for 2026 amount to $2,199,800 and reflect a net decrease of $4,500 compared with the approved budget for 2025. The proposed changes are explained in paragraph 8.I.107 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.38 and figure 8.I.VIII.

Table 8.I.38
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 018.1	2 144.60	–	–	–	–	–	2 144.6
Non-post	47.0	59.7	–	–	(4.5)	(4.5)	(7.5)	55.2
Total	**2 065.0**	**2 204.30**	**–**	**–**	**(4.5)**	**(4.5)**	**(0.2)**	**2 199.8**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		4	–	–	–	–	–	4
Total		**11**	**–**	**–**	**–**	**–**	**–**	**11**

Figure 8.I.VIII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



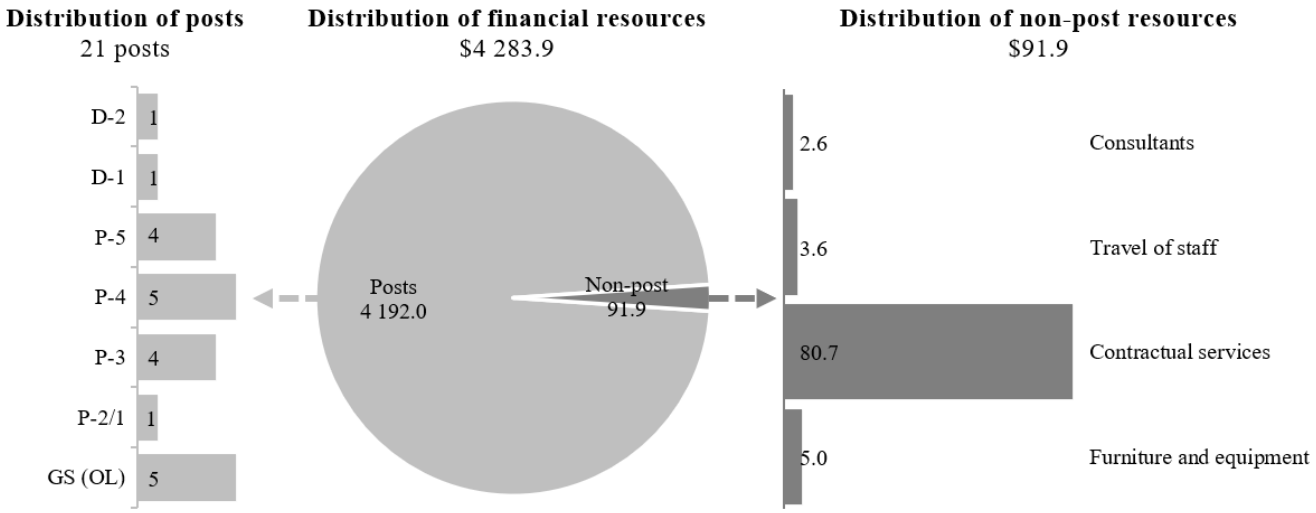
Subprogramme 2
General legal services provided to United Nations organs and programmes

8.I.119 The proposed regular budget resources for 2026 amount to $4,283,900 and reflect a decrease of $8,600 compared with the approved budget for 2025. The proposed changes are explained in paragraph 8.I.107 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.39 and figure 8.I.IX.

Table 8.I.39
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 244.1	4 192.0	–	–	–	–	–	4 192.0
Non-post	82.7	100.5	–	–	(8.6)	(8.6)	(8.6)	91.9
Total	**4 326.8**	**4 292.5**	**–**	**–**	**(8.6)**	**(8.6)**	**(0.2)**	**4 283.9**
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		5	–	–	–	–	–	5
Total		**21**	**–**	**–**	**–**	**–**	**–**	**21**

Figure 8.I.IX
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



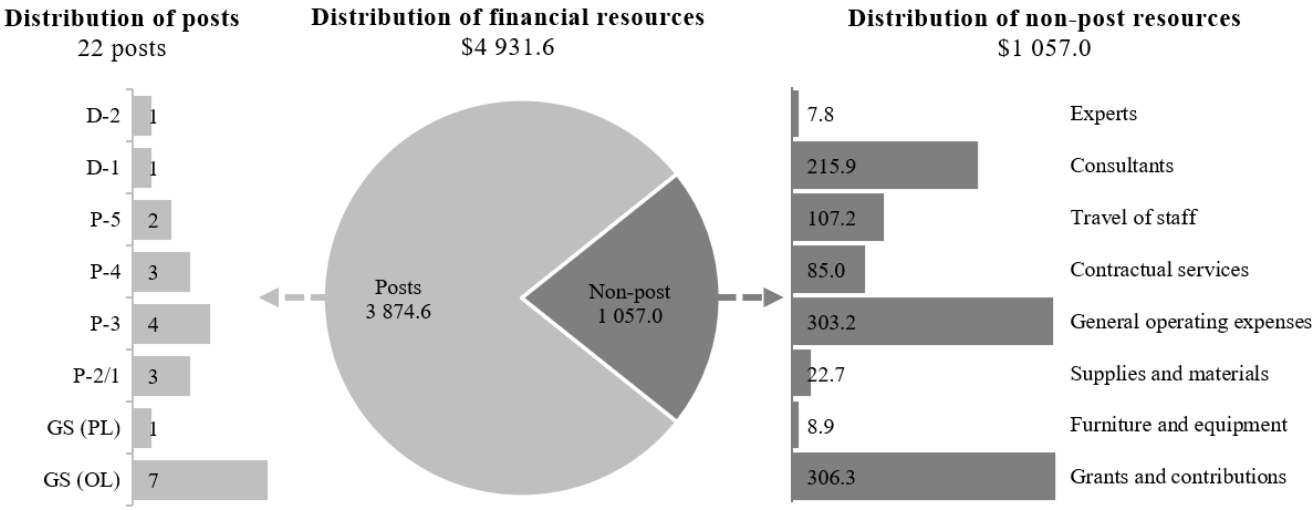
Subprogramme 3
Progressive development and codification of international law

8.I.120 The proposed regular budget resources for 2026 amount to $4,918,100 and reflect a net increase of $97,900 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 8.I.106 (a) and 8.I.107 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.40 and figure 8.I.X.

Table 8.I.40
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 133.7	3 578.4	–	–	296.2	296.2	8.3	3 874.6
Non-post	836.7	1 255.3	–	7.8	(206.1)	(198.3)	(15.8)	1 057.0
Total	**3 970.5**	**4 833.7**	**–**	**7.8**	**90.1**	**97.9**	**2.0**	**4 931.6**
Post resources by category								
Professional and higher		13	–	–	1	–	–	14
General Service and related		7	–	–	1	–	–	8
Total		**20**	**–**	**–**	**2**	**–**	**–**	**22**

Figure 8.I.X
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



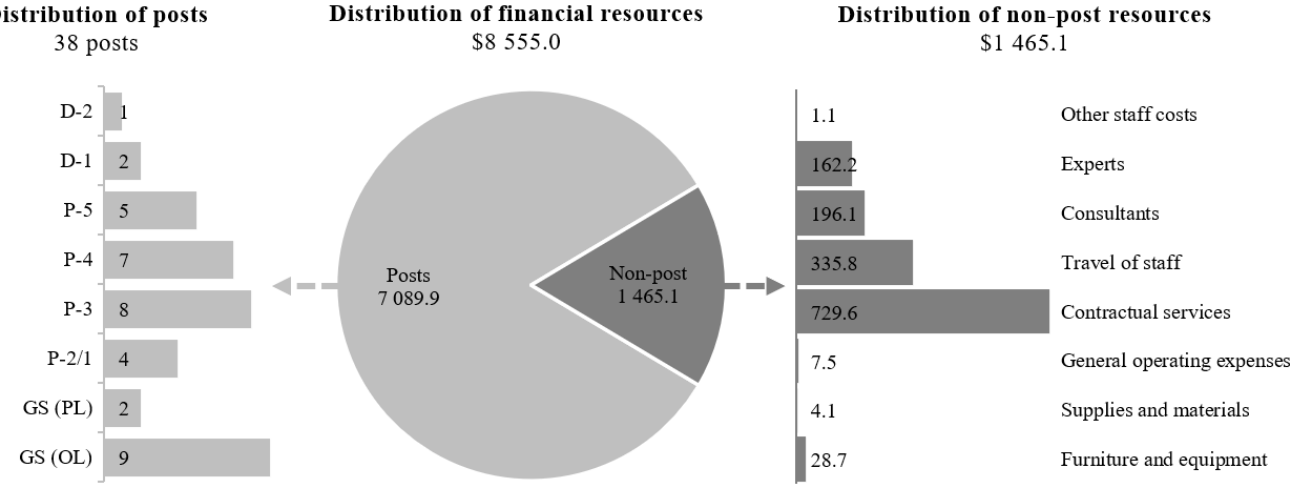
Subprogramme 4
Law of the sea and ocean affairs

8.I.121 The proposed regular budget resources for 2026 amount to $8,555,000 and reflect a net decrease of $1,078,500 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 8.I.105 (a), 8.I.106 (b) and 8.I.107 (f). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.41 and figure 8.I.XI.

Table 8.I.41
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 760.1	7 462.4	(372.5)	–	–	(372.5)	(5.0)	7 089.9
Non-post	1 587.5	2 171.1	(205.3)	18.6	(519.3)	(706.0)	(32.5)	1 465.1
Total	**8 347.6**	**9 633.5**	**(577.8)**	**18.6**	**(519.3)**	**(1 078.5)**	**(11.2)**	**8 555.0**
Post resources by category								
Professional and higher		29	(2)	–	–	–	–	27
General Service and related		12	(1)	–	–	–	–	11
Total		**41**	**(3)**	**–**	**–**	**–**	**–**	**38**

Figure 8.I.XI
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



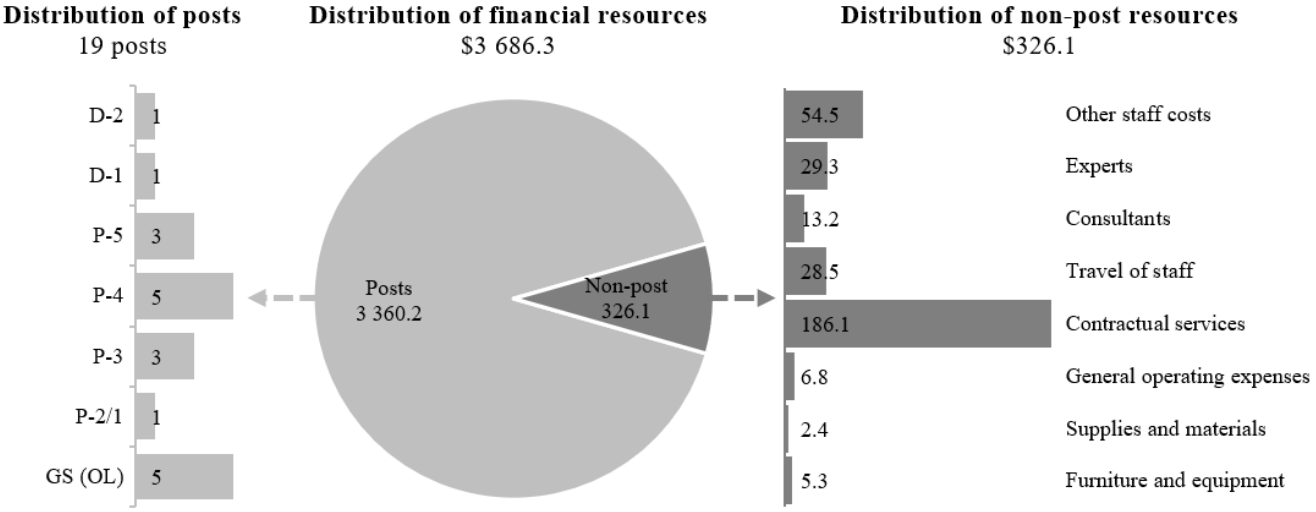
Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

8.I.122 The proposed regular budget resources for 2026 amount to $3,686,300 and reflect a net decrease of $369,200 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 8.I.105 (b) and 8.I.107 (g). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.42 and figure 8.I.XII.

Table 8.I.42
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 335.4	3 774.2	(414.0)	–	–	(414.0)	(11.0)	3 360.2
Non-post	218.4	281.3	(6.3)	–	51.1	44.8	15.9	326.1
Total	**3 553.8**	**4 055.5**	**(420.3)**	**–**	**51.1**	**(369.2)**	**(9.1)**	**3 686.3**
Post resources by category								
Professional and higher		16	(2)	–	–	–	–	14
General Service and related		6	(1)	–	–	–	–	5
Total		**22**	**(3)**	**–**	**–**	**–**	**–**	**19**

Figure 8.I.XII
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



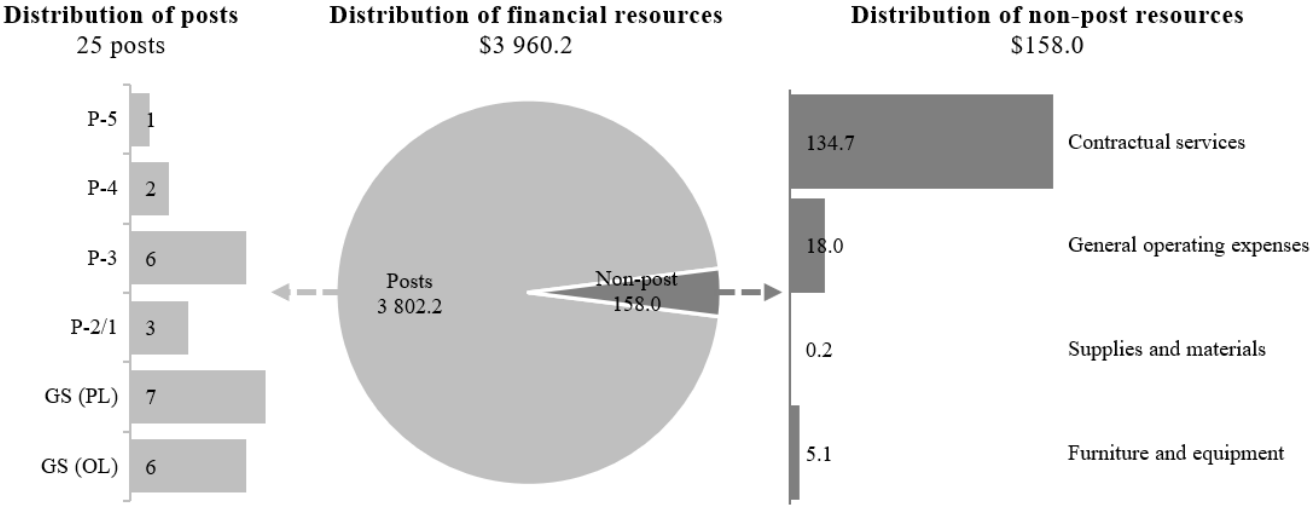
Subprogramme 6
Custody, registration and publication of treaties

8.I.123 The proposed regular budget resources for 2026 amount to $3,960,200 and reflect a decrease of $10,300 compared with the approved budget for 2025. The proposed changes are explained in paragraph 8.I.107 (h). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.43 and figure 8.I.XIII.

Table 8.I.43
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 990.1	3 802.2	–		–	–	0.0	3 802.2
Non-post	166.6	168.3	–	–	(10.3)	(10.3)	(6.1)	158.0
Total	**4 156.8**	**3 970.5**	**–**	**–**	**(10.3)**	**(10.3)**	**(0.3)**	**3 960.2**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		13	–	–	–	–	–	13
Total		**25**	**–**	**–**	**–**	**–**	**–**	**25**

Figure 8.I.XIII
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

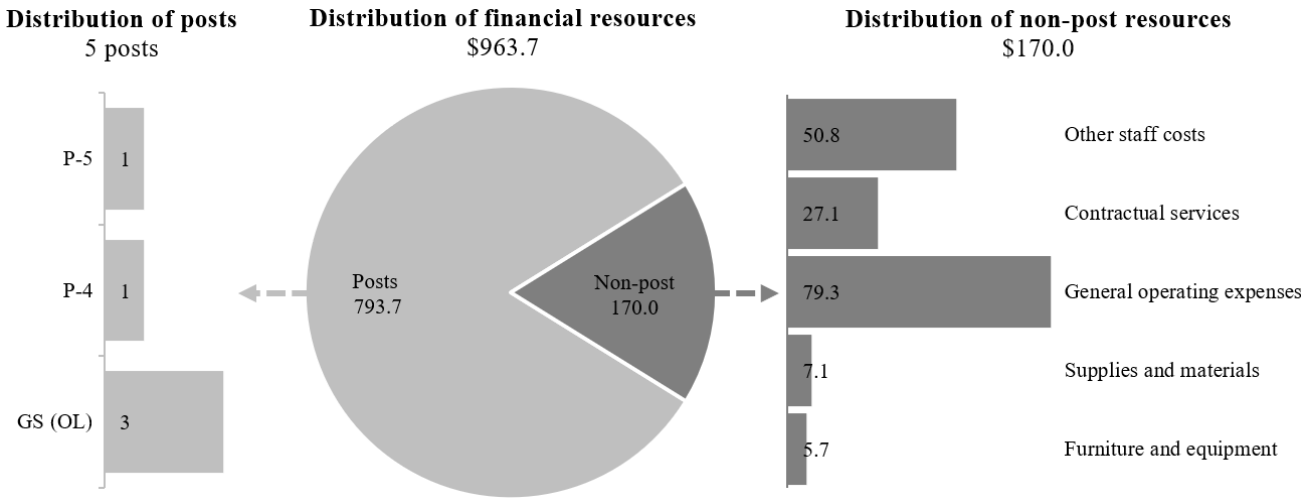
8.I.124 The programme support component comprises the Executive Office, which provides administrative services to the Office of Legal Affairs and policymaking organs, including on human resources, budgetary and financial administration and resource planning.

8.I.125 The proposed regular budget resources for 2026 amount to $977,200 and reflect a decrease of $34,600 compared with the approved budget for 2025. The proposed changes are explained in paragraph 8.I.107 (i). Additional details on the distribution of the proposed resources for 2026 are reflected in table 8.I.44 and figure 8.I.XIV.

Table 8.I.44
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	745.1	793.7	–	–	–	–	–	793.7
Non-post	99.3	204.6	–	–	(34.6)	(34.6)	(16.9)	170.0
Total	**844.3**	**998.3**	**–**	**–**	**(34.6)**	**(34.6)**	**(3.5)**	**963.7**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		3	–	–	–	–	–	3
Total		**5**	**–**	**–**	**–**	**–**	**–**	**5**

Figure 8.I.XIV
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



II. Independent Investigative Mechanism for Myanmar

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

8.II.1 The Independent Investigative Mechanism for Myanmar is mandated to collect, consolidate, preserve and analyse evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011 and prepare files that can be shared with competent investigative, prosecutorial and judicial authorities ("competent authorities") in order to facilitate fair and independent criminal proceedings in national, regional or international courts or tribunals. The mandate derives from Human Rights Council resolutions 39/2, 42/3, 43/26, 46/21, 47/1, 49/23, 50/3, 52/31, 53/26 and 56/1. In its resolution 43/26, the Council called for close and timely cooperation between the Mechanism and any future investigations by the International Criminal Court or the International Court of Justice. The mandate is further elaborated in the Mechanism's terms of reference (A/73/716, annex).

8.II.2 The General Assembly welcomed the creation of the Mechanism in its resolution 73/264 and, in its resolutions 75/238, 76/180, 77/227, 78/219 and 79/182, called upon the United Nations to ensure that the Mechanism was afforded flexibility in terms of staffing, location and operational freedom so that it could deliver as effectively as possible on its mandate.

Programme of work

Objective

8.II.3 The objective, to which the Mechanism contributes, is to ensure accountability of perpetrators and justice for victims of the most serious international crimes and violations of international law committed in Myanmar since 2011.

Strategy and external factors for 2026

8.II.4 To contribute to the objective, the Mechanism will:

(a) Collect and analyse information and evidence regarding crimes within its mandate, including by undertaking investigative missions;

(b) Provide protection and support services to witnesses and information providers, including through cooperation with national authorities and other partners;

(c) Develop and maintain a secure electronic information management system that can protect against evolving risks to information and communications technology security and facilitate the analysis of vast quantities of data in multiple formats and languages;

(d) Share evidence and analysis with competent authorities in accordance with its mandate, including for proceedings at the International Criminal Court and the International Court of Justice;

(e) Engage in outreach to relevant stakeholders, in particular to victims and witnesses, using various communication tools and civil society dialogues.

8.II.5 The above-mentioned work is expected to result in:

(a) The collection and preservation of information and evidence that can be shared with competent authorities in relation to crimes within the Mechanism's mandate;

(b) The initiation of fair and independent criminal proceedings by competent authorities in relation to the aforementioned crimes;

(c) Greater understanding of the Mechanism's mandate, work and expected results by all relevant stakeholders, including victims and the general public, in particular inside Myanmar.

8.II.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Some relevant Member States will permit the Mechanism to conduct evidence collection and witness interviews on their territory and facilitate the safety and well-being of witnesses and information providers;

(b) Some competent authorities will seek to exercise jurisdiction over the crimes within the Mechanism's mandate and such authorities will continue to request information from the Mechanism.

8.II.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Mechanism continues to engage with Member States, individuals, civil society organizations and business entities to seek relevant information and ensure support for its mandate.

8.II.8 With regard to inter-agency coordination and liaison, the Mechanism continues to consult with international courts and other accountability mechanisms, in particular in the areas of legal and judicial cooperation, information management systems, investigation of sexual and gender-based crimes, witness protection and support, and development of methodologies and policies. The Mechanism also seeks the support of other United Nations entities working on issues relating to Myanmar to facilitate its activities.

8.II.9 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Mechanism will continue its focus on sexual and gender-based crimes and crimes against children, including in the evidence and analysis it shares with competent authorities and through appropriate access to protection and support measures for victims of such crimes.

8.II.10 In line with the United Nations Disability Inclusion Strategy, the Mechanism will actively ensure appropriate access to protection and support measures to witnesses and victims with disabilities.

Evaluation activities

8.II.11 An evaluation conducted by the Mechanism on the establishment of cooperation arrangements with Member States for the purpose of facilitating the collection of testimonial and documentary evidence in their territory was completed in 2024 and has guided the proposed programme plan for 2026.

8.II.12 The evaluation affirmed the Mechanism's progress in advancing numerous cooperation arrangements with a concrete impact on the Mechanism's efforts, as reflected in results 1 and 3. In response to the results of the evaluation referenced above, the Mechanism will continue regular consultations with States and national authorities, including through regional networks; adopt pragmatic and flexible approaches to negotiating cooperation arrangements, including to encourage greater cooperation by States; and, as necessary, adopt alternative arrangements for collecting evidence. The evaluation will also inform efforts to improve efficiencies in the submission of requests to States to collect evidence in their territory and their consideration of such requests.

8.II.13 The following evaluations to be conducted by the Mechanism are planned for 2026:

(a) Evaluation of the Mechanism's methodology for sharing information with national authorities and related outcomes;

(b) Evaluation of the Mechanism's witness protection and support measures;

(c) Evaluation of the Mechanism's security systems and applications, including their impact.

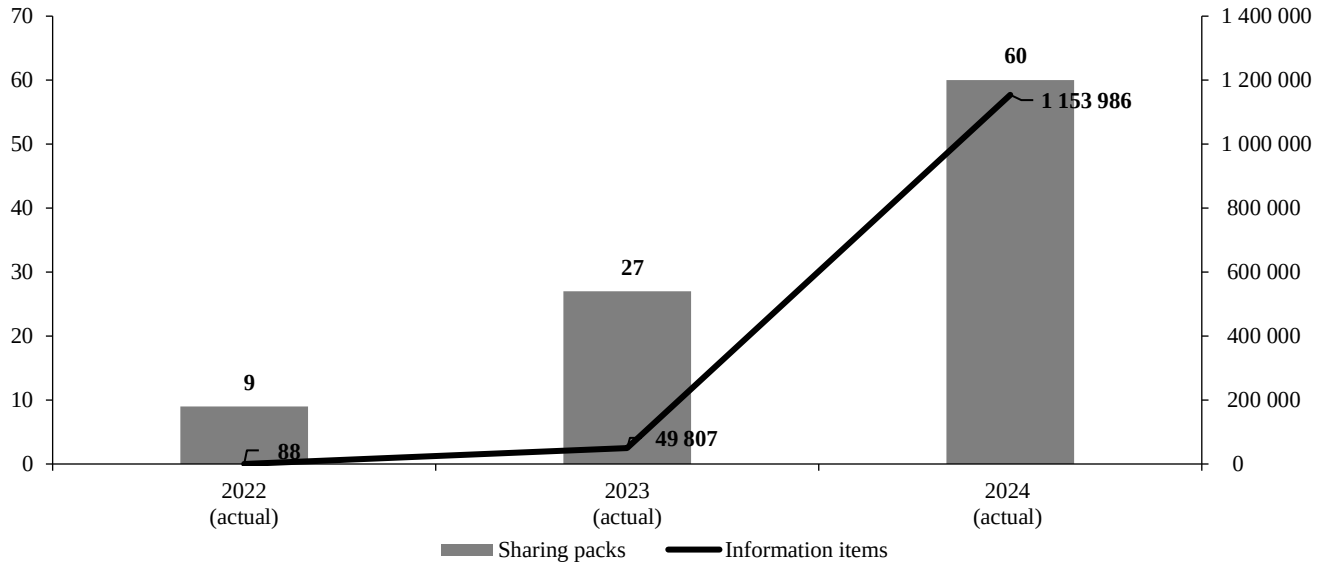
Programme performance in 2024

National and international authorities utilize diverse formats of evidentiary material to advance ongoing legal proceedings

8.II.14 The Mechanism was established to enable national and international authorities to deliver justice for victims of serious international crimes committed in Myanmar. To that end, the Mechanism has been supporting three ongoing proceedings related to crimes committed against the Rohingya population in Myanmar that are being conducted by the International Court of Justice, the International Criminal Court and Federal Prosecutor's Office No. 9 of Argentina. To date, the Mechanism has shared with competent authorities over 1 million information items in diverse formats, including witness statements, documents, photographs, videos, audio files, geospatial imagery, open-source materials and in-depth analytical products, on various matters of high contextual and evidentiary value to the ongoing proceedings. In September and November 2024 respectively, the Federal Prosecutor's Office No. 9 of Argentina and the Office of the Prosecutor of the International Criminal Court made submissions to their respective judicial authorities seeking arrest warrants for certain individuals who are alleged to be responsible for serious international crimes committed against the Rohingya. The written submissions phase of the proceedings at the International Court of Justice regarding alleged violations by Myanmar of the Convention on the Prevention and Punishment of the Crime of Genocide concluded in late 2024 and oral hearings on the merits are expected to begin in 2025.

8.II.15 Progress towards the objective is presented in the performance measure below (see figure 8.II.I).

Figure 8.II.I
Performance measure: number of evidentiary materials accessed by competent authorities (annual)



Planned results for 2026

Result 1: domestic and international authorities have access to evidence that assists in establishing specific crimes and identifying perpetrators

Programme performance in 2024 and target for 2026

8.II.16 The Mechanism's work contributed to domestic and international authorities having access to tailored, comprehensive and timely analytical products and underlying evidence in diverse formats that can assist such authorities in establishing specific crimes and identifying perpetrators of the most serious international crimes, which met the planned target.

8.II.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.II.1).

Table 8.II.1
Performance measure: domestic and international authorities have access to:

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Repository and analysis of information and evidence regarding priority situations and incidents	Repository of evidence and targeted analysis of hate speech; military structures and chain of command; sexual and gender-based crimes; and two post-coup priority incidents in Kayah and Sagaing	Repository of evidence and targeted analysis, including of (a) financial structures and connections between persons and groups of interest; (b) three post-coup priority incidents in Sagaing; and (c) geolocation of sites of interest	Repository of evidence and analysis pertaining to key suspected individuals linked to priority situations and incidents	Repository of evidence and analysis pertaining to additional persons and groups of interest and priority situations and incidents, including in Rakhine State

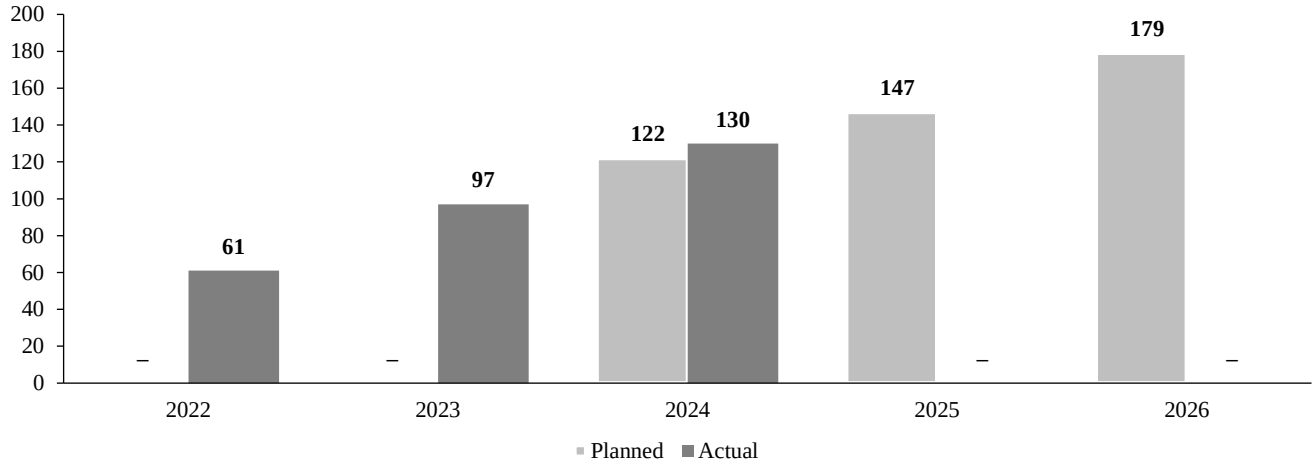
Result 2: victims, survivors, civil society and information providers engage in accountability processes

Programme performance in 2024 and target for 2026

8.II.18 The Mechanism's work contributed to 33 engagements with victims, survivors, civil society representatives and information providers, for a cumulative total of 130 engagements, which exceeded the planned target of 122 engagements.

8.II.19 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 8.II.II).

Figure 8.II.II
Performance measure: number of engagements of victims, survivors, civil society representatives and information providers (cumulative)



Result 3: increased access to evidence with the broadest possible admissibility in national, regional and international courts

Proposed programme plan for 2026

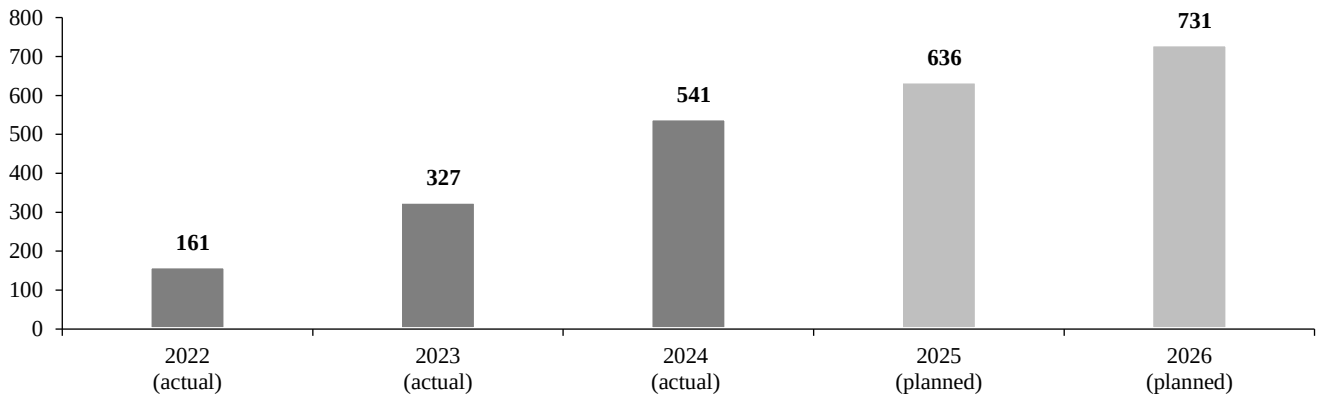
8.II.20 Building complex international criminal cases requires forensically reliable and probative evidence. In accordance with best practices, the Mechanism has conducted screenings (preliminary interviews) and detailed interviews with victims and witnesses who have relevant information. The Mechanism has shared screening notes and witness statements with relevant competent authorities, contributing to progress in ongoing proceedings.

Lessons learned and planned change

8.II.21 The lesson for the Mechanism is that competent authorities have greatly valued the detailed witness statements that the Mechanism has taken in person from individuals with first-hand knowledge relevant to crimes. In applying the lesson, the Mechanism will continue to engage with more victims and individuals who witnessed the commission, planning or ordering of serious crimes to collect testimonies. In doing so, the Mechanism will continue to engage with individuals from a wide range of locations and backgrounds in an effort to increase the pool of witnesses in stable security situations who may be available to testify in judicial proceedings. Furthermore, the Mechanism will utilize more culturally informed interviewing techniques and focus the interviews on the core elements of crimes and evidence of the identity and responsibility of alleged perpetrators.

8.II.22 Expected progress towards the objective is presented in the performance measure below (see figure 8.II.III).

Figure 8.II.III
Performance measure: number of screening notes and witness statements available for sharing (cumulative)



Legislative mandates

8.II.23 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Mechanism.

General Assembly resolutions

73/264	Situation of human rights in Myanmar	75/287	The situation in Myanmar
74/246; 75/238; 76/180; 77/227; 78/219; 79/182	Situation of human rights of Rohingya Muslims and other minorities in Myanmar		

Human Rights Council resolutions

39/2; 42/3; 47/1; 50/3; 53/26; 56/1	Situation of human rights of Rohingya Muslims and other minorities in Myanmar	43/26; 46/21; 49/23; 52/31; 55/20	Situation of human rights in Myanmar

Deliverables

8.II.24 Table 8.II.2 lists all deliverables of the Mechanism.

Table 8.II.2
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports for the General Assembly	1	1	1	1
2. Reports for the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**5**	**5**	**5**	**5**
Meetings of:				
3. The Human Rights Council	1	1	1	1
4. The General Assembly	1	1	1	1
5. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
6. The Committee for Programme and Coordination	1	1	1	1
7. The Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**7**	**10**	**10**	**9**
8. Workshops for national, regional and international courts or tribunals on the Mechanism's investigations in order to facilitate proceedings	3	3	4	3
9. Workshop on collaboration between civil society groups working on Myanmar and the Mechanism	4	7	6	6
Technical materials (number of materials)	**155**	**388**	**180**	**180**
10. Compilation of information and evidence of international crimes	40	120	50	50
11. Compilation of analysis of evidence of international crimes	25	54	35	35
12. Screening notes and witness statements	90	214	95	95
Fact-finding, monitoring and investigation missions (number of missions)	**6**	**6**	**5**	**5**
13. Investigation missions to interview witnesses and collect evidence	6	6	5	5

C. Substantive deliverables

Consultation, advice and advocacy: consultations with more than 50 entities, including Member States and civil society organizations.

Databases and substantive digital materials: databases and technical systems to securely register, preserve and verify information and evidence; systems and tools for analysis of the repository of evidence; information technology systems for safe and secure operations; and tools for artificial intelligence-assisted search.

Direct service delivery: protection and support measures for witnesses, including 180 threat and risk assessments to identify security risks to witnesses; 180 psychosocial assessments to identify support needs; in-house psychosocial services to facilitate witness interviews and screenings; and referrals of witnesses to service providers to facilitate psychosocial support.

D. Communication deliverables

Outreach programmes, special events and information materials: one conference with relevant stakeholders on the Mechanism's mandate and activities; three newsletters; five visual materials about the Mechanism's work in at least two languages of Myanmar in addition to the Myanmar language (Burmese).

External and media relations: 15 press conferences and media interviews; panels and events; and at least four briefings to the diplomatic and academic communities on progress of the Mechanism's work.

Digital platforms and multimedia content: Mechanism's website and social media accounts.

B. Proposed post and non-post resource requirements for 2026

Overview

8.II.25 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 8.II.3 to 8.II.5.

Table 8.II.3
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	10 013.0	11 785.8	–	–	168.4	168.4	1.4	11 954.2
Consultants	223.9	317.3	–	–	–	–	–	317.3
Experts	1.6	–	–	–	–	–	–	–
Travel of staff	381.2	479.8	–	–	–	–	–	479.8
Contractual services	1 433.6	1 718.0	–	–	5.9	5.9	0.3	1 723.9
General operating expenses	817.2	900.1	–	–	2.5	2.5	0.3	902.6
Supplies and materials	42.8	26.0	–	–	–	–	–	26.0
Furniture and equipment	261.5	267.3	–	–	4.0	4.0	1.5	271.3
Grants and contributions	44.7	159.5	–	–	–	–	–	159.5
Total	**13 219.5**	**15 653.8**	**–**	**–**	**180.8**	**180.8**	**1.2**	**15 834.6**

Table 8.II.4
Overall: proposed general temporary assistance positions and changes for 2026
(Number of positions)

	Number	*Details*
Approved for 2025	57	1 ASG, 1 D-1, 4 P-5, 8 P-4, 20 P-3, 14 P-2/1, 9 GS (OL)
Establishment	1	1 P-2/1
Proposed for 2026	58	1 ASG, 1 D-1, 4 P-5, 8 P-4, 20 P-3, 15 P-2/1, 9 GS (OL)

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

Table 8.II.5
Overall: proposed general temporary assistance positions by category and grade
(Number of positions)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	8	–	–	–	–	8
P-3	20	–	–	–	–	20
P-2/1	14	–	–	1	1	15
Subtotal	**48**	**–**	**–**	**1**	**1**	**49**
General Service and related						
GS (OL)	9	–	–	–	–	9
Subtotal	**9**	**–**	**–**	**–**	**–**	**9**
Total	**57**	**–**	**–**	**1**	**1**	**58**

8.II.26 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 8.II.6 to 8.II.8 and figure 8.II.IV.

8.II.27 As shown in tables 8.II.6 (1) and 8.II.7 (1), the overall resources proposed for 2026 amount to $15,834,600, reflecting a net increase of $180,800 (or 1.2 per cent) compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of the Mechanism's mandate.

Table 8.II.6
Overall: evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	13 219.5	15 653.8	–	–	180.8	180.8	1.2	15 834.6
Subtotal, 1	**13 219.5**	**15 653.8**	**–**	**–**	**180.8**	**180.8**	**1.2**	**15 834.6**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	3 410.5	3 996.9	(50.7)	(1.3)	3 946.2
Subtotal, 2	**3 410.5**	**3 996.9**	**(50.7)**	**(1.3)**	**3 946.2**
Total (1+2)	**16 630.0**	**19 650.7**	**130.1**	**0.7**	**19 780.8**

Table 8.II.7
Overall: proposed general temporary assistance positions for 2026 by source of funding and component
(Number of positions)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	57	–	–	1	1	58
Subtotal, 1	**57**	**–**	**–**	**1**	**1**	**58**

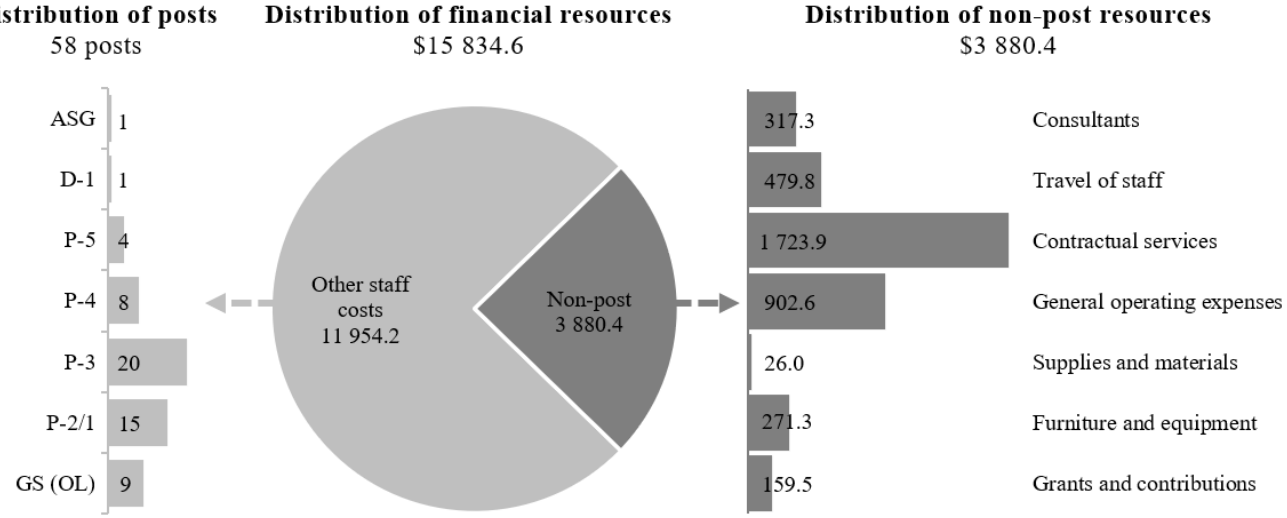
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	14	–	14
Subtotal, 2	**14**	**–**	**14**
Total (1+2)	**71**	**1**	**72**

Table 8.II.8
Overall: evolution of financial resources and general temporary assistance positions
(Thousands of United States dollars/number of positions)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	13 219.5	15 653.8	–	–	180.8	180.8	1.2	15 834.6
Total	**13 219.5**	**15 653.8**	**–**	**–**	**180.8**	**180.8**	**1.2**	**15 834.6**
Post resources by category								
Professional and higher		48	–	–	–	1	2.0	49
General Service and related		9	–	–	–	–	–	9
Total		**57**	**–**	**–**	**–**	**1**	**1.7**	**58**

Figure 8.II.IV
Distribution of proposed resources for 2026
(Number of positions/thousands of United States dollars)



Explanation of variances by factor

Other changes

8.II.28 As shown in tables 8.II.6 (1) and 8.II.7 (1), resource changes reflect an increase of $180,800, as follows:

(a) An increase of $168,400 under other staff costs related to the proposed establishment of one position of Associate Field Security Coordination Officer (P-2) in Geneva (see annex II);

(b) An increase of $10,100 related to the non-post provisions associated with the proposed establishment of the position of Associate Field Security Coordination Officer (P-2), comprising contractual services ($3,600), general operating expenses ($2,500) and furniture and equipment ($4,000);

(c) An increase of $2,300 under contractual services relating to the higher standard price of the core software package for non-field personnel outside of Headquarters.

Extrabudgetary resources

8.II.29 As reflected in tables 8.II.6 (2) and 8.II.7 (2), extrabudgetary resources amount to $3,946,200. The resources would complement regular budget resources and would be used mainly to provide for 14 general temporary assistance positions (3 P-4, 5 P-3 and 6 P-2) to perform the functions of investigating sexual and gender-based crimes and crimes against and affecting children; financial and open-source investigations; information management; and programme management and administration. In addition, non-post resources would be used to cover the costs for information technology services, travel of staff, consultants, general operating expenses and specialized training required to implement the mandate.

8.II.30 The extrabudgetary resources under the Mechanism are subject to the oversight of the Mechanism, which has delegated authority from the Secretary-General.

Other information

8.II.31 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability

information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Mechanism continues to minimize energy consumption at its facilities, where it installed special external walls with thermal insulation panels to reduce the dispersion of heat, thermal windows with energy-efficient features designed to resist the loss of heat and cold, light-emitting diode lights in all office and common areas, and a heating, ventilation and air-conditioning system with thermostats in all offices and common areas to enable better control of the system. The Mechanism also raises the awareness of its staff on energy-saving practices in the workplace.

8.II.32 Information on the timely submission of documentation and advance booking for air travel is reflected in table 8.II.9. The Mechanism will continue its efforts to improve the travel compliance rate through frequent monitoring of compliance with advance booking requirements for air travel, periodic briefings to staff on travel policies and monthly updates to managers.

Table 8.II.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	83	92	98	100	100

III. International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

8.III.1 The Mechanism is responsible for assisting in the investigation and prosecution of persons responsible for the most serious international crimes committed in the Syrian Arab Republic since March 2011. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 71/248, as further elucidated in the Mechanism's terms of reference (A/71/755, annex). The Mechanism has a responsibility to support criminal accountability and in doing so provides support to ongoing investigations and prosecutions in competent jurisdictions. It also generates analytical products that can be shared with competent jurisdictions that either currently, or may in the future, have jurisdiction over the crimes within the Mechanism's mandate.

Programme of work

Objective

8.III.2 The objective, to which the Mechanism contributes, is to achieve accountability for the most serious international crimes committed in the Syrian Arab Republic since March 2011.

Strategy and external factors for 2026

8.III.3 To contribute to the objective, the Mechanism will:

(a) Build the central repository through existing or new cooperation agreements and focused investigative work and analysis of evidence within the framework of its structural investigation and in response to requests for assistance from competent jurisdictions;

(b) Prepare analytical products in the context of projects within active lines of inquiry in its structural investigation;

(c) Share information, evidence, analytical products and expertise with national, regional or international courts and tribunals that have jurisdiction over these alleged crimes;

(d) Develop and implement its victim- and survivor-centred approach and integrate a focus on gender-based violence, including sexual violence, and crimes against children throughout its work, as well as addressing broader justice objectives, such as assisting efforts to clarify the fate of missing persons;

(e) Promote an integrated and inclusive approach to justice and accountability through effective dialogue and coordination, including with criminal justice actors, civil society and other United Nations actors;

(f) Provide support and protection to witnesses who cooperate with the Mechanism to ensure that they can do so in safety and security;

(g) Engage with the Syrian caretaker authorities, within the scope of its mandate, and other accountability actors in supporting justice processes for victims and survivors.

8.III.4 The above-mentioned work is expected to result in:

(a) Requesting parties having access to crucial evidence of alleged crimes, stored in a central repository and available for collation and distribution;

(b) Strengthened investigations, prosecutions and trials by jurisdictions with competence over the alleged crimes within the Mechanism's mandate;

(c) Greater accessibility to, and influence over, justice processes for victims and survivors, including those disadvantaged by gender-based and/or age-related discrimination, of crimes in the Syrian Arab Republic;

(d) The strengthening of the broadest possible range of justice initiatives compatible with the Mechanism's mandate.

8.III.5 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Entities and individuals will provide and/or facilitate the Mechanism's access to information and evidence in various formats for inclusion in the central repository;

(b) Access to the territory of the Syrian Arab Republic will be granted to the Mechanism for operations in furtherance of its mandate.

8.III.6 With regard to cooperation with other entities at the global, regional, national and local levels, the Mechanism will continue to request access to a growing number of States for evidence-gathering as well as to cooperate with competent jurisdictions, international organizations, Syrian and international civil society organizations and individuals, utilizing a variety of cooperation frameworks.

8.III.7 With regard to inter-agency coordination and liaison, the Mechanism will continue to cooperate with other United Nations entities working on issues related to the Syrian Arab Republic, including the Organisation for the Prohibition of Chemical Weapons, the Independent International Commission of Inquiry on the Syrian Arab Republic and the Independent Institution on Missing Persons in the Syrian Arab Republic, in accordance with its mandate.

8.III.8 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Mechanism continues to incorporate a gender perspective into its evidentiary strategies to avoid bias that results in the incomplete or inaccurate recording of harm experienced by females and to ensure that due attention is paid to sexual violence against males.

8.III.9 In line with the United Nations Disability Inclusion Strategy, the Mechanism will integrate throughout its work the experiences and perspectives of persons with disabilities in the Syrian context. This is consistent with its victim- and survivor-centred approach, whereby the Mechanism seeks to bring to light and address the experiences of a broad range of victims and survivors who have been historically overlooked.

Evaluation activities

8.III.10 An evaluation of the infrastructure and capacity needs of the Internet Resources Unit and its effectiveness in supporting analysis and sharing activities (postponed from 2025) is planned for 2026.

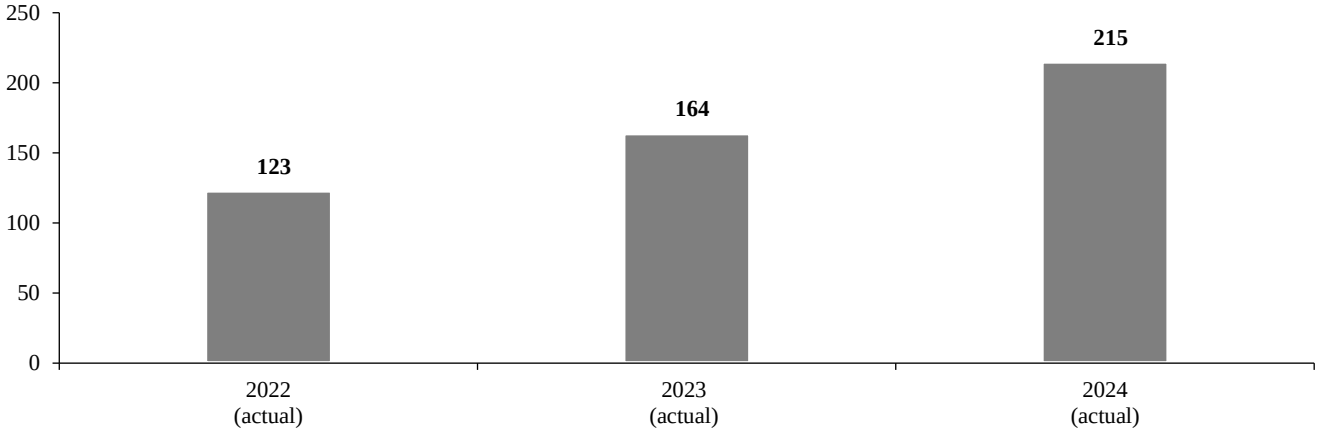
Programme performance in 2024

Competent jurisdictions' investigations furthering criminal accountability

8.III.11 The Mechanism is mandated to support criminal accountability and, in doing so, supports ongoing investigations and prosecutions of the most serious international crimes committed in the Syrian Arab Republic since March 2011 in competent jurisdictions. The Mechanism has supported investigations and prosecutions by sharing information, data sets, witness evidence, evidentiary modules and analytical products with competent jurisdictions.

8.III.12 Progress towards the objective is presented in the performance measure below (see figure 8.III.I).

Figure 8.III.I
Performance measure: number of distinct investigations enhanced with information provided by the Mechanism (cumulative)



Planned results for 2026

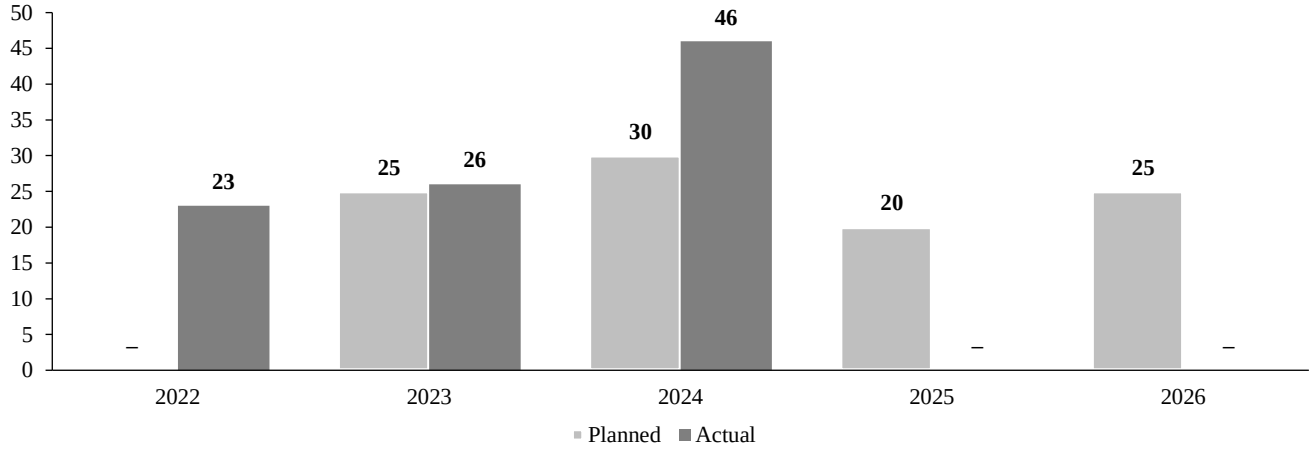
Result 1: increased availability of information in support of ongoing investigations and prosecutions and the search for missing persons

Programme performance in 2024 and target for 2026

8.III.13 The Mechanism's work contributed to 46 information and evidence packages proactively made available to competent jurisdictions and to assist the search for missing persons, which exceeded the planned target of 30 proactive sharing activities.

8.III.14 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 8.III.II).

Figure 8.III.II
Performance measure: number of information and evidence packages proactively made available to competent jurisdictions and to assist the search for missing persons (annual)



Result 2: enhanced protection and support to victims, witnesses or other sources cooperating with the Mechanism

Programme performance in 2024 and target for 2026

8.III.15 The programme's work contributed to the safety and security of witnesses cooperating with the Mechanism in carrying out its investigative mandate, with integrated protection and support mechanisms available throughout the investigative process, which met the planned target.

8.III.16 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 8.III.1).

Table 8.III.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Protection and support for witnesses, victims and other sources, including integrated protective measures and support mechanisms available throughout the investigative process	Witnesses, victims and other sources have access to systematic support, including standing referral pathways to Member States for protection and support-related services	Witnesses, victims and other sources have access to necessary protection and support in countries where they reside

Result 3: an integrated approach for inclusive justice

Proposed programme plan for 2026

8.III.17 Meaningful and inclusive justice requires active engagement with victims and survivors to reflect in accountability processes their experiences, perspectives and priorities. The Mechanism takes appropriate measures to respect and ensure respect for the confidentiality, privacy, interests and personal circumstances of victims and survivors, including their age, sex, gender and health. The Mechanism has developed dedicated thematic strategies related to these factors, with the recognition

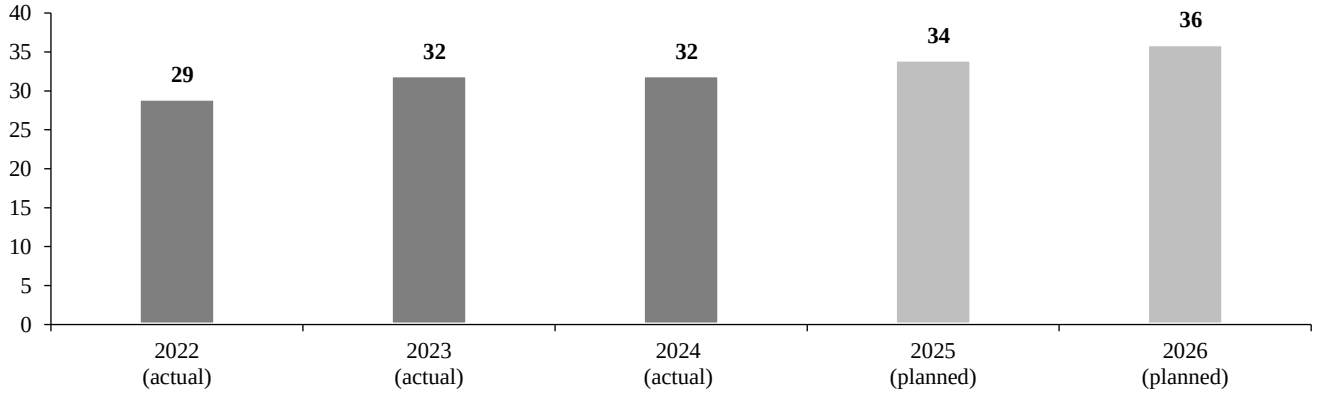
that, without proactive strategies, the experiences of specific groups of victims and survivors are insufficiently addressed in accountability processes. These thematic strategies have been developed and implemented since the commencement of the Mechanism's work and continue to be further refined as part of the Mechanism's victim- and survivor-centred approach, as reported to the General Assembly.

Lessons learned and planned change

8.III.18 The lesson for the Mechanism was that a consolidated framework that brings together the different components of its victim- and survivor-centred approach, and its thematic strategies, can enable more coherent and inclusive outcomes in justice processes. In applying the lesson, the Mechanism will utilize a consolidated framework to facilitate enhanced integration of a broad range of experiences, perspectives and priorities of victims and survivors.

8.III.19 Expected progress towards the objective is presented in the performance measure below (see figure 8.III.III).

Figure 8.III.III
Performance measure: number of engagements with relevant stakeholders on the integrated approach to inclusive justice (annual)



Legislative mandates

8.III.20 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Mechanism.

General Assembly resolutions

71/248	International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	75/193; 76/228; 77/230; 78/222; 79/185	Situation of human rights in the Syrian Arab Republic

Deliverables

8.III.21 Table 8.III.2 lists all deliverables of the Mechanism.

Table 8.III.2
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Reports for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
Meetings of:				
2. The General Assembly	1	1	1	1
3. The Fifth Committee	1	1	1	1
4. The Committee for Programme and Coordination	1	1	1	1
5. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**6**	**4**	**4**	**4**
6. Workshops on collaboration strategies between NGOs in the Syrian Arab Republic and the Mechanism	2	2	2	2
7. Workshops on accountability for civil society	2	–	–	–
8. Seminar on victim-centred approach	2	2	2	2
Technical materials (number of materials)	**193**	**223**	**172**	**171**
9. Compilation of information and evidence of international crimes, including in response to requests for assistance by prosecuting authorities	90	118	90	90
10. Compilation of analysis of evidence of international crimes, for sharing with relevant authorities	100	102	80	80
11. Packages of analytical products relevant to individual criminal responsibility for specific international crimes	3	3	2	1
Fact-finding, monitoring and investigation missions (number of missions)	**20**	**16**	**20**	**20**
12. Investigation-related missions to identify and meet sources and potential witnesses, to interview witnesses and/or to collect evidence for the Mechanism's repository of information and evidence	20	16	20	20
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with and cooperation in support of national judicial authorities from more than 15 countries; and consultations with civil society, including a broad range of victim and survivor communities.				
Databases and substantive digital materials: central repository of evidence of crimes committed in the Syrian Arab Republic since March 2011.				
Direct service delivery: protection and support measures for Mechanism witnesses, including threat assessments to identify security risks to witnesses and referrals of witnesses to service providers to facilitate medical and psychosocial support.				
D. Communication deliverables				
Outreach programmes, special events and information materials: periodic bulletins for some 1,500 NGOs and other entities; videos, animations, information and "frequently asked questions" for general dissemination; background papers about the Mechanism; and awareness-raising meetings for United Nations partners of the Mechanism.				
External and media relations: press statements, press conferences and interviews; panels and events; and briefings to the diplomatic and academic communities.				
Digital platforms and multimedia content: the Mechanism's website.				

B. Proposed post and non-post resource requirements for 2026

Overview

8.III.22 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 8.III.3 to 8.III.5.

Table 8.III.3
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	10 638.2	12 283.4	–	–	468.6	468.6	3.8	12 752.0
Other staff costs	985.0	1 971.1	–	–	–	–	–	1 971.1
Hospitality	0.9	2.9	–	–	–	–	–	2.9
Consultants	165.6	431.5	–	–	163.9	163.9	38.0	595.4
Travel of staff	240.8	545.2	–	–	89.9	89.9	16.5	635.1
Contractual services	1 757.6	3 168.3	–	–	(339.9)	(339.9)	(10.7)	2 828.4
General operating expenses	969.5	1 352.6	–	–	143.7	143.7	10.6	1 496.3
Supplies and materials	11.4	25.3	–	–	17.5	17.5	69.2	42.8
Furniture and equipment	317.4	563.8	–	–	(66.2)	(66.2)	(11.7)	497.6
Grants and contributions	43.4	90.2	–	–	(28.7)	(28.7)	(31.8)	61.5
Total	**15 129.8**	**20 434.3**	**–**	**–**	**448.8**	**448.8**	**2.2**	**20 883.1**

Table 8.III.4
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	60	1 ASG, 1 D-1, 5 P-5, 8 P-4, 25 P-3, 10 P-2/1, 1 GS (PL) and 9 GS (OL)
Establishment	4	1 P-4 in the Operational Support Section, 1 P-4 in the Office of the Head of the Mechanism, 1 P-3 in the Investigation and Analysis Section and 1 GS (OL) in the Administration and Finance Section
Reclassification		1 P-3 to P-4 from the Operational Support Section and placed in the Office of the Head of the Mechanism, and 1 P-4 to P-3 in the Operational Support Section
Reassignment		1 P-3 in the Office of the Head of the Mechanism reassigned as a P-3 and placed in the Information Systems Management Section
Proposed for 2026	64	1 ASG, 1 D-1, 5 P-5, 10 P-4, 26 P-3, 10 P-2/1, 1 GS (PL) and 10 GS (OL)

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

Table 8.III.5
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	5	–	–	–	–	5
P-4	8	–	–	2	2	10
P-3	25	–	–	1	1	26
P-2/1	10	–	–	–	–	10
Subtotal	**50**	**–**	**–**	**3**	**3**	**53**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	9	–	–	1	1	10
Subtotal	**10**	**–**	**–**	**1**	**1**	**11**
Total	**60**	**–**	**–**	**4**	**4**	**64**

8.III.23 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 8.III.6 to 8.III.8 and figure 8.III.IV

8.III.24 As shown in tables 8.III.6 (1) and 8.III.7 (1), the overall resources proposed for 2026 amount to $20,883,100, reflecting a net increase of $448,800 (or 2.2 per cent) compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 8.III.6
Overall: evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Programme of work	15 129.8	20 434.3	–	–	448.8	448.8	2.2	20 883.1
Subtotal, 1	**15 129.8**	**20 434.3**	**–**	**–**	**448.8**	**448.8**	**2.2**	**20 883.1**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work	6 582.27	5 167.1	–	–	5 167.1
Subtotal, 2	**6 582.7**	**5 167.1**	**–**	**–**	**5 167.1**
Total (1+2)	**21 712.5**	**25 601.4**	**448.8**	**1.8**	**26 050.2**

Table 8.III.7
Overall: proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work	60	–	–	4	4	64
Subtotal, 1	**60**	**–**	**–**	**4**	**4**	**64**

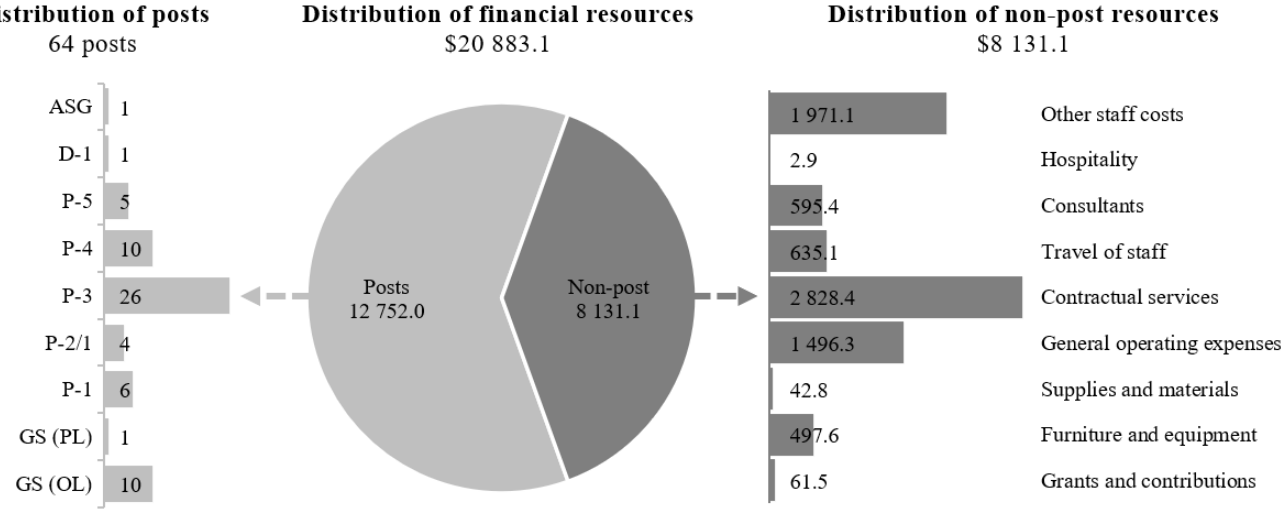
(2) *Extrabudgetary*

Component	*2025 estimate*	*Change*	*2026 estimate*
Programme of work	20	–	20
Subtotal, 2	**20**	**–**	**20**
Total (1+2)	**80**	**4**	**84**

Table 8.III.8
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	10 638.2	12 283.4	–	–	468.6	468.6	3.8	12 752.0
Non-post	4 491.6	8 150.9	–	–	(19.8)	(19.8)	(0.2)	8 131.1
Total	**15 129.8**	**20 434.3**	**–**	**–**	**448.8**	**448.8**	**2.2**	**20 883.1**
Post resources by category								
Professional and higher		50	–	–	–	3	6.0	53
General Service and related		10	–	–	–	1	10.0	11
Total		**60**	**–**	**–**	**–**	**4**	**6.7**	**64**

Figure 8.III.IV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Other changes

8.III.25 As shown in table 8.III.6 (1) and 8.III.7 (1), resource changes reflect a net increase of $448,800, as follows:

(a) An increase of $468,600 under posts to cover the proposed establishment of four new posts: Witness Protection Officer (P-4); Political Affairs Officer (P-4); Information Analyst (P-3); and Logistics Assistant (General Service (Other level)). In addition, cost-neutral changes are proposed, including the upward reclassification of one Security Coordination Officer (P-3) in the Operational Support Section to P-4 and redeployed to the Office of the Head of the Mechanism; the downward reclassification of one Reviser (P-4) to Field Interpreter (P-3) in the Section; and the reassignment of one Legal Officer (P-3) from the Office of Head of the Mechanism as a Data Scientist to be placed in the Information Systems Management Section (see annex II);

(b) An overall net decrease of $19,800 under non-post resources due mainly to realized efficiencies and a change in the implementation of a number of activities, which has resulted in the proposed redistribution of resources, as follows:

(i) The proposed decrease of $434,800, under contractual services ($339,900), furniture and equipment ($66,200) and grants and contributions ($28,700), is due mainly to the replacement of investigative software and satellite imagery services with more cost-effective solutions; a shift towards more online training of investigators in lieu of in-person attendance; and the reduced planned travel of witnesses to Geneva because resources will be used instead to cover additional investigative and non-investigative missions to the Syrian Arab Republic;

(ii) The proposed increase of $415,000, under consultants ($163,900), travel of staff ($89,900), general operating expenses ($143,700) and supplies and materials ($17,500), reflects mainly increased requirements for expertise on various thematic areas, including Syrian law, and planned travel to support additional investigative and non-investigative missions to the Syrian Arab Republic; an increase in rental and maintenance requirements, including the planned installation of a cooling system in Villa La Fenêtre,

which houses the Mechanism; and non-post resources associated with the establishment of the new posts.

Extrabudgetary resources

8.III.26 As reflected in tables 8.III.6 (2) and 8.III.7 (2), extrabudgetary resources amount to $5,167,100. The resources would complement regular budget resources and would be used mainly to provide for 20 posts (1 P-5, 6 P-4, 7 P-3, 5 P-2 and 1 General Service (Other level)) to perform mainly the functions of legal support, external relations and outreach, investigation, information management and analyses, witness support, interpretation and security management expertise. Non-post resources will be used to fund witness protection and other activities in support of the Mechanism's mandate.

8.III.27 The extrabudgetary resources for the Mechanism are subject to the oversight of the Mechanism, which has delegated authority from the Secretary-General.

Other information

8.III.28 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Mechanism is integrating environmental management practices into its operations. The Mechanism will seek to minimize its environmental footprint by participating in energy conservation efforts led by the United Nations Office at Geneva and, where applicable, by the Secretariat, utilizing shared technological services.

8.III.29 Information on the timely submission of documentation and advance booking for air travel is reflected in table 8.III.9. The nature of the Mechanism's work means that staff members are often required to travel at short notice, given that they need to be reactive to the schedules of the Mechanism's sources. The Mechanism continues to enhance centralized monitoring and disseminate a guidance document on official travel containing clear procedures with regard to the travel approval process.

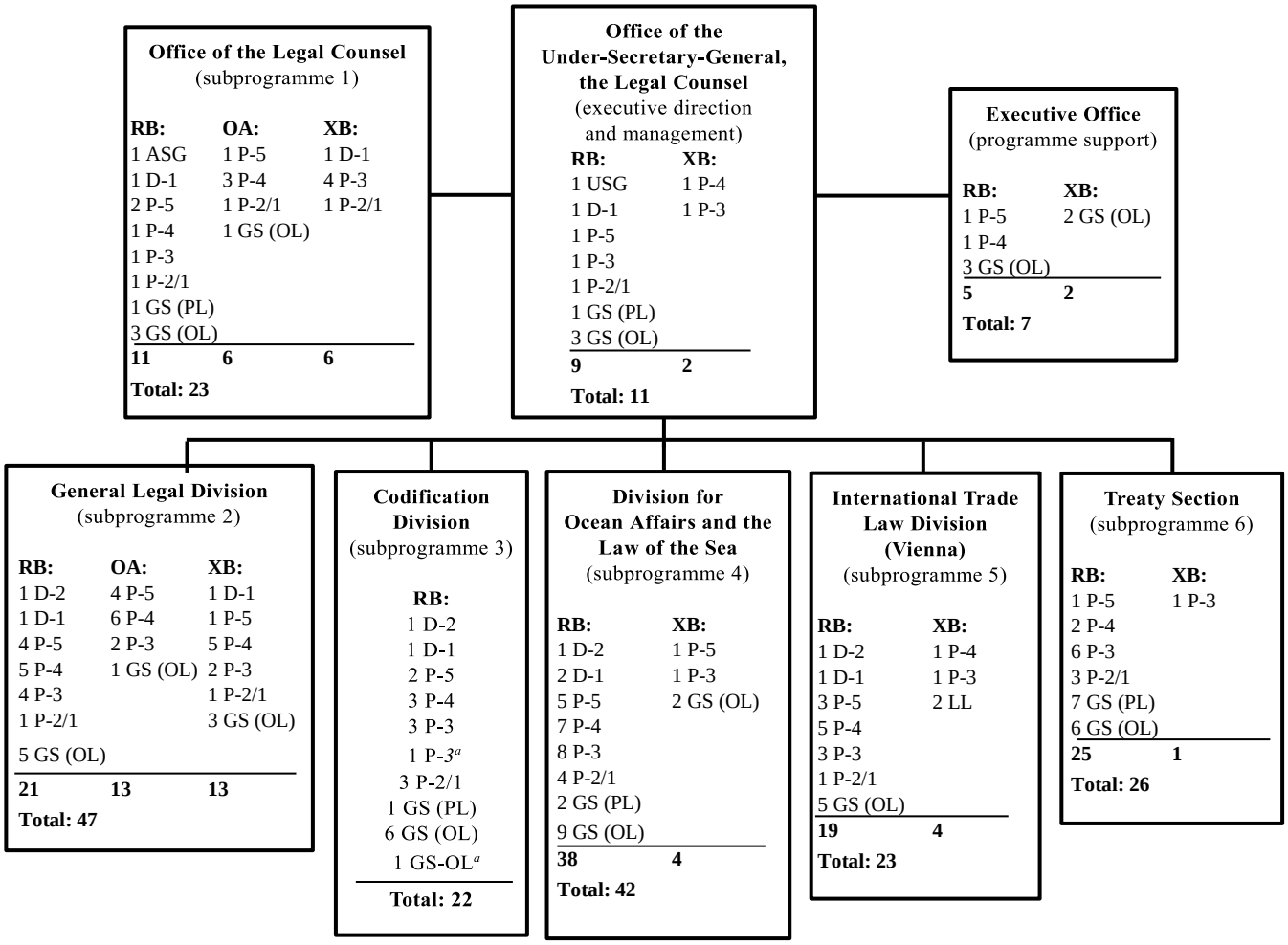
Table 8.III.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	37	70	78	100	100

Annex I

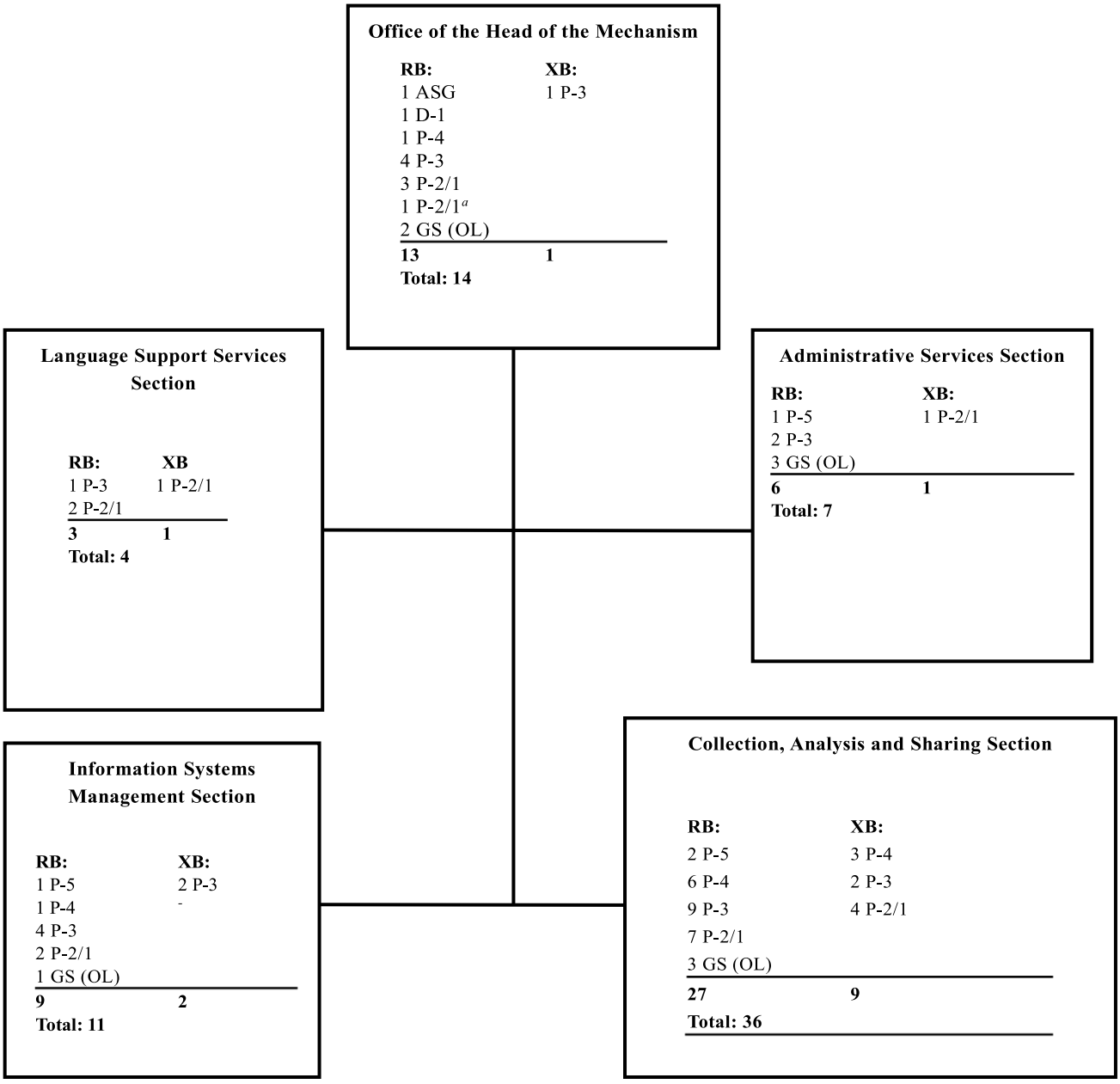
Organizational structure and post distribution for 2026

A. Office of Legal Affairs



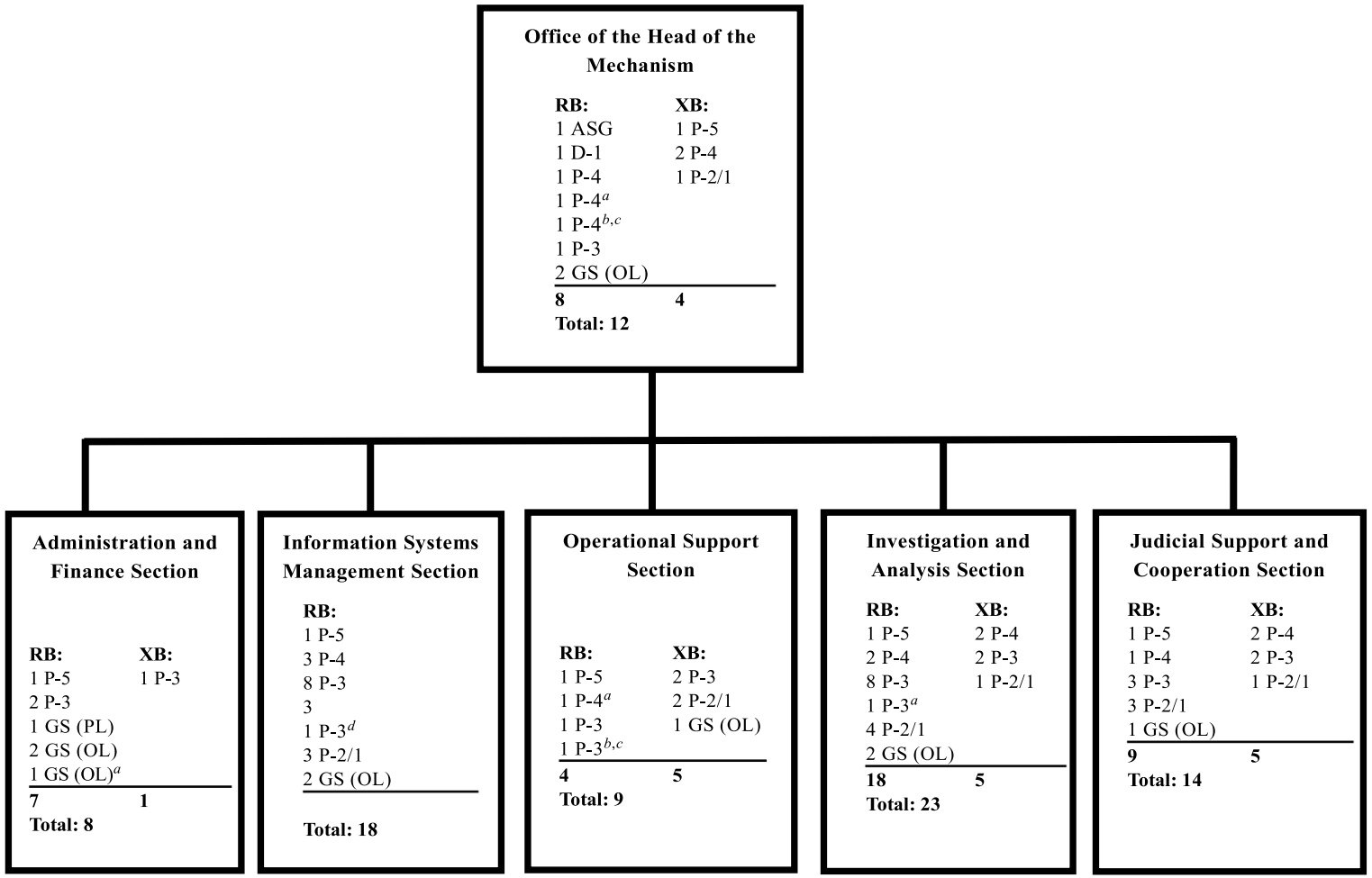
[a] Conversion.

B. Independent Investigative Mechanism for Myanmar



[a] Establishment.

C. International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011



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

[a] Establishment.

[b] Reclassification.

[c] Redeployment.

[d] Reassignment.

Annex II

Summary of proposed post changes, by component and subprogramme

Office of Legal Affairs

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 3 Progressive development and codification of international law	1 1	P-3 GS (OL)	**Conversion** from general temporary assistance to posts	The proposed conversion of two general temporary assistance positions of Legal Officer (P-3) and Video Production Assistant (General Service (Other level)) to posts reflects the long-term needs for their functions. The positions were established in the biennium 2016–2017 pursuant to the request contained in General Assembly resolution 69/117 to support the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, including the organization of regional courses and fellowships and the further development of the lecture series of the Audiovisual Library of International Law, as well as the availability of its historic archives in the official languages of the United Nations.

Independent Investigative Mechanism for Myanmar

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Programme of work	1	P-2	**Establishment** of one Associate Field Security Coordination Officer	The proposed establishment is to address the significant rise in security threats and risks to the Mechanism's personnel, premises and assets resulting primarily from: (a) the continued increase in serious international crimes in Myanmar and the accompanying increase in the Mechanism's investigative activities in high-risk areas and engagements with high-risk witnesses, in particular since the February 2021 coup in Myanmar, with more than 28 million information items, including witness statements, documents, videos, photographs and other evidentiary material collected to date; (b) increased workload linked to the Mechanism's annual civil society dialogue, which required more than 200 personal risk assessments in 2023 and 2024, and approximately four months of preparatory work per dialogue to mitigate complex security challenges; and (c) growing prospects for justice and accountability requiring more robust and proactive security measures in response to new vulnerabilities for the Mechanism as it becomes more exposed to threat actors with significant capabilities to impede the Mechanism's work and cause serious harm to its personnel. The Mechanism currently has one post of Security Coordination Officer (P-3). The incumbent would support the Security Coordination Officer in undertaking security assessments in countries where the Mechanism undertakes diplomatic and investigative missions, implementing plans necessary to mitigate security risks and threats and assisting in developing a mission-specific security risk management approach, identifying comprehensive security risk mitigation measures and coordinating closely with relevant Mechanism personnel on their implementation. The incumbent would also maintain regular communication and coordinate with the Department of Safety and Security and host country security counterparts.

International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Programme of work	1	P-4	**Establishment** of one Political Affairs Officer	The Political Affairs Officer is proposed in order to support the Office of the Head of the Mechanism in its political engagements and discussions with the caretaker authority of the Syrian Arab Republic and regional stakeholders. In December 2024, the Mechanism was granted access to the territory of the Syrian Arab Republic for the first time and eight years after its establishment by the General Assembly. While the Mechanism has operated for the past eight years with non-State entities in the country, it now faces a very fluid political landscape that is likely to continue. Given that there are no Political Affairs Officer posts in the Mechanism, the proposed establishment of the Political Affairs Officer at the P-4 level would facilitate a more informed understanding and analysis of the political situation and the impact on its mandate delivery.
	1	P-4	**Establishment** of one Witness Protection Officer	The Witness Protection Officer is proposed in order to support the work of the Operational Support Section relating to witness protection services and ensuring that all witnesses, victims and any others who cooperate with the Mechanism can do so in safety and security. The current and near-term state of affairs in the Syrian Arab Republic, including access to the territory, is likely to increase the number of witnesses, as well as sensitive and security-related issues that need to be addressed in parallel. The incumbent will help the Mechanism not only to manage this level of risk and complexity, but also to successfully interact with relevant third-party actors. The incumbent will also lead and supervise the activities of the Mechanism's witness protection and support unit, which currently has one P-3 post.
	1	P-3	**Establishment** of one Information Analyst	The Information Analyst is proposed in order to support the Investigation and Analysis Section. On the basis of an early assessment of the current state of affairs, it is anticipated that the Mechanism will have access to additional substantial amounts of highly relevant evidentiary material. To adequately position itself to efficiently and effectively review and analyse new evidentiary material in parallel to working on materials already in its central repository, the Mechanism requires additional analytical capacity to plan and execute complex analytical assignments, including the testing, integration and optimization of new analytical tools and infrastructure. The additional analytical research capacity is driven by the growth in investigative activities, given the additional sources of information and evidence that are available in the Syrian Arab Republic. The current Information Analysts are working at full capacity analysing the material that the Mechanism holds in its central repository, supporting 61 open requests for assistance and the Mechanism's structural investigation. As capacity permits, the Information Analyst will also provide feedback to information providers regarding evidence that they have shared and participate in external engagement events discussing the Mechanism's substantive work.
	1	GS (OL)	**Establishment** of one Logistics Assistant	The Logistics Assistant is proposed in order to support the Mechanism's work related to the expected increase in engagements in and substantive missions to the territory of the Syrian Arab Republic. It is estimated that 20 annual missions will take place in the country during 2025 and 2026. The

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				missions require significant logistical arrangements and liaison with the United Nations country team on the ground in several countries (Jordan, Lebanon and the Syrian Arab Republic), a capacity that does not yet exist in the Mechanism. To date, the logistics needs of the entity have been provided by the Senior Administrative Officer, in addition to the incumbent's regular duties. This is no longer sustainable, given the increase in travel and the complexity of logistics requirements in the Syrian Arab Republic, including arrangements for ground transportation to and from the borders with Lebanon and/or Jordan and within Syrian territory, in order to ensure effective security management throughout the duration of the mission and provide the necessary office and hotel accommodation.
	1	P-3	**Reassignment** of one Legal Officer as Data Scientist (cost-neutral change)	The proposed reassignment reflects the need to strengthen data management capabilities by using existing capacities to the extent possible. The recent change in regime and access to the territory of the Syrian Arab Republic is expected to increase the review and management of new evidentiary materials requiring expertise in data science and management of the evidence pipeline, processing lab and multimedia analysis platform. Given the immense volume and complexity of data collected by the Mechanism, now totalling 281 terabytes, with most of those terabytes representing multimedia content such as video, imagery and audio, the need for specialized data science expertise has become critical. Approximately one third of the Mechanism's evidentiary records contain complex multimedia data that are not text-searchable without advanced artificial intelligence and data analysis techniques, making crucial evidence inaccessible without the right expertise. The creation of this post will address the long-term need for such capacity and will ensure that the collection, preservation and processing of non-text data is accomplished beyond a mere performative baseline. While the Mechanism's initial staffing table focused on resourcing eDiscovery, digital forensics and information security, disciplines that remain essential, what has become clear over time is that scalable, advanced data science capabilities, in particular in artificial intelligence and multimodal analysis, are now indispensable for fulfilling the mandate. The work of the Legal Officer post has been reviewed with a view to gaining efficiencies in the Office of the Head of the Mechanism through the redistribution of tasks to three other staff in the Office.
	1	P-3 to P-4	**Reclassification** of one Security Coordination Officer	The proposed upward reclassification of the Security Coordination Officer from P-3 to P-4 relates to the need to strengthen security management functions in the light of recent access to the territory of the Syrian Arab Republic. In 2024, the Mechanism conducted 72 missions for diplomatic and substantive (witness/victim engagement and evidence collection) purposes. All missions were undertaken in Europe and North America. Since December 2024, the Mechanism has conducted consecutive missions to the Syrian Arab Republic, initially for political engagements. Approximately 95 missions are estimated annually for 2025 and 2026, including 20 to the Syrian Arab Republic. Missions to a country in political transition require significantly different risk and threat assessments for the Mechanism, as well as an escort to the mission area to provide on-site security advice in a fluid environment. In addition, the reclassification of the post to a higher level will improve the responsiveness to requests from

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				the Security Coordination Officer from both internal and external stakeholders and facilitate access to information and participation in high-level meetings. The reclassified Security Coordination Officer will be placed in the Office of the Head of the Mechanism. The cost for the upward reclassification will be offset by the downward reclassification of a post of Reviser (P-4) to a Field Interpreter (P-3), as explained below.
	1	P-4 to P-3	**Reclassification** of one Reviser (P-4) to Field Interpreter (P-3)	The proposed downward reclassification reflects the increased need for field interpretation. With the increase in investigative activity, witness protection and support, and meetings with civil society organizations and others resulting from the political change in the Syrian Arab Republic, the need for a reviser, working on written texts and documents, has been superseded by the need for additional interpretation capacity. There will be significant opportunities to gain access to evidence through the Mechanism's sources, including interviews requiring interpretation. Although the translation and revision of texts is still required, it is possible for the entity to outsource this, even when covering subjects requiring experience and recognized proficiency. The Field Interpreter (P-3) (Arabic) is required to provide consecutive interpretation support to the Mechanism's investigative teams (including witness interviews) and for protection and support assessments and calls in the mission or the duty station, meetings with civil society organizations and secondary translation support as and when required. The Field Interpreter will coordinate the outsourcing of all interpretation needs that exceed the capacity of in-house interpretation resources, require simultaneous interpretation skills or involve different language combinations.

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

Annex III

Overview of financial and post resources, by entity and funding source[a]

(Thousands of United States dollars/number of posts)

	Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
	2025 approved	*2026 estimate (before recosting)*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources												
Office of Legal Affairs[a]	33 994.4	32 909.5	(1 084.9)	5 062.3	5 279.1	216.8	16 613.0	12 849.7	(3 763.3)	55 669.7	51 038.3	(4 631.4)
Independent Investigative Mechanism for Myanmar	15 653.8	15 834.6	180.8	–	–	–	3 996.9	3 946.2	(50.7)	19 650.7	19 780.8	130.1
International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	20 434.3	20 883.1	448.8	–	–	–	5 167.1	5 167.1	–	25 601.4	26 050.2	448.8
Total	**70 082.5**	**69 627.2**	**(445.3)**	**5 062.3**	**5 279.1**	**216.8**	**25 777.0**	**21 963.0**	**(3 814.0)**	**100 921.8**	**96 869.3**	**(4 052.5)**
Post resources												
Office of Legal Affairs	154	150	(4)	19	19	–	33	32	(1)	206	201	(5)
Independent Investigative Mechanism for Myanmar[b]	57	58	1	–	–	–	14	14	–	71	72	1
International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	60	64	4	–	–	–	20	20	–	80	84	4
Total	**271**	**272**	**1**	**19**	**19**	**–**	**67**	**66**	**(1)**	**357**	**357**	**–**

[a] Does not include resources for 2026 for the Extraordinary Chambers in the Courts of Cambodia and the Residual Special Court for Sierra Leone, which would be requested in the related reports of the Secretary-General, if and as appropriate. Total expenditure in 2024 for the two entities amounted to $4.4 million.

[b] General temporary assistance positions.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

Section 9
Economic and social affairs

Programme 7
Economic and social affairs

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

9.1 The Department of Economic and Social Affairs supports the development pillar of the United Nations Secretariat by fostering international cooperation for sustainable development for all. The Department's responsibilities include: (a) providing substantive support to the United Nations bodies dealing with development issues, namely, the General Assembly, the Economic and Social Council and its functional commissions, and expert bodies; (b) monitoring and analysing development trends, prospects and policy issues globally; and (c) supporting the translation of policy frameworks developed in United Nations conferences and summits into policies and programmes at the country level and assisting Member States in building their national capacities. In doing so, the Department supports the implementation of the 2030 Agenda for Sustainable Development and the achievement of its Sustainable Development Goals through, among others, the regular programme of technical cooperation and United Nations Development Account projects. The mandate derives from the proposals put forward in the 1997 report of the Secretary-General entitled "Renewing the United Nations: a programme for reform" (A/51/950); in implementing the proposals, the General Assembly, in its resolution 52/220, noted the creation of the new Department of Economic and Social Affairs.

9.2 The Department forms the backbone of the normative and analytical support provided by the Secretariat to intergovernmental bodies and processes addressing the economic, social and environmental dimensions of sustainable development.

Strategy and external factors for 2026

9.3 The world continues to suffer setbacks in development progress, characterized by conflict, climate change, debt distress and high and rising inequalities. Countries in special situations, including the least developed countries, landlocked developing countries and small island developing States, remain particularly challenged. Middle-income countries still face challenges in achieving sustainable development.

9.4 Amid these challenges, a coherent and integrated approach in support of Member States is critical to accelerate progress in achieving the Sustainable Development Goals. The Department supports the commitments made by Member States through the political declarations of the Sustainable Development Goals Summit in 2019 and 2023, while being informed by the report of the Secretary-General on Our Common Agenda, adopted by the General Assembly in its resolution 76/6.

9.5 The Department continues to champion synergistic, future-focused approaches to sustainable development and approaches that address multiple, interlinked crises to improve the lives and livelihood of all people. This includes its work on climate action, sustainable infrastructure investment and risk-informed development cooperation.

9.6 The Department deploys foresight to anticipate economic, social and population trends. It generates, analyses and compiles a wide range of data and statistics to inform Member States and other stakeholders as they take stock of policy options to address global trends.

9.7 The Department identifies emerging trends and policy options for eradicating poverty, addressing inequalities and promoting opportunities for global progress.

9.8 In 2026, the Department will continue to support the delivery of the Pact for the Future, follow-up to the Antigua and Barbuda Agenda for Small Island Developing States and the 2026 United Nations Water Conference. The Department will strengthen the availability of critical social, demographic

and economic data to inform transformative policy in crisis recovery. It will be a thought leader on sustainable development through analysis that accounts for the differentiated impacts of existing emerging trends, as well as policies and programmes, on the poorest and most vulnerable, and on women and girls. The Department will leverage workstreams on climate action, digital transformation, data accessibility, foresight and frontier issues analysis, as well as on financing for development, including reforms to the international financial architecture and international tax cooperation. It will provide strategic substantive support to the resident coordinator system and United Nations country teams, enhancing national implementation of internationally agreed objectives, with a focus on countries in Africa and countries in special situations. It will also support development cooperation with middle-income countries, in accordance with its mandate.

9.9 With regard to cooperation with other entities at the global, regional, national and local levels, the Department contributes to building multi-stakeholder partnerships and capacity development in thematic areas, including forests, natural resources, water, energy, climate, the ocean, transport, science and technology, and special concerns of small island developing States.

9.10 With regard to inter-agency coordination and liaison, the Department continues to support the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in collaboration with United Nations system entities and the United Nations Sustainable Development Group. In collaboration with the Development Coordination Office, the Department facilitates structured engagement with resident coordinators strengthening delivery of capacity-building activities. These efforts assist in translating global norms and policy frameworks into national action towards the 2030 Agenda and other internationally agreed objectives. In addition, the Department, through the expanded Executive Committee on Economic and Social Affairs Plus, collaborates to ensure common approaches and synergies that support implementation of the 2030 Agenda, including on the voluntary national reviews and reporting of progress on the achievement of the Sustainable Development Goals. Furthermore, the Department continues to work with various agencies and stakeholders to improve the policy analysis and knowledge products for Member States. To ensure coherence within and across topic areas, the Department continues to chair or co-chair inter-agency mechanisms for persons with disabilities, Indigenous Peoples, older persons and young people, legal identity, financing for development, statistics, and science, technology and innovation, among others. Moreover, the United Nations Economists' Network continues to advance policy research on key current and emerging economic and financial issues, and their impact on sustainable development.

9.11 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Continued cooperation with policymakers and relevant national, regional and international stakeholders and entities on sustainable development issues in the various intergovernmental processes;

(b) Continued availability of up-to-date and accurate information, data and trends for analytical products;

(c) Governments and other relevant stakeholders continue to collaborate in undertaking the proposed programme activities with the necessary capacity and resources.

9.12 The Department integrates a gender perspective into its normative and analytical work and its support for intergovernmental bodies, including in its programme activities, deliverables and results, as appropriate. It continues to apply gender analysis in its work and highlight issues related to gender equality in the substantive documentation and deliberations of intergovernmental bodies, as appropriate.

9.13 In line with the United Nations Disability Inclusion Strategy, the Department promotes inclusive sustainable development for all, including persons with disabilities, and realizes the promise of the 2030 Agenda to leave no one behind. As secretariat to the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Department facilitates global dialogue to

address existing gaps in translating the international commitments to persons with disabilities into development policies, programming and practices at the national and international levels. This includes the compilation and analysis of disability data and the highlighting of best practices in fostering more accessible and disability-inclusive societies.

Legislative mandates

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

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
51/176	Implementation of the Programme of Action of the International Conference on Population and Development
51/240	Agenda for Development
55/2	United Nations Millennium Declaration
52/220	Questions relating to the proposed programme budget for the biennium 1998–1999
56/177; 79/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
57/144	Follow-up to the outcome of the Millennium Summit
57/253	World Summit on Sustainable Development
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/243	Integration of the economies in transition into the world economy
60/1	2005 World Summit Outcome
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals
66/288	The future we want
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
69/321	Revitalization of the work of the General Assembly
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
74/4; 78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
74/228; 79/216	Role of the United Nations in promoting development in the context of globalization and interdependence
75/290 A	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
76/194; 78/138	Commodities

76/258	Doha Programme of Action for the Least Developed Countries
77/184; 78/166	Operational activities for development of the United Nations system
78/132; 79/194	Information and communications technologies for sustainable development
78/152; 79/205	Disaster risk reduction
78/164; 79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
78/165; 79/225	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
78/322	Multidimensional vulnerability index
79/1	The Pact for the Future
79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolutions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2009/29; 2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2014/14; 2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2021/30	Open-source technologies for sustainable development
2023/11; 2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2023/14	Creating full and productive employment and decent work for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development
2023/31; 2024/19	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council agreed conclusion

2007	Ministerial declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001–2010
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development

2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies	2008	Annual ministerial review on the theme "Implementing the internationally agreed goals and commitments in regard to sustainable development"
2007	Annual ministerial review on the theme "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development"	2015	Managing the transition from the Millennium Development Goals to the sustainable development goals: what it will take
2008	Development Cooperation Forum		

Ministerial declarations of the high-level segment of the Economic and Social Council and the high-level political forum on sustainable development, convened under the auspices of the Council

E/HLS/2016/1	Implementing the post-2015 development agenda: moving from commitments to results; Ensuring that no one is left behind	E/HLS/2022/1	Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development
E/HLS/2017/1	Eradicating poverty in all its forms and dimensions through promoting sustainable development, expanding opportunities and addressing related challenges Eradicating poverty and promoting prosperity in a changing world	E/HLS/2024/1	Ministerial declaration of the high-level segment of the 2024 session of the Economic and Social Council and the 2024 high-level political forum on sustainable development convened under the auspices of the Council on the theme "Reinforcing the 2030 Agenda for Sustainable Development and eradicating poverty in times of multiple crises: the effective delivery of sustainable, resilient and innovative solutions"
E/HLS/2021/1	Sustainable and resilient recovery from the COVID-19 pandemic that promotes the economic, social and environmental dimensions of sustainable development: building an inclusive and effective path for the achievement of the 2030 Agenda in the context of the decade of action and delivery for sustainable development		

Subprogramme 1
Intergovernmental support and coordination for sustainable development

General Assembly resolutions and decisions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields	68/1; 72/305	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
48/209	Operational activities for development: field offices of the United Nations development system	70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
S-19/2	Programme for the Further Implementation of Agenda 21	70/262	Review of the United Nations peacebuilding architecture
52/12 B	Renewing the United Nations: a programme for reform	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
60/180	The Peacebuilding Commission	72/276	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace
60/252	World Summit on the Information Society	74/228; 77/175	Role of the United Nations in promoting development in the context of globalization and interdependence
61/16	Strengthening of the Economic and Social Council		
63/311; 64/289	System-wide coherence		
67/290	Format and organizational aspects of the high-level political forum on sustainable development		

74/298	Review of the implementation of General Assembly resolution 67/290 on the high-level political forum on sustainable development, resolution 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level and resolution 72/305 on the strengthening of the Economic and Social Council
74/537 B	Revitalization of the work of the Second Committee
75/511	United Nations Pledging Conference for Development Activities
76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
77/150; 78/132	Information and communications technologies for development
77/182	Human resources development
78/285	Review of the implementation of General Assembly resolution 75/290 A on the strengthening of the Economic and Social Council and resolution 75/290 B on the high-level political forum on sustainable development and the follow-up and review of the 2030 Agenda for Sustainable Development at the global level

Economic and Social Council resolutions and decisions

1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions
2000/19	Funding operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2004/52	Long-term programme of support for Haiti
2006/44	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B
2008/4	Measures to improve the quadrennial reporting procedures
2009/32; 2023/352	African countries emerging from conflict
2019/15; 2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2020/2	Support to the Sahel region
2022/334	Review of the functional commissions and expert bodies of the Economic and Social Council
2024/20	Ad Hoc Advisory Group on Haiti
2024/342	Improving the work of the Committee on Non-Governmental Organizations
2024/345	Sustainable development in the Sahel

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade
2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2008/2	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

2008/5	Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat	2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization	2010	Implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women
		2011	Implementing the internationally agreed goals and commitments in regard to education
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women	2012	Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals
2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy	2013	Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development	2014	Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future
2008	Implementing the internationally agreed goals and commitments in regard to sustainable development		
2009	Implementing the internationally agreed goals and commitments in regard to global public health		

Subprogramme 2
Inclusive social development

General Assembly resolutions

37/52	World Programme of Action concerning Disabled Persons	62/10	World Day of Social Justice
		65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
45/106; 46/91	Implementation of the International Plan of Action on Ageing and related activities		
47/196	Observance of an international day for the eradication of poverty	66/127	Follow-up to the Second World Assembly on Ageing
48/96	Standard Rules on the Equalization of Opportunities for Persons with Disabilities	66/149	World Down Syndrome Day
		67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
50/81	World Programme of Action for Youth to the Year 2000 and Beyond		
50/141	International Year of Older Persons: towards a society for all ages	68/3	Outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive development agenda towards 2015 and beyond
51/58	The role of cooperatives in the light of new economic and social trends		
54/120; 76/137; 78/179	Policies and programmes involving youth		
S-24/2	Further initiatives for social development		
61/106	Convention on the Rights of Persons with Disabilities	69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples
61/295	United Nations Declaration on the Rights of Indigenous Peoples		

69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/145	World Youth Skills Day
69/202	The role of the United Nations in promoting a new global human order
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities
72/6	Building a peaceful and better world through sport and the Olympic ideal
72/162; 74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
74/124; 75/153	Follow-up to the twentieth anniversary of the International Year of the Family and beyond
75/18; 79/8	Sport as an enabler of sustainable development
76/133; 78/172	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
76/134; 77/188	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
76/135; 78/175	Cooperatives in social development
76/136, 78/178	Promoting social integration through social inclusion
76/139; 79/150	Observance of the thirtieth anniversary of the International Year of the Family in 2024
76/154	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: participation
77/189; 79/149	Inclusive development for and with persons with disabilities
77/240	Promoting and mainstreaming easy-to-understand communication for accessibility for persons with disabilities
77/324	World Basketball Day
78/10	Building a peaceful and better world through sport and the Olympic ideal
78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies
78/261	“World Social Summit” under the title “Second World Summit for Social Development”
78/281	World Football Day
78/310	World Fair Play Day
78/318	Modalities of the “World Social Summit”, under the title “the Second World Summit for Social Development”
78/324	Consideration of decision 14/1 of the Open-ended Working Group on Ageing, entitled “Recommendations regarding the identification of possible gaps in the protection of the human rights of older persons and how best to address them”
78/325	United Nations Games
78/328	Enhancing the participation of Indigenous Peoples’ representatives and institutions in meetings of relevant United Nations bodies on issues affecting them
79/147	Follow-up to the Second World Assembly on Ageing
79/159	Rights of Indigenous Peoples
79/213	Promoting the social and solidarity economy for sustainable development

Economic and Social Council resolutions and decisions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
1996/31	Consultative relationship between the United Nations and non-governmental organizations
2000/22	Establishment of a Permanent Forum on Indigenous Issues
2008/18	Promoting full employment and decent work for all
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2016/8	Rethinking and strengthening social development in the contemporary world
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2018/219	Report of the Commission for Social Development on its fifty-sixth session and provisional agenda and documentation for its fifty-seventh session
2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2020/7	Affordable housing and social protection systems for all to address homelessness
2021/8; 2023/12	Future organization and methods of work of the Commission for Social Development

2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2023/13; 2024/5	Social dimensions of the New Partnership for Africa's Development

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication

Commission for Social Development resolutions

45/2	Youth
59/5; 61/1	Policies and programmes involving youth
2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2024/4	Promoting care and support systems for social development
2006	Ministerial declaration on creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development

Subprogramme 3
Sustainable development

General Assembly resolutions

49/122	Global Conference on the Sustainable Development of Small Island Developing States (Barbados Plan of Action)
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (Mauritius Strategy for the Further Implementation)
65/2	Outcome document of the High-Level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/215	Promotion of new and renewable resources of energy
71/222	International Decade for Action, "Water for Sustainable Development", 2018–2028
71/312	Our ocean, our future: call for action
72/212; 78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018–2028
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
76/296	Our ocean, our future, our responsibility
77/158	International Year of Glaciers' Preservation, 2025
77/169; 79/210	Harmony with Nature
77/242; 78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
77/286	World Sustainable Transport Day
77/328	Further modalities of the fourth International Conference on Small Island Developing States
77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
78/151; 79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
78/153; 79/206	Protection of global climate for present and future generations of humankind
78/157; 79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all

Subprogramme 4
Statistics

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics
69/266	A global geodetic reference frame for sustainable development
69/282	World Statistics Day
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions and decisions

2006/6	Strengthening statistical capacity
2011/24	Committee of Experts on Global Geospatial Information Management
2013/21	Fundamental Principles of Official Statistics
2014/31	A global geodetic reference frame for sustainable development
2015/10	2020 World Population and Housing Census Programme
2016/27	Strengthening institutional arrangements on geospatial information management
2018/2	Future organization and methods of work of the United Nations Group of Experts on Geographical Names
2018/14	Strategic Framework on Geospatial Information and Services for Disasters
2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem
2022/24	Enhancing global geospatial information management arrangements
2023/337	World Geographical Names Database
2023/338	Report of the United Nations Group of Experts on Geographical Names on its 2023 session and provisional agenda and dates of its 2025 session
2024/2	An inclusive and representative Statistical Commission to leave no one behind
2024/312	Report of the Statistical Commission on its fifty-fifth session and provisional agenda and dates of the fifty-sixth session of the Commission
2025/303	Report of the Committee of Experts on Global Geospatial Information Management on its fourteenth session and provisional agenda and dates of the fifteenth session of the Committee

Subprogramme 5
Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
65/234	Follow-up to the International Conference on Population and Development beyond 2014
68/4	Declaration of the High-level Dialogue on International Migration and Development
71/1	New York Declaration for Refugees and Migrants
72/281	International Day of Family Remittances
73/195	Global Compact for Safe, Orderly and Regular Migration
73/326	Format and organizational aspects of the international migration review forums
76/266	Progress Declaration of the International Migration Review Forum
77/176; 79/217	International migration and development

Economic and Social Council resolutions and decisions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development
1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution
2005/213	Improvement of the work of the Commission on Population and Development
2016/25	Future organization and methods of work of the Commission on Population and Development
2022/332	Cycle for the review and appraisal of the implementation of the Programme of Action of the International Conference on Population and Development

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2003/1	Population, education and development
2004/1	Work programme in the field of population
2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration
2006/1	Methods of work of the Commission on Population and Development
2006/2	International migration and development
2007/1	Changing age structures of populations and their implications for development
2008/1	Population distribution, urbanization, internal migration and development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development
2012/1	Adolescents and youth
2013/1	New trends in migration: demographic aspects
2014/1	Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development
2016/1	Strengthening the demographic evidence base for the 2030 Agenda for Sustainable Development
2021/1	Population, food security, nutrition and sustainable development
2022/1	Population and sustainable development, in particular sustained and inclusive economic growth

Subprogramme 6
Economic analysis and policy

General Assembly resolutions

118 (II)	Reports on world economic conditions and trends
61/210	Integration of the economies in transition into the world economy
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
67/221	Smooth transition for countries graduating from the list of least developed countries
68/18; 73/133	Graduation of countries from the least developed country category
75/259	Extension of the preparatory period preceding the graduation of Angola from the least developed country category
76/8	Graduation of Bangladesh, the Lao People's Democratic Republic and Nepal from the least developed country category
76/191; 78/135	Unilateral economic measures as a means of political and economic coercion against developing countries
76/215; 78/162	Development cooperation with middle-income countries

76/217; 77/246	Follow-up to the second United Nations Conference on Landlocked Developing Countries
77/151; 78/134	International trade and development
77/174; 79/215	Towards a New International Economic Order
77/323	Extension of the preparatory period preceding the graduation of Solomon Islands from the least developed country category
78/125	Graduation of Bhutan from the least developed country category
78/126	Deferral of the graduation of Angola from the least developed country category to a later date
78/233; 79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
79/230	Graduation of Cambodia and Senegal from the least developed country category

Economic and Social Council resolutions and decisions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2011/274	Review of United Nations support for small island developing States
2020/10	Report of the Committee for Development Policy on its twenty-second session
2020/16; 2021/19	Programme of Action for the Least Developed Countries for the Decade 2011–2020
2021/33	Report of the Committee for Development Policy on its twenty-third session
2022/8	Report of the Committee for Development Policy on its twenty-fourth session
2023/10	Report of the Committee for Development Policy on its twenty-fifth session
2023/29; 2024/18	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031
2024/7	Report of the Committee for Development Policy on its twenty-sixth session

Subprogramme 7
Public institutions and digital government

General Assembly resolutions

50/225; 60/34	Public administration and development
69/228	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
69/327	Promoting inclusive and accountable public services for sustainable development
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society
71/256	New Urban Agenda
74/236; 77/182	Human resources development
75/194; 77/235	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
76/213; 78/160	Science, technology and innovation for sustainable development
79/231	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions

Economic and Social Council resolutions

2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session
2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session
2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session
2019/26	Report of the Committee of Experts on Public Administration on its eighteenth session
2020/21	Report of the Committee of Experts on Public Administration on its nineteenth session

2022/9	Report of the Committee of Experts on Public Administration on its twenty-first session
2023/3; 2024/13	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2023/28	Report of the Committee of Experts on Public Administration on its twenty-second session
2024/14	Science, technology and innovation for development
2024/16	Report of the Committee of Experts on Public Administration on its twenty-third session

Subprogramme 8
Sustainable forest management

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests
67/200	International Day of Forests
70/199	United Nations forest instrument
71/285	United Nations strategic plan for forests 2017–2030
78/320	Fostering sustainable forest management, including afforestation and reforestation, in degraded lands, including drylands, as an effective solution to environmental challenges

Economic and Social Council resolutions

2000/35	Report of the fourth session of the Intergovernmental Forum on Forests
2015/33	International arrangement on forests beyond 2015
2017/4	United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020
2020/14	Outcome of the fifteenth session of the United Nations Forum on Forests
2021/6	Programme of work of the United Nations Forum on Forests for the period 2022–2024
2022/17	Outcome of the seventeenth session of the United Nations Forum on Forests
2024/15	Outcome of the nineteenth session of the United Nations Forum on Forests

Subprogramme 9
Financing for sustainable development

General Assembly resolutions

56/210 B	International Conference on Financing for Development
57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
67/289; 71/327	The United Nations in global economic governance
71/213	Promotion of international cooperation to combat illicit financial flows in order to foster sustainable development
72/278	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union
73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
76/195; 78/139	Financial inclusion for sustainable development
76/197; 78/141	Promoting investments for sustainable development
78/136; 79/196	International financial system and development
78/137; 79/197	External debt sustainability and development
78/140; 79/234	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development

78/167; 79/236	South-South cooperation	78/231; 79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
78/230; 79/235	Promotion of inclusive and effective international tax cooperation at the United Nations	78/271	Further modalities of the Fourth International Conference on Financing for Development

Economic and Social Council resolutions

2004/69; 2006/48; 2017/2	Committee of Experts on International Cooperation in Tax Matters	2014/11	Follow-up to the International Conference on Financing for Development
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up	2017/3	United Nations code of conduct on cooperation in combating international tax evasion
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference	E/FFDF/2024/3	Report of the Economic and Social Council forum on financing for development follow-up (Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development)

Deliverables

9.15 Table 9.1 lists all cross-cutting deliverables of the programme.

Table 9.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
1. *World Social Report*	1	1	1	1

Evaluation activities

9.16 An evaluation conducted by the Department on its information and communications technology (ICT) governance and services, completed in 2024, has guided the proposed programme plan for 2026.

9.17 In response to the results of the evaluation referenced above, the Department will, in 2026, identify additional ways to optimize resources for ICT to better meet the expectations of Member States and will promote innovation and enhance data and digital capabilities.

9.18 An evaluation to be conducted by the Department on cross-cutting or thematic topics across subprogrammes, in line with its 2024–2026 evaluation plan, is planned for 2026.

Programme of work

Subprogramme 1
Intergovernmental support and coordination for sustainable development

Objective

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

Strategy

9.20 To contribute to the objective, the subprogramme will continue to support the Economic and Social Council and the high-level political forum on sustainable development in the promotion and review of the integrated implementation of the 2030 Agenda and related international commitments within the context of the follow-up to the 2023 political declaration adopted at the high-level political forum convened under the auspices of the General Assembly and the 2024 ministerial declaration of the high-level political forum. Specifically, the subprogramme will:

(a) Provide evidence-based analysis and advice to the Council by: (i) facilitating policy dialogue and the formulation of policy recommendations; (ii) monitoring and leveraging the work of its subsidiary bodies and United Nations system entities; (iii) identifying new and emerging issues having an impact on achievement of the Sustainable Development Goals; and (iv) reinforcing the links between policy discussions and reviews and national sustainable development efforts;

(b) Support the high-level political forum on sustainable development in the follow-up to and implementation of the 2030 Agenda by: (i) facilitating the progress review, policy dialogue and developing policy recommendations for the accelerated achievement of the 2030 Agenda, including through enhanced advocacy and communication efforts; (ii) assisting countries in preparing evidence-based, inclusive and analytical voluntary national reviews of their implementation of the 2030 Agenda; and (iii) engaging United Nations country teams, other subprogrammes of the Department and United Nations system entities in supporting the review process;

(c) Provide substantive support, upon request, to policy discussions and negotiations of the General Assembly, notably its Second Committee (economic and financial issues);

(d) Provide evidence and analysis for Member States to review and guide the operational activities of the United Nations development system based on mandates from the General Assembly's 2024 quadrennial comprehensive policy review of the operational activities for development of the United Nations system, including through the redesigned quadrennial comprehensive review monitoring and reporting framework, in collaboration with United Nations system entities;

(e) Support the resident coordinator system in guiding United Nations country teams in assisting countries in conducting voluntary national reviews and in enabling the country teams to provide coordinated assessment of the implementation of the quadrennial comprehensive policy review, in coordination with the Development Coordination Office;

(f) Support the work of the Ad Hoc Advisory Group on Haiti in providing advice on the long-term development strategy of the country, promoting socioeconomic recovery, reconstruction and sustainability and encouraging international support, based on Haiti's national development priorities;

(g) Provide analysis, evidence and recommendations on effective, people-centred and gender-sensitive approaches to address the multiple and interlinked global crises and accelerate the implementation of the 2030 Agenda, including addressing the impacts of crises on women and people in vulnerable situations, ensuring that no one is left behind;

(h) Support the engagement of non-governmental organizations (NGOs) in the work of the Council and the participation of major groups and other stakeholders in relevant intergovernmental processes, including the high-level political forum on sustainable development;

(i) Strengthen the engagement of young people in the work of the United Nations by improving the annual Council youth forum, in cooperation with the United Nations Youth Office and subprogramme 2 and facilitating the participation of youth speakers in other Council segments, forums, special meetings and the high-level political forum on sustainable development.

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

(a) Enhanced policy and operational guidance by the General Assembly and the Economic and Social Council on the implementation of the 2030 Agenda at the global, regional and country levels;

(b) A strengthened Council and high-level political forum on sustainable development, which will include improved understanding of the role of the Council as a principal Charter body for the coordinated and integrated implementation of the 2030 Agenda and that of the high-level political forum for more effective follow-up and review of the achievement of the Sustainable Development Goals;

(c) Better understanding among Member States, United Nations system organizations and other stakeholders of the multiple and interlinked global crises affecting implementation of the 2030 Agenda, and of policy options and practical measures for addressing the global crises, while accelerating progress towards the achievement of the Sustainable Development Goals and the implementation of the Pact for the Future, and better coordination and coherence in the global response to ongoing crises;

(d) Progress at the country level towards realizing the Sustainable Development Goals, including in countries presenting voluntary national reviews at the high-level political forum on sustainable development;

(e) Effective, efficient and coordinated United Nations development system support towards implementing the 2030 Agenda and responding to crises, including support for voluntary national reviews, as well as improved and clearer guidance from Member States to the United Nations development system;

(f) Increased and coordinated international support for Haiti's long-term development, stability and sustainable development;

(g) The voice of young people being heard at deliberations through the Council's youth forum;

(h) Improved engagement of NGOs in the work of the United Nations through support for the Committee on Non-Governmental Organizations, including through the integrated civil society organization system;

(i) Increased participation of major groups and other stakeholders in the work of the high-level political forum on sustainable development, as mandated in General Assembly resolution 67/290.

Programme performance in 2024

Advancing the implementation of the 2030 Agenda through effective multilateral solutions

9.22 The subprogramme supported the Economic and Social Council in leveraging the technical expertise and policy recommendations of its subsidiary bodies and the work of the United Nations system for informed policy-making through the Council's 2024 coordination and management segments. The subprogramme assisted Member States in reaching consensus on the ministerial declaration of the

2024 high-level segment of the Council and the high-level political forum on sustainable development under the auspices of the Council, and on the 2024 quadrennial comprehensive policy review resolution, and facilitated implementation of the operational activities segment. The Council, through the subprogramme's support, brings in young people, civil society and other stakeholders to engage with Member States to advance the 2030 Agenda.

9.23 Progress towards the objective is presented in the performance measure below (see table 9.2).

Table 9.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Intergovernmental dialogue linking coronavirus disease (COVID-19) pandemic recovery and sustainable development, focusing on building back better	Intergovernmental dialogue focused on strengthened multilateralism to navigate crises	Intergovernmental dialogue informed a comprehensive review of the implementation of the 2030 Agenda and facilitated the adoption of the ministerial declaration of the Economic and Social Council and the high-level political forum on sustainable development, building momentum for the 2024 Summit of the Future

Planned results for 2026

Result 1: strengthened coordinated global response to multiple interlinked crises

Programme performance in 2024 and target for 2026

9.24 The subprogramme's work contributed to enhanced international coordination and cooperation among Member States, the United Nations system and other stakeholders in response to multiple, interlinked crises, which met the planned target.

9.25 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.3).

Table 9.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States pursue coordinated response to interlinked global crises through policy dialogue and intergovernmental cooperation	Adoption of a forward-looking political declaration at the 2023 Sustainable Development Goals Summit	Accelerated efforts among Member States to achieve the Sustainable Development Goals by 2030, including by addressing ongoing and emerging global challenges in sustainable development, within the context of the 2024 high-	Building on the momentum from previous forums, Member States commit to concrete, integrated and targeted policies and action to implement the 2030 Agenda	Member States undertake a comprehensive review of the arrangements for the Economic and Social Council and the high-level political forum on sustainable development, as contained in General Assembly resolutions 75/290 A

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
		level political forum on sustainable development and the Summit of the Future		and 75/290 B and the follow-up and review of the 2030 Agenda, in line with resolution 78/285

Result 2: strengthened role of the Economic and Social Council to support Member States to translate commitments from the Sustainable Development Goals Summit into actions and national policies

Programme performance in 2024 and target for 2026

9.26 The subprogramme's work contributed to the Economic and Social Council providing policy guidance for the Summit of the Future, including through segments and special meetings that advanced discussions on key issues addressed in the Pact for the Future and its annexes, which met the planned target.

9.27 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.4).

Table 9.4
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	Strengthened coordination between the Economic and Social Council and the General Assembly, leading to policy guidance from the Council that helps Member States to translate commitments from the Sustainable Development Goals Summit into national policies and programmes	Economic and Social Council provided policy guidance to the preparations for the Summit of the Future through the ministerial declaration of the Council and the high-level political forum on sustainable development, calling for accelerated action for the achievement of the Sustainable Development Goals and full implementation of the political declaration of the 2023 Sustainable Development Goals Summit	Economic and Social Council and its subsidiary bodies provide policy guidance towards intergovernmental meetings, including the Fourth International Conference on Financing for Development	Economic and Social Council provides further guidance to enhance the work of its subsidiary bodies, including through its review of the implementation of the recommendations of the 2022 review of its functional commissions and expert bodies

Result 3: accelerated achievement of the Sustainable Development Goals through an effective preparatory process for voluntary national reviews

Proposed programme plan for 2026

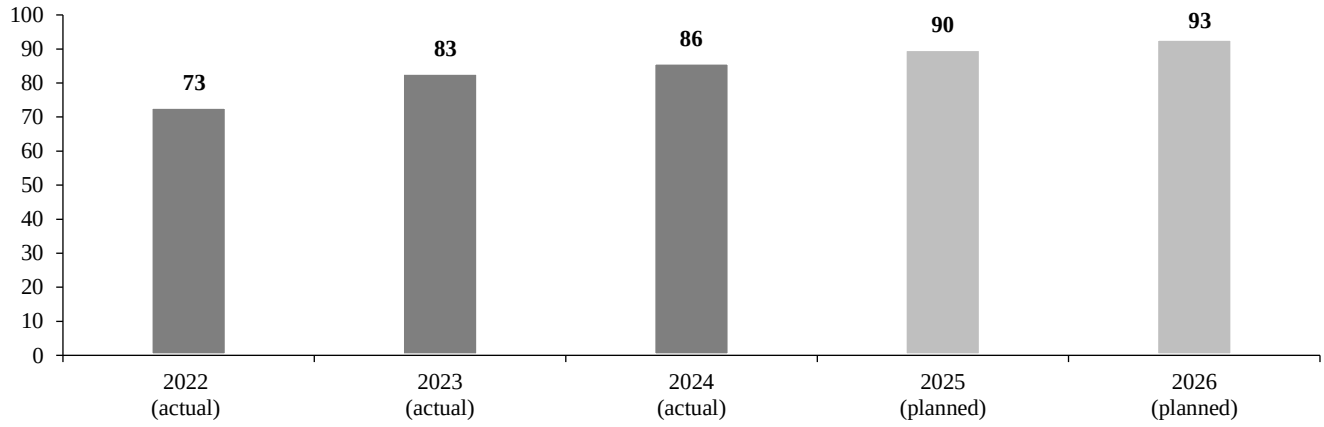
9.28 Implementing the commitments of the 2030 Agenda and the Sustainable Development Goals requires greater cooperation at all levels. To better assess the implementation and progress at the national and subnational levels and to facilitate the sharing of experiences, successes, challenges and lessons learned, the subprogramme supports the preparations and presentations of inclusive voluntary national reviews, including organizing annual workshops.

Lessons learned and planned change

9.29 The lesson for the subprogramme was the need to facilitate better the connection between the United Nations country teams and Member States during the voluntary national reviews. In applying the lesson, the subprogramme will work closely with the Development Coordination Office to strengthen coherence in the achievement of the Sustainable Development Goals at the national level.

9.30 Expected progress towards the objective is presented in the performance measure below (see figure 9.I).

Figure 9.I
Performance measure: countries that engaged more than one national entity in the preparation of their voluntary national reviews (percentage)



Deliverables

9.31 Table 9.5 lists all deliverables of the subprogramme.

Table 9.5
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**299**	**285**	**310**	**310**
Documentation for:				
1. The General Assembly	11	9	8	8
2. The Economic and Social Council	10	9	10	10
3. The high-level political forum on sustainable development	15	11	15	15
4. The Committee on Non-Governmental Organizations	263	256	277	277
Substantive services for meetings (number of three-hour meetings)	**194**	**209**	**172**	**172**
Meetings of:				
5. The General Assembly	51	68	44	44
6. The Economic and Social Council	57	60	47	47
7. The high-level political forum on sustainable development	27	29	20	20
8. The Committee on Non-Governmental Organizations	37	33	37	37
9. The experts on operational activities for development of the United Nations system, and on thematic issues and preparatory processes of the quadrennial comprehensive policy review	10	10	10	10
10. The experts on the Economic and Social Council and the high-level political forum on sustainable development	6	2	6	6
11. The Ad Hoc Advisory Group on Haiti of the Economic and Social Council	6	7	8	8
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**17**	**20**	**14**	**16**
12. Economic and Social Council: training event with the United Nations Institute for Training and Research on the Economic and Social Council cycle and the quadrennial comprehensive policy review	5	5	2	2
13. High-level political forum on sustainable development: workshops (global) on the preparation for voluntary national reviews and sharing of experiences in Sustainable Development Goals achievement in the context of the high-level political forum	3	7	3	5
14. High-level political forum on sustainable development: workshops (regional) on the preparation of voluntary national reviews in the context of the high-level political forum	5	5	5	5
15. High-level political forum on sustainable development: seminars, workshops and other events related to the preparation of the high-level political forum	4	3	4	4
Technical materials (number of materials)	**11**	**12**	**12**	**11**
16. Studies on the implementation of the quadrennial comprehensive policy review	6	5	7	7
17. Studies and materials on issues related to the Economic and Social Council	1	1	1	1
18. Studies and materials on issues related to the high-level political forum on sustainable development, including on the voluntary national reviews	4	6	3	3
19. Studies and materials on issues related to the Committee on Non-Governmental Organizations	–	–	1	–

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: consultations on: General Assembly and Economic and Social Council resolutions, the quadrennial comprehensive policy review of United Nations system operational activities for development, ministerial declarations of the Council and the high-level political forum on sustainable development, and reports of the Committee on Non-Governmental Organizations; advice and analysis to the President and the Bureau of Economic and Social Council, the Bureau of the Second Committee and joint Bureaux meetings, Member States and stakeholders on sustainable development issues; consultation and advice to the Ad Hoc Advisory Group on Haiti; advocacy for the accelerated implementation of the 2030 Agenda and participation of NGOs, major groups and other stakeholders in the work of the Council and the high-level political forum; advocacy for the funding compact; and advice on inter-agency coordination mechanisms.

Databases and substantive digital materials: database on voluntary national reviews (406 entries); database on input to the high-level political forum on sustainable development (1,400 entries); paperless committee for official documentation of the Committee on Non-Governmental Organizations (41 sessions); integrated information and communications technology platforms for 6,468 NGOs in consultative status; indicator framework on the implementation of the quadrennial comprehensive policy review for Member States (400 new entries); database on the funding of United Nations operational activities for development (25,000 new entries); and database on the funding compact agreed to by Member States and the United Nations Sustainable Development Group in 2024.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on the work of the Economic and Social Council, the General Assembly and the high-level political forum on sustainable development; content for social media platforms, in collaboration with the Department of Global Communications; and webinars for some 6,000 NGOs in consultative status on participation in the activities of the Council and the United Nations.

Digital platforms and multimedia content: web pages and multimedia content for the Economic and Social Council and the high-level political forum on sustainable development; and website of the integrated Civil Society Organizations System.

Subprogramme 2
Inclusive social development

Objective

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

Strategy

9.33 To contribute to the objective, the subprogramme will:

(a) Conduct evidence-based research and analysis, including on Indigenous Peoples, persons with disabilities, older persons and young people;

(b) Monitor national and global socioeconomic trends to identify emerging issues and assess their implications for social policy at the national and international levels, which will help Member States to make progress towards achieving Sustainable Development Goals 1 to 11 and 16;

(c) Provide substantive support for intergovernmental dialogue and processes, including the sessions of the Commission for Social Development, the Permanent Forum on Indigenous Issues, the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Economic and Social Council and the General Assembly;

(d) Provide analyses, technical advice and capacity development to requesting countries in partnership with resident coordinators and United Nations entities, including through the use of sport as an enabler of development and peace, as foreseen in the preamble of the 2030 Agenda. The subprogramme's analytical work will include a focus on reducing inequality, insecurity and strengthening social protection systems, and it will advance the situation of

vulnerable segments of the population and engage more closely with United Nations country teams to enhance action at the national level;

(e) Support Member States on issues related to shocks and recovery by promoting socially inclusive policy responses designed to eradicate poverty, reduce inequalities and protect the most vulnerable populations.

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

(a) Enhanced knowledge and awareness of Member States to ensure that no one is left behind;

(b) Recognition by Member States of specific social development issues as a basis for action at the national level;

(c) Increased capacity of Member States to effectively implement the social dimension of the 2030 Agenda;

(d) Progress of Member States in achieving more resilient and inclusive societies, placing the world back on track to implementing the 2030 Agenda.

Programme performance in 2024

Increased capacity and awareness of Member States to ratify and implement the Convention on the Rights of Persons with Disabilities

9.35 More than 1.3 billion people worldwide live with disabilities. However, persistent gaps remain between persons with disabilities and persons without disabilities, including women and girls with disabilities. Advancing and promoting disability inclusion across all fronts is pivotal in the realization of the Sustainable Development Goals. The subprogramme conducted research, provided policy recommendations to address the gaps and organized capacity-building and awareness-raising workshops for government officials at the national and local levels and representatives of persons with disabilities, to increase capacity and awareness on the ratification and implementation of the Convention on the Rights of Persons with Disabilities. For example, the subprogramme published the *Disability and Development Report 2024*, in which good practices and recommended action in accessibility and inclusion for the effective implementation of the Convention were identified.

9.36 Progress towards the objective is presented in the performance measure below (see table 9.6).

Table 9.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The General Assembly, in its resolution 77/189, encouraged the ratification of the Convention on the Rights of Persons with Disabilities by Member States and its implementation by States Parties	Member States build their knowledge and awareness on the ratification and implementation of the Convention	Member States undertook action to implement the Convention, such as drafting guidelines for the implementation of the national plan for the ratification of the Convention

Planned results for 2026

Result 1: improved accessibility for the full and inclusive participation of persons with disabilities at the Conference of States Parties to the Convention on the Rights of Persons with Disabilities

Programme performance in 2024 and target for 2026

9.37 The subprogramme's work contributed to Member States and other stakeholders exchanging good practices on the use of specific modalities promoting accessibility before and during the Conference, which met the planned target.

9.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.7).

Table 9.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Greater inclusion through introduction of official documents in easy-to-read format	Guidance and feedback on specific modalities promoting accessibility were incorporated into the organization of the Conference of States Parties	Member States and stakeholders exchanged good practices on the use of specific modalities promoting accessibility	Good practices on the use of specific modalities are incorporated to continuously enhance the accessibility of the Conference	Enhanced accessibility of the Conference results in positive feedback among participants in a post-sessional survey

Result 2: improved coherence of the United Nations system efforts in addressing the needs of Indigenous Peoples

Programme performance in 2024 and target for 2026

9.39 The subprogramme's work contributed to the development of an indicator framework for the system-wide action plan on the rights of Indigenous Peoples, which did not meet the planned target of piloting the draft framework in selected countries. The target was not met because further consultations were required for the development of an indicator framework.

9.40 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.8).

Table 9.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	The Inter-Agency Support Group on Indigenous Peoples' Issues identified elements to develop an indicator framework for the system-wide action plan on the rights of Indigenous Peoples	Indicator framework for the system-wide action plan developed	Additional countries use a final indicator framework for the system-wide action plan on the rights of Indigenous Peoples	A reporting mechanism for the system-wide action plan is in use by United Nations country teams

Result 3: accelerated social development through the Second World Summit for Social Development

Proposed programme plan for 2026

9.41 Since the adoption of the Copenhagen Declaration on Social Development and the Programme of Action in 1995, Member States have expressed concern that progress towards full implementation has been slow and uneven, and decided to convene the Second World Summit for Social Development to review the gaps and reaffirm commitments. The subprogramme will support the Summit and its preparatory process by developing analytical outputs, facilitating intergovernmental negotiations and coordinating inter-agency collaboration.

Lessons learned and planned change

9.42 The lesson for the subprogramme was that previous experience and knowledge for holding large conferences from across the United Nations system could better inform and strengthen the preparatory process for the Summit. In applying the lesson, the subprogramme will incorporate feedback from other United Nations entities and Member States through targeted consultations and regular dialogue, ensuring effective support for Member States in their engagement and negotiations.

9.43 Expected progress towards the objective is presented in the performance measure below (see table 9.9).

Table 9.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States express concern about the uneven and slow progress in social development	The General Assembly adopted resolutions 78/261 and 78/318, on convening the Second World Summit for Social Development	The Summit is held in Qatar and an action-oriented political declaration is adopted by Member States	A follow-up plan to the outcome of the Summit is developed by Member States

Deliverables

9.44 Table 9.10 lists all deliverables of the subprogramme.

Table 9.10
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**23**	**22**	**27**	**23**
Documentation for:				
1. The General Assembly on ageing, cooperatives in development, persons with disabilities, policies and programmes concerning young people, follow-up to the International Year of the Family, follow-up to the World Summit for Social Development, social inclusion and other social development issues, the Third United Nations Decade for the Eradication of Poverty (2018–2027) and sport for development and peace	7	7	10	7
2. The Commission for Social Development	5	4	6	4
3. The Permanent Forum on Indigenous Issues	7	7	7	8
4. The Conference of States Parties to the Convention on the Rights of Persons with Disabilities	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	**85**	**83**	**85**	**77**
Meetings of:				
5. The Second Committee of the General Assembly	4	4	4	4
6. The Third Committee of the General Assembly	6	6	6	6
7. The Open-ended Working Group on Ageing	8	8	8	–
8. The Economic and Social Council	6	6	6	6
9. The high-level political forum on sustainable development	1	1	1	1
10. The Commission for Social Development	20	18	20	20
11. The Permanent Forum on Indigenous Issues	24	24	24	24
12. The Conference of States Parties to the Convention on the Rights of Persons with Disabilities	16	16	16	16
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
13. Projects on social policy formulation	2	2	2	2
Seminars, workshops and training events (number of days)	**10**	**10**	**10**	**10**
14. Training events on social issues for Member States and other stakeholders, including lectures and multi-stakeholder panels	10	10	10	10
Publications (number of publications)	**1**	**1**	**–**	**–**
15. *World Youth Report*	1	–	–	–
16. Publication on Indigenous Peoples	–	1	–	–
Technical materials (number of materials)	**7**	**6**	**6**	**7**
17. Outcome documents of expert groups on various social issues	7	5	5	7
18. Update on the *Disability and Development Report*	–	1	–	–
19. Segments of the report of the Secretary-General on homelessness (joint report with the United Nations Human Settlements Programme (UN-Habitat))	–	–	1	–

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advice to requesting Member States on socioeconomic situations and normative, policy and administrative frameworks on the social dimensions of sustainable development and the Sustainable Development Goals; and expert advice to more than 40 Member States on sustainable development issues, including on high-level bilateral consultations and intergovernmental meetings.

Databases and substantive digital materials: database on policies and measures to combat hunger and poverty.

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including commemorations of international days on various social issues; and policy briefs and communication activities to promote advancement of social development.

External and media relations: briefings, press conferences and press releases on various social issues.

Digital platforms and multimedia content: electronic, audio and video messaging on ageing, cooperatives, disability, family, issues concerning Indigenous Peoples, young people and sport for development and peace.

Subprogramme 3
Sustainable development

Objective

9.45 The objective, to which this subprogramme contributes, is to accelerate the implementation of the 2030 Agenda, including the achievement of the Sustainable Development Goals and their targets and commitments, through increased engagement of Member States and other stakeholders.

Strategy

9.46 To contribute to the objective, the subprogramme will:

(a) Prepare analytical reports and assessments, maintain online databases and organize thematic expert meetings and conferences on specific Sustainable Development Goals and their interlinkages;

(b) Organize, in the lead up to the high-level political forum on sustainable development expert group meetings and conferences for Member States, on the themes of the forum and Sustainable Development Goals that are under review;

(c) Play a central role in inter-agency coordination mechanisms on water, energy, small island developing States, oceans and transport and in the area of science, technology and innovation, and through its long-standing cooperation with specific agencies on issues such as climate change and partnership-building for sustainable development;

(d) Coordinate the work of the Technology Facilitation Mechanism, including the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and the online platform on existing science, technology and innovation initiatives (2030 Connect);

(e) Convene special events in connection with the high-level political forum on sustainable development, including the Sustainable Development Goals business forum and the local and regional governments forum, enabling the sharing of lessons learned and good practices among Member States and stakeholders in the development arena;

(f) Organize, in coordination with the regional commissions, resident coordinator offices and United Nations country teams, as applicable, capacity-building activities at the global, regional and national levels on the above topics.

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

(a) Increased knowledge of Member States and stakeholders of the 2030 Agenda and its Sustainable Development Goals, including for their deliberations during the high-level political forum on sustainable development and other related forums, and for the development of related national policies and programmes;

(b) Increased use of science and technology to leverage their full potential in the achievement of the Sustainable Development Goals by Member States and other stakeholders;

(c) Increased integration of Sustainable Development Goals into inclusive national planning processes, policies and strategies, and increased action and initiatives taken by Member States and other stakeholders to accelerate the implementation of the 2030 Agenda.

Programme performance in 2024

Advancing the implementation of the United Nations Decade of Sustainable Transport (2026–2035)

9.48 The General Assembly, in its resolution 78/148, called for a United Nations Decade of Sustainable Transport to commence in 2026 and requested an associated implementation plan. The subprogramme launched the preparations for the Decade and its implementation plan through consultations with Member States, civil society, academia and multilateral development banks. The dialogue provided opportunities and tools for intergraded policymaking on sustainable transport.

9.49 Progress towards the objective is presented in the performance measure below (see table 9.11).

Table 9.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Outcomes of the second United Nations Global Sustainable Transport Conference, held in Beijing in 2021, enriched discussions at Member State briefings and transport sector events	General Assembly resolution 78/148 adopted An expert group meeting on sustainable transport initiated planning for the United Nations Decade	Member States and stakeholders engage in peer learning and have access to tools for integrated policymaking on sustainable transport, including through consultations on the implementation plan of the Decade, including global online consultations for civil society

Planned results for 2026

Result 1: strengthened commitment and action to address the unique needs of small island developing States

Programme performance in 2024 and target for 2026

9.50 The subprogramme's work contributed to the fourth International Conference on Small Island Developing States, held in Antigua and Barbuda, and its outcome document approving the development of a monitoring and evaluation framework, which met the planned target.

9.51 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.12).

Table 9.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
A first set of modalities of the 2024 Conference was defined by Member States	Member States, including 118 representatives of small island developing States, participated in the preparatory process for the fourth Conference, comprising 3 regional meetings and 1 interregional meeting The report of the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States was issued	The Conference was held in Antigua and Barbuda in May 2024 The outcome document, titled the Antigua and Barbuda Agenda for Small Island Developing States, was adopted by Member States	New and additional mandates emanating from the outcome document of the fourth Conference are implemented, including the possible operationalization of the multidimensional vulnerability index Coordinated capacity-building support to small island developing States is initiated	Intergovernmental dialogue on the first report on the implementation of the Antigua and Barbuda Agenda Member States engage in a biennial review of progress made in the implementation of the Antigua and Barbuda Agenda across all small island development States

Result 2: accelerated progress for Sustainable Development Goal 14 through the third United Nations Ocean Conference

Programme performance in 2024 and target for 2026

9.52 The subprogramme's work contributed to accelerating the achievement of Sustainable Development Goal 14 through a preparatory meeting for the third United Nations Ocean Conference, at which Member States agreed on the overall thematic framework of the Conference and determined the topics of the 10 ocean action panels, which met the planned target.

9.53 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.13).

Table 9.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The General Assembly decides to convene the third United Nations Ocean Conference, in 2025	Adoption by the General Assembly of resolution 78/128 on the modalities for the third Ocean Conference	Preparatory meeting for the third Ocean Conference held in July 2024 Member States agreed on the overall programme of the Conference	A political declaration, with commitments, is adopted by Member States at the third Ocean Conference	Member States advance the objectives contained in the political declaration and support the implementation of commitments made during the third Ocean Conference

Result 3: accelerating the achievement of Sustainable Development Goal 6 through the 2026 United Nations Water Conference

Proposed programme plan for 2026

9.54 Action to achieve the Sustainable Development Goals, including Goal 6 on water and sanitation, ensuring the interlinkages and co-benefits among them, should remain a priority. The subprogramme will ensure the successful planning and organization of the 2026 United Nations Water Conference to advance Goal 6 realization and enable Member States to achieve the Goals and implement the 2030 Agenda as a whole.

Lessons learned and planned change

9.55 The lesson for the subprogramme was that robust stakeholder participation was crucial to the success of the 2023 United Nations Water Conference. In applying the lesson, the subprogramme will build on the momentum generated, strengthen stakeholder engagement, enhance advocacy and analytical work, and support Member States in accelerating the achievement of the water and sanitation-related Sustainable Development Goals, leaving no one behind.

9.56 Expected progress towards the objective is presented in the performance measure below (see table 9.14).

Table 9.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	2023 United Nations Water Conference attracted more than 2,000 participants 200 Sustainable Development Goal 6 commitments registered	United Nations System-wide Strategy for Water and Sanitation launched in July 2024 General Assembly resolution[a] on the modalities for the 2026 United Nations Water Conference to Accelerate the achievement of Sustainable Development Goal 6 adopted	Preparatory meetings held with the themes of six interactive dialogues determined by Member States	The 2026 United Nations Water Conference is held in December on accelerated and collective action to support the achievement of Sustainable Development Goal 6, leaving no one behind

[a] Resolution 78/327.

Deliverables

9.57 Table 9.15 lists all deliverables of the subprogramme.

Table 9.15
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**12**	**22**	**12**	**18**
Documentation for:				
1. The General Assembly	6	14	6	12
2. The high-level political forum on sustainable development	5	7	5	5
3. The multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**88**	**169**	**88**	**88**
Meetings of:				
4. The General Assembly	42	120	42	42
5. The Economic and Social Council	2	2	2	2
6. The high-level political forum on sustainable development	30	37	30	30
7. The multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	10	4	4
8. The independent group of scientists for the *Global Sustainable Development Report*	10	–	10	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**7**	**11**	**5**	**8**
9. Projects on sustainable development (water, energy, sustainable transport, sustainable consumption and production, stakeholder engagement, small island developing States, partnerships, micro-, small and medium-sized enterprises, etc.)	7	11	5	8
Seminars, workshops and training events (number of days)	**100**	**126**	**100**	**100**
10. Training events on strengthening national capacities in all areas of sustainable development for and with national policymakers in developing countries and small island developing States with economies in transition	100	126	100	100
Publications (number of publications)				
11. Global Sustainable Development Report (quadrennial report)	–	–	–	–
Technical materials (number of materials)	15	17	15	15
12. On the 2030 Agenda for Sustainable Development	15	17	15	15

C. Substantive deliverables

Consultation, advice and advocacy: briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings, and materials related to stakeholder engagement in the 2030 Agenda follow-up and review, and on multi-stakeholder partnerships in support of the Sustainable Development Goals.

Databases and substantive digital materials: public databases on voluntary initiatives, small island developing States, partnerships (8,200 registered), voluntary commitments made during the United Nations Conference to Support the Implementation of Sustainable Development Goals 14 (2,200 registered), Sustainable Development Goals good practices (500 registered), the United Nations system achievement of the Goals, Sustainable Development Goals acceleration actions (450 registered), the Technology Facilitation Mechanism, UN-Energy (200 commitments registered), harmony with nature and other topics of sustainable development.

D. Communication deliverables

Outreach programmes, special events and information materials: special meetings and side events on sustainable development issues during major United Nations conferences; and the issuance of the *Natural Resources Forum*.

Digital platforms and multimedia content: redesigned Sustainable Development Website (sdgs.un.org).

Subprogramme 4
Statistics

Objective

9.58 The objective, to which this subprogramme contributes, is to strengthen the capacity of Member States with regard to the production and use of high-quality, timely, disaggregated, open data and national statistics and geospatial information as a basis on which to inform policy and decision-making for the 2030 Agenda and for other United Nations policy agendas and to review progress at the national and international levels.

Strategy

9.59 To contribute to the objective, the subprogramme will:

(a) Develop, disseminate and support the implementation by Member States of statistical and geospatial information frameworks, standards and methods, especially those related to the Sustainable Development Goals, the Integrated Geospatial Information Framework and other new emerging policy issues;

(b) Provide technical assistance and advice to Member States through training on the modernization of statistical information systems, the Integrated Geospatial Information Framework, the use of big data, artificial intelligence and data science, population data systems, environmental-economic accounting, quality assurance, survey instruments and citizen data, to fill data gaps and leave no one excluded from decision-making and policies that affect them;

(c) Facilitate and expand the coordination and coherence of international statistical and geospatial information programmes and activities by promoting the availability, accessibility and application of geospatial information, including the standardization of geographical names, and better integration of statistical and geospatial information;

(d) Cooperate with the resident coordinator system and United Nations country teams in data and statistical activities and their interaction with the global statistical community, including through the Global Network of Data Officers and Statisticians; cooperate closely with other international organizations and establish partnerships with civil society organizations, academia and private sector data providers, including through the Collaborative on Citizen Data;

(e) Collect, compile and disseminate global statistical information and data in the areas of economic, social, demographic and environmental statistics, including the Sustainable Development Goals indicators, through the use of technology and interoperability standards, such as the Statistical Data and Metadata Exchange;

(f) Issue flagship data publications, maintain databases and data platforms and continue to modernize UNdata as a United Nations system-wide portal, and support the development of open data hubs and labs to showcase innovative uses of data, artificial intelligence and data science, and enhance the visualization of data and metadata;

(g) Collect information from Member States on the implementation of the Integrated Geospatial Information Framework and the Medellín Framework for Action on Data for Sustainable Development relating to the 2030 Agenda, including on financing needs in the specific areas included in the Framework, under the guidance of the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development and in collaboration with issue partners;

(h) Develop and share guidance and information on initiatives, tools and best practices to help national statistics systems to continue to operate and respond to the new specific data needs to address and mitigate the impact of global crises on societies, advance responsible, equitable

and interoperable data governance approaches, and address issues of open and timely access to critical data needed by Governments and all sectors of society to accelerate the implementation of the 2030 Agenda.

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

(a) Enhanced quality, availability and access to policy-relevant statistical and geospatial information;

(b) Increased production and dissemination by Member States of better data and national statistics and geospatial information that are comparable and in line with the adopted international frameworks and standards, and provision of enhanced and open access to them;

(c) Enhanced coherence and more effective functioning and transformation of the global statistical and geospatial information systems;

(d) Increased statistical and geospatial information capacity of Member States and the United Nations system.

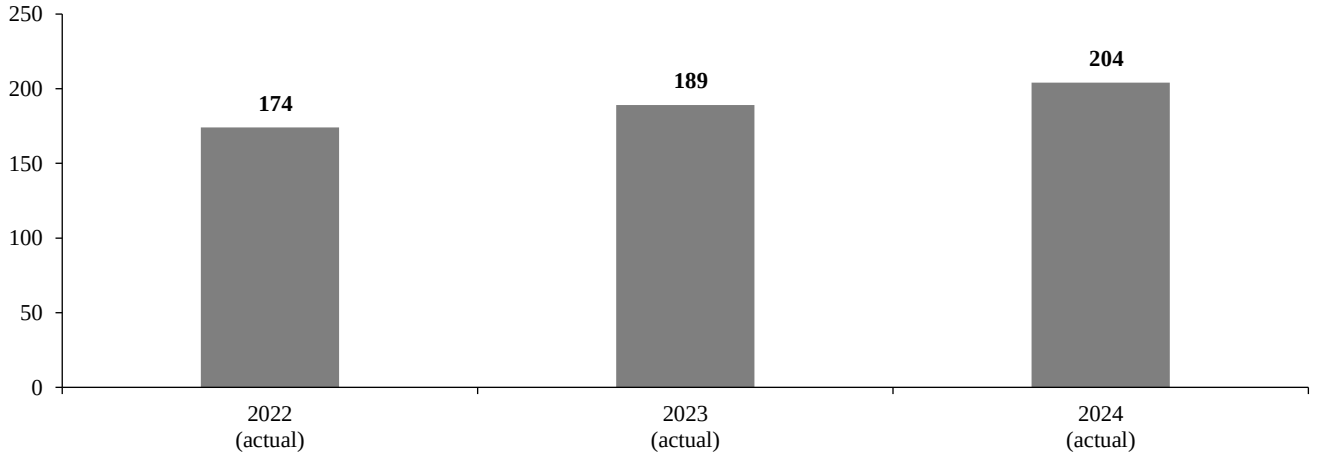
Programme performance in 2024

Digital technologies and capacity-building drove successful population and housing census implementation in the 2020 round

9.61 The population and housing census provides detailed, reliable and periodical statistics for small areas and population groups essential for evidence-based decision-making, facilitating equitable resource allocation, public administration and policymaking. Sixty-nine countries and areas, covering 27 per cent of the world's population, conducted population and housing censuses (2022 to 2024), including those postponed from 2020 and 2021 owing to the COVID-19 pandemic. By the end of the 2020 census round in December 2024, 204 countries and areas had conducted a census. The subprogramme supported those censuses through organizing regional workshops, providing ad hoc technical assistance and emphasizing the use of digital technologies, including georeferencing and the integration of administrative data to enhance efficiency and data quality. Countries reported achievements in these areas such as successful budget management and timely data dissemination. Other achievements included increased use of census data for Sustainable Development Goals monitoring, geocoded census results and the adoption of international standards. The 2020 census round saw advancements in technology, methodology and operational efficiency, producing high-quality data for evidence-based policymaking and planning.

9.62 Progress towards the objective is presented in the performance measure below (see figure 9.II).

Figure 9.II
Performance measure: number of countries and areas that conducted a census (cumulative)



Planned results for 2026

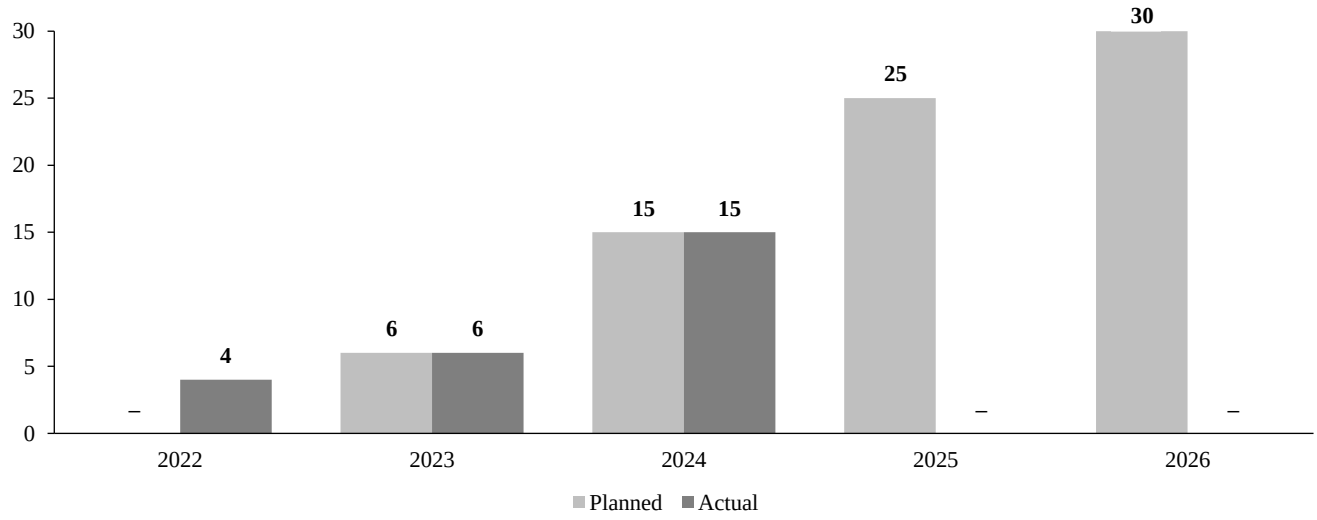
Result 1: accelerated implementation of the Integrated Geospatial Information Framework

Programme performance in 2024 and target for 2026

9.63 The subprogramme's work contributed to the inclusive engagement and development of 15 country-level action plans based on the Integrated Geospatial Information Management Framework, which met the planned target.

9.64 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.III).

Figure 9.III
Performance measure: number of countries that developed action plans based on the Integrated Geospatial Information Framework (cumulative)



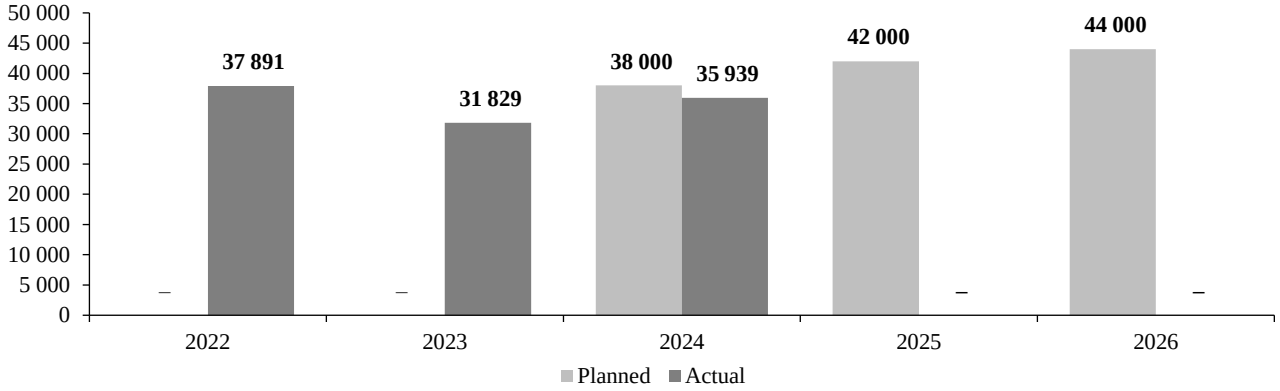
Result 2: UNdata modernization: a single entry point for authoritative statistical data from the United Nations system

Programme performance in 2024 and target for 2026

9.65 The subprogramme's work contributed to an average of 35,939 UNdata user sessions per month, which did not meet the planned target of 38,000. The target was not met owing to the decline in legacy traffic, which was offset in part by an increase in traffic to the new UNdata interface, launched in September 2023.

9.66 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.IV).

Figure 9.IV
Performance measure: average number of UNdata user sessions per month



Result 3: improved global capacity for evidence-based Sustainable Development Goals progress monitoring

Proposed programme plan for 2026

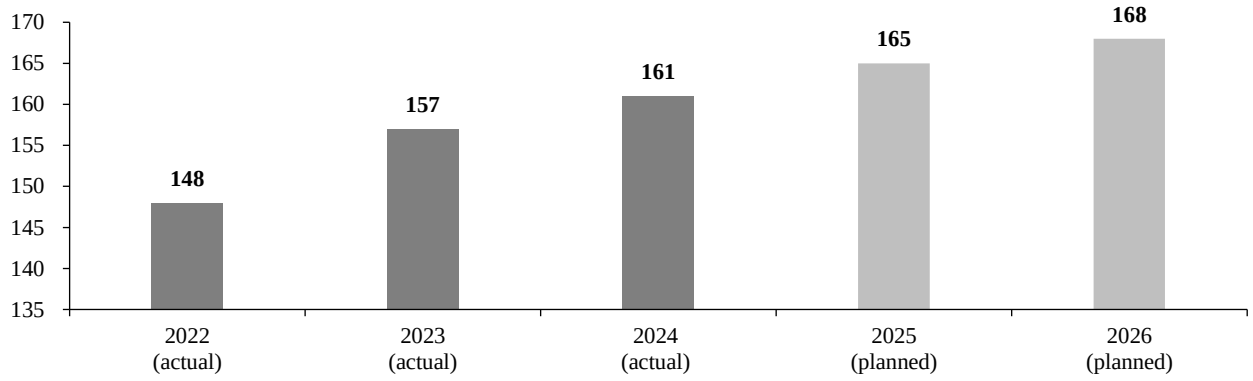
9.67 In the 2030 Agenda, the critical role of high-quality, accessible, timely and reliable data for measuring progress towards achieving the Sustainable Development Goals is emphasized. National statistical capacity is fundamental for producing and disseminating indicators of the Goals, enabling evidence-based decision-making. The subprogramme, in collaboration with custodian agencies, has supported national statistical offices through technical assistance, methodological guidance and training activities, leading to a nine-fold increase in data availability in the global indicator database, with data records rising from 330,000 in 2016 to 2.9 million by 2024. The number of tier I indicators – those with good data coverage regularly produced for at least 50 per cent of relevant countries – rose from 82 in 2016 to 161 in 2024, demonstrating improved global capacity for evidence-based progress monitoring.

Lessons learned and planned change

9.68 The lesson for the subprogramme was that strengthening national statistical capacity required a comprehensive approach combining technical training, methodological support and sustained engagement with national statistical offices. In applying the lesson, the subprogramme will provide targeted technical assistance, develop e-learning platforms for Sustainable Development Goals monitoring, implement standardized data-collection tools and support countries in adopting international statistical standards for reporting on the Goals.

9.69 Expected progress towards the objective is presented in the performance measure below (see figure 9.V).

Figure 9.V
Performance measure: number of tier I indicators in the global Sustainable Development Goals indicator database (cumulative)



Deliverables

9.70 Table 9.16 lists all deliverables of the subprogramme.

Table 9.16
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**22**	**29**	**21**	**20**
1. Reports to the Statistical Commission	16	23	16	16
2. Documents to the Committee on Contributions	4	4	2	2
3. Report of the United Nations Group of Experts on Geographical Names	–	–	1	–
4. Report of the Committee of Experts on Global Geospatial Information Management	1	1	1	1
5. Report to the high-level political forum on sustainable development on the progress towards achieving the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**194**	**231**	**172**	**200**
Meetings of:				
6. The Statistical Commission	7	7	7	7
7. The United Nations Group of Experts on Geographical Names	–	–	10	–
8. The Committee of Experts on Global Geospatial Information Management	6	6	6	6
9. Experts on economic statistics, demographic and social statistics, environmental statistics and geospatial information, and on Sustainable Development Goals indicators and cross-cutting statistical areas	181	218	149	187
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**9**	**8**	**11**
10. Projects on economic statistics	1	1	1	1
11. Projects on demographic and social statistics	–	–	–	–
12. Projects on environmental statistics and geospatial information	2	3	3	4
13. Projects on Sustainable Development Goals indicators and cross-cutting statistical areas	3	5	4	6

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Publications (number of publications)	**35**	**30**	**35**	**30**
Publications on economic statistics				
14. *International Trade Statistics Yearbook, Volumes I and II*	2	–	2	–
15. *National Accounts Statistics: Analysis of Main Aggregates*	1	1	1	1
16. *National Accounts Statistics: Main Aggregates and Detailed Tables, Parts I–V*	5	5	5	5
17. *Manual on Principal Indicators for Business and Trade Statistics, Volume II*	1	–	–	–
18. *Handbook on Integrating Business and Trade Statistics*	1	1	–	–
19. *Central Product Classification*	1	–	–	–
20. *Macroeconomic Terms and Definitions*	1	–	–	–
21. *System of National Accounts 2025*	–	–	1	–
22. *International Merchandise Trade Statistics: Concepts and Definitions, Rev. 4*	–	–	1	–
23. *Manual on Statistics of International Trade in Services, Rev. 2*	–	–	1	–
Publications on demographic and social statistics				
24. *Demographic Yearbook*	1	1	1	1
25. *Population and Vital Statistics Report, Series A*	1	1	1	1
26. *Recommendations on Statistics of International Migration, Rev. 2*	–	–	1	–
27. *Principles and Recommendations for Population and Housing Censuses, Rev. 4*	–	–	1	–
28. *Handbook on the Management of Population and Housing Censuses, Rev. 3*	–	–	–	1
29. *Handbook on Geospatial Infrastructure in Support of Census Activities, Rev. 1*	–	–	–	1
Publications on environment statistics and geospatial information				
30. *Electricity Profiles*	1	1	1	1
31. *Energy Balances*	1	1	1	1
32. *Energy Statistics Pocketbook*	1	1	1	1
33. *Energy Statistics Yearbook*	1	1	1	1
34. *Measuring Sustainability of Tourism*	1	1	–	–
Publications on Sustainable Development Goals indicators and cross-cutting statistical areas				
35. *Statistical Yearbook*	1	1	1	1
36. *Monthly Bulletin of Statistics*	12	12	12	12
37. *World Statistics Pocketbook*	1	1	1	1
38. *Sustainable Development Goals Report*	1	1	1	1
39. *Progress chart on the Sustainable Development Goal indicators*	1	1	1	–
40. *Handbook on Households and Individuals: Foundations and Emerging Approaches*	–	–	–	1
Technical materials (number of materials)	**35**	**29**	**30**	**34**
41. Technical materials on economic statistics	3	–	3	3
42. Technical materials on demographic and social statistics	1	1	2	3
43. Technical materials on environmental statistics and geospatial information	7	4	2	3
44. Technical materials on Sustainable Development Goals indicators and cross-cutting statistical areas	24	24	23	25

C. Substantive deliverables

Consultation, advice and advocacy: consultation and advice on economic, demographic and social and environmental statistics and geospatial information, Sustainable Development Goals indicators and cross-cutting statistical areas; and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

Databases and substantive digital materials: UN Comtrade Database, containing more than 123 billion records on trade in goods and services, with 5 million users; UNdata platform, containing 95 million records, with approximately 280,000 active users; Global Sustainable Development Goals Indicators Database, containing 2.9 million data records, with more than 100,000 users; and databases on cross-cutting statistical areas, with data for more than 200 statistical territories (includes countries and areas).

D. Communication deliverables

Outreach programmes, special events and information materials: outreach, events and information materials on economic, demographic, social and environmental statistics and geospatial information, Sustainable Development Goals indicators and cross-cutting statistical areas.

Subprogramme 5
Population

Objective

9.71 The objective, to which this subprogramme contributes, is to improve knowledge of global population trends, advance an evidence-based understanding of interaction between population change and sustainable development among policymakers and the public, and strengthen the international community's capacity to effectively address current and emerging population issues and integrate the population dimension into the international development agenda.

Strategy

9.72 To contribute to the objective, the subprogramme will:

(a) Prepare studies on population growth, population ageing, migration, urbanization, fertility, family planning, mortality and other aspects of population in relation to sustainable development using population estimates and projections, the analysis of demographic trends and the evaluation of population policies;

(b) Produce comprehensive global data sets on selected topics, as well as reports to highlight these topics and related data, and an annual report on a selected major demographic topic. Data sets will include aggregated results for groups of countries in special situations;

(c) Provide capacity development on population data and analysis to requesting countries and to United Nations country teams;

(d) Provide substantive support to United Nations intergovernmental bodies, in particular the Commission on Population and Development, including by preparing reports and convening expert meetings and panels;

(e) Assist Governments in assessing progress made in implementing the Programme of Action of the International Conference on Population and Development held in 1994, focusing on the global monitoring of Sustainable Development Goals indicators on reproductive health, international migration, child and maternal mortality and population ageing, often in partnership with other entities of the United Nations system;

(f) Improve the United Nations estimates and projections of the global population and study the interaction of COVID-19 and other crises with demographic phenomena, including mortality, population ageing, fertility and family planning and international migration, and including these analyses, as appropriate, in publications and technical materials.

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

(a) Improved access to data and reports on population matters for Governments and other users and increased use of the subprogramme's data and findings in the work of stakeholders;

(b) Increased awareness of population trends and their relationship to sustainable development through accurate data and policy-relevant reports, benefiting Member States and other stakeholders in policy and development planning;

(c) Advancement in the international community's use of scientifically grounded information about the demographic impacts of the COVID-19 pandemic and other crises.

Programme performance in 2024

Improved monitoring of progress towards achieving safe, orderly and regular migration

9.74 In the Progress Declaration of the International Migration Review Forum in May 2022, Member States requested the Secretary-General to propose a limited set of indicators to review progress related to the implementation of the Global Compact for Safe, Orderly and Regular Migration, drawing on the Sustainable Development Goals indicator framework and other frameworks, as well as a comprehensive strategy for improving disaggregated migration data. The subprogramme co-led a workstream established by the United Nations Network on Migration that undertook consultations with Member States and stakeholders, including regional consultations in 2023, global consultations in 2024 and online surveys. The proposed indicators, consisting of 27 core and 83 additional indicators, are a voluntary tool for Member States to conduct inclusive progress reviews on the implementation of the Global Compact.

9.75 Progress towards the objective is presented in the performance measure below (see table 9.17).

Table 9.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States requested a limited set of indicators for monitoring the implementation of the Global Compact for Safe, Orderly and Regular Migration	Member States and stakeholders engaged in consultations and online surveys on the indicator framework	Member States and stakeholders have access to the new voluntary indicator framework to monitor progress made in the implementation of the Global Compact

Planned results for 2026

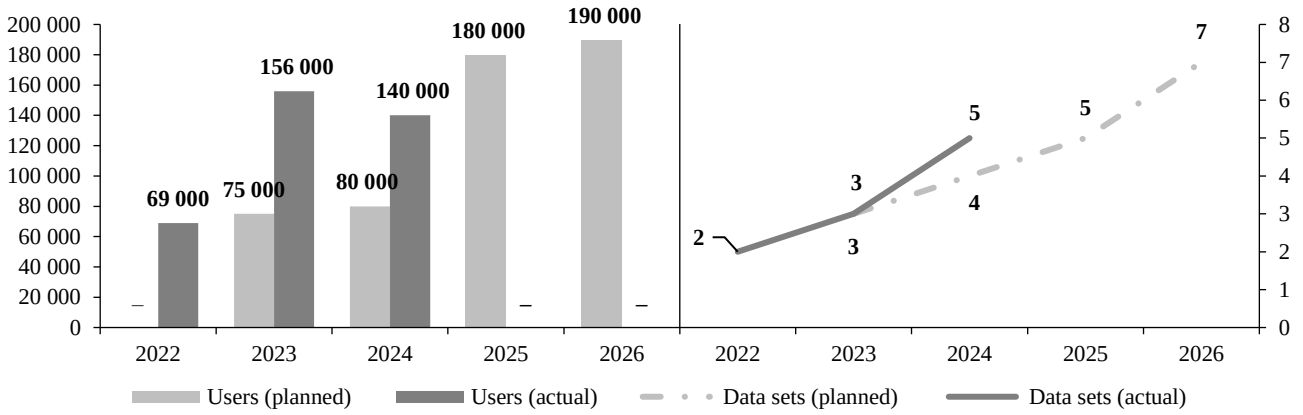
Result 1: enhanced integration of the population dimension into implementation of the 2030 Agenda by Member States

Programme performance in 2024 and target for 2026

9.76 The subprogramme's work contributed to 140,000 users consulting the Data Portal and five data sets contained therein, which exceeded the planned target of 80,000 users and four data sets.

9.77 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.VI).

Figure 9.VI
Performance measure: number of users of the Data Portal (annual) and number of data sets contained in the Data Portal (cumulative)



Result 2: enhanced comparability of estimates and projections of urbanization and spatial distribution for the Sustainable Development Goals

Programme performance in 2024 and target for 2026

9.78 The subprogramme's work contributed to Member States and other stakeholders providing input for the compilation of data on urban and rural populations from the 2020 census round for 106 countries, which met the planned target.

9.79 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.18).

Table 9.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Selected countries piloted the new methodology to measure urbanization	Stakeholders and Member States contributed to methodological advancements in the estimation and projection of urbanization time series	Member States and other stakeholders contributed to the compilation of data on urban and rural populations from the 2020 census round for 106 countries	An increased number of stakeholders and Member States implement the new "degree of urbanization" to enable comparable global urbanization trends	Stakeholders and Member States benefit from updated estimates using both national definitions and a globally comparable definition to assess sustainable urbanization

Result 3: enhanced online tools for demographic analysis, projection and visualization

Proposed programme plan for 2026

9.80 World Population Prospects and related guidance on producing population projections are fundamental resources for Member States. The subprogramme has increased the reproducibility of the estimates and projections and the transparency of the metadata provided in the last two editions of World Population Prospects.

Lessons learned and planned change

9.81 The lesson for the subprogramme was that the development of user-friendly online tools for countries to produce demographic analyses and population projections using new country data and compare these to results from World Population Prospects would help to harmonize national and international population estimates and projections. In applying the lesson, the subprogramme will leverage and expand online platforms to enhance the dissemination and use of the 2026 edition of World Population Prospects.

9.82 Expected progress towards the objective is presented in the performance measure below (see table 9.19).

Table 9.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Upgrade of World Population Prospects gives Member States access to more detailed demographic estimates and projections and improved metadata	Development work initiated on online demographic analysis and population projection platforms	Platforms enhanced with data from World Population Prospects 2024	Member States participate in testing of online platforms to inform any further upgrade	Member States have access to fully developed online platforms that incorporate the input and methods of the 2026 revision of World Population Prospects and related training materials

Deliverables

9.83 Table 9.20 lists all deliverables of the subprogramme.

Table 9.20
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**3**	**2**	**3**
1. Reports to the General Assembly	1	1	–	1
2. Reports to the Commission on Population and Development	3	2	2	2
Substantive services for meetings (number of three-hour meetings)	**36**	**34**	**29**	**36**
Meetings of:				
3. The General Assembly	7	7	–	7
4. The Economic and Social Council	1	1	1	1
5. The Commission on Population and Development	24	24	24	24
6. Experts on population topics	4	2	4	4
B. Generation and transfer of knowledge				
Publications (number of publications)	**3**	**2**	**4**	**3**
7. *World Population Prospects: Highlights*	1	1	–	1
8. Highlights report on selected demographic trends	–	–	1	1
9. *World Fertility and Family Planning: Highlights*	1	1	–	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. *World Population Ageing: Highlights*	–	–	–	–
11. *Population Megatrends*	–	–	1	–
12. Questionnaire for the United Nations Inquiry among Governments on Population and Development	1	–	–	–
13. *World Urbanization Prospects: Summary of Results*	–	–	1	–
14. *World Population Policies: Highlights*	–	–	1	–
Technical materials (number of materials)	**8**	**8**	**8**	**8**
15. Major data sets on population topics	2	2	2	2
16. Sustainable Development Goal indicator data sets	1	1	1	1
17. Reports of expert group meetings on population topics	2	2	2	2
18. Technical papers on population topics	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: briefings and consultations with Member States concerning the annual session of the Commission on Population and Development; and briefings/expert advice to Member States on population and sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

Databases and substantive digital materials: databases and data sets on population topics, including documentation.

D. Communication deliverables

Outreach programmes, special events and information materials: policy briefs, key messages and information kits on population topics; and special events on population topics.

External and media relations: press conferences and press releases related to the Commission on Population and Development; press releases to support the launch of major publications or data sets; and responses to requests from Member States, the media, United Nations entities, resident coordinators and other stakeholders.

Digital platforms and multimedia content: interactive data visualizations and social media and multimedia content on population topics.

Subprogramme 6
Economic analysis and policy

Objective

9.84 The objective, to which this subprogramme contributes, is to strengthen national capacities and international policy coordination for identifying and managing short-term macroeconomic risks, to shape medium- and long-term socioeconomic policies for development and to accelerate sustainable development, especially of least developed countries, small island developing States and other countries in special situations.

Strategy

9.85 To contribute to the objective, the subprogramme will:

(a) At the national, regional and global levels, monitor and forecast the macroeconomic situation, focusing on countries in special situations, including the least developed countries, and support Member States in the formulation of global, regional and national policies through expert group meetings, country-level empirical evidence analysis and background studies on short- and long-term economic development thematic issues;

(b) Broaden the scope of economic forecasting and simulation tools to assess policy trade-offs in promoting economic growth, while reducing poverty and inequality and enhancing environmental sustainability, in line with the 2030 Agenda;

(c) Support the Committee for Development Policy and provide analytical input to the intergovernmental processes related to the least developed countries, as well as to the annual themes of meetings of the Economic and Social Council and of the high-level political forum on sustainable development;

(d) Design and implement capacity development activities for a range of countries, including for graduating and recently graduated least developed countries, enhancing capacity for economic planning monitoring and policymaking;

(e) Examine rapid technological change, noting both its constructive and disruptive potential and identifying the strategies and policies necessary to harness its positive potential for achieving sustainable development, while mitigating its possible negative effects;

(f) Provide policy guidance and recommendations on selected topics to Member States for recovery from recurrent shocks, crises and challenges, building on the subprogramme's analytical work;

(g) Provide analytical input and customized online resources to the resident coordinator system for supporting Member States and for the preparation of common country analyses and United Nations Sustainable Development Cooperation Frameworks, and other pertinent topics;

(h) Deliver the substantive leadership and coordination of the United Nations Economists' Network, bringing together United Nations system economists to share perspectives from the local, national, regional and global levels;

(i) Maintain the global economic outlook database, the least developed country criteria database, the Support Measures Portal for Least Developed Countries on international support measures and other online resources available to policymakers and other national and international stakeholders.

(j) Advance the formulation of a specific response plan, aimed at better addressing the multidimensional nature of sustainable development and facilitating sustainable development cooperation and coordinated and inclusive support to middle-income countries based on their specific challenges and diverse needs.

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

(a) Greater articulation of short-term macroeconomic stability with long-term development goals, while advancing the achievement of the Sustainable Development Goals, through the improved integration of economic, social and environmental priorities into national development plans and strategies;

(b) Improved awareness among Member States of the multilateral efforts and economic policy options necessary for a sustainable recovery from recurrent shocks, crises and challenges, consistent with the 2030 Agenda;

(c) Improved information basis for the Committee for Development Policy and the Economic and Social Council when assessing and recommending least developed countries for graduation;

(d) Enhanced awareness and knowledge of Member States and the international community of the development trajectory of the least developed countries, their risks and challenges and the specific support options;

(e) Increased capacity of Member States to effectively use international support measures, prepare for graduation from the least developed country category and ensure the stability of their development progress and the realization of the 2030 Agenda;

(f) Enhanced collaboration, coordination and efficacy of the United Nations development system, which will provide a more coherent cooperation framework towards the implementation of the 2030 Agenda and bolster sustainable development at the country level.

Programme performance in 2024

Strengthened policy analysis and recommendations on national and global action to build resilience

9.87 In recent years, converging shocks, crises and challenges that produce long-lasting impacts on social development have risen. National action and international collaboration that are mutually complementary are essential for advancing social development amid converging crises. The subprogramme led the preparation of the *World Social Report 2024: Social Development in Times of Converging Crises: A Call for Global Action*, which highlighted how both national efforts and international action need to evolve to advance social development with evidence-based policy analysis and recommendations.

9.88 Progress towards the objective is presented in the performance measure below (see table 9.21).

Table 9.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member states and other stakeholders have enhanced understanding of recurrent crises and their impact on Sustainable Development Goals as reflected in policy discussions	Intergovernmental dialogue focused on an in-depth analysis in specialized areas with proposed policy options	Member States and other stakeholders have access to policy options for both national and collective action presented in the *World Social Report 2024*, launched on the International Day for the Eradication of Poverty, to enhance resilience in times of converging crises

Planned results for 2026

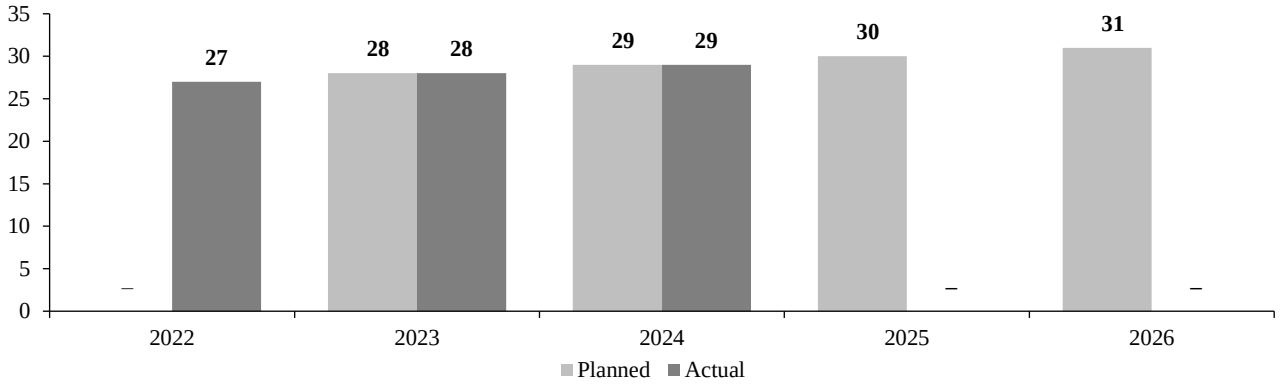
Result 1: enhanced policy coherence in the implementation of the 2030 Agenda through a revitalized United Nations Economists' Network

Programme performance in 2024 and target for 2026

9.89 The subprogramme's work contributed to the revitalization of the United Nations Economists' Network, with the engagement of 29 entities in the Network, which met the planned target.

9.90 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.VII).

Figure 9.VII
Performance measure: number of entities in the United Nations system with members in the United Nations Economists' Network (cumulative)



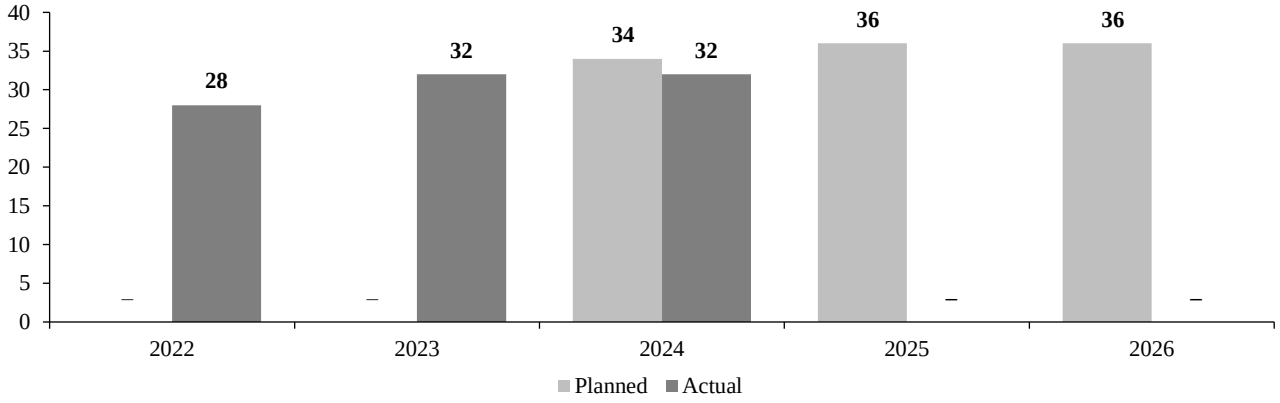
Result 2: use of advanced policy simulation tools for data-driven and evidence-informed policymaking

Programme performance in 2024 and target for 2026

9.91 The subprogramme's work contributed to the use of advanced policy simulation tools in 32 countries, which did not meet the planned target of 34 countries. The target was not met because, at Member States' request, additional capacity-building events were organized to improve their knowledge of existing tools and ability to link different simulation tools for policy formulation.

9.92 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.VIII).

Figure 9.VIII
Performance measure: number of countries conducting quantitative assessments for coherent policymaking on sustainable development (cumulative)



Result 3: increased engagement and use of analytical products for evidence-based policymaking

Proposed programme plan for 2026

9.93 Access to analytical products is important for evidence-based policymaking. The subprogramme has taken steps to further disseminate its analytical products and engage stakeholders through targeted efforts. Findings and policy options have been presented and discussed with representatives and experts from Member States, international organizations, academia, NGOs and civil society.

Lessons learned and planned change

9.94 The lesson for the subprogramme was that this more holistic and targeted approach to the delivery of analytical products helped to inform evidence-based policies. In applying the lesson, the subprogramme will assess its stakeholder engagement and areas requiring improvement to ensure that the products meet users' needs.

9.95 Expected progress towards the objective is presented in the performance measure below (see table 9.22).

Table 9.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Stakeholders engaged through the Economic and Social Council and in collaboration with the Dag Hammarskjöld Library, United Nations University and United Nations Academic Impact	Member States and stakeholders engage in consultations on key analytical products	Member States and stakeholders use insights from analyses of key global challenges and development issues to inform discussions and drive policymaking

Deliverables

9.96 Table 9.23 lists all deliverables of the subprogramme.

Table 9.23
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**4**	**3**
1. Reports to the General Assembly	1	1	2	1
2. Reports to the Economic and Social Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**22**	**19**	**22**	**22**
Meetings of:				
3. The General Assembly	6	3	6	6
4. The Economic and Social Council	6	6	6	6
5. The Committee for Development Policy	10	10	10	10
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**45**	**42**	**45**	**35**
6. Training events on sustainable development	45	42	45	35
Publications (number of publications)	**2**	**2**	**2**	**2**
7. Publications on the world economy	1	1	1	1
8. Committee for Development Policy note	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Technical materials (number of materials)	**46**	**37**	**46**	**44**
9. Background studies on development and frontier issues and the world economy	7	2	7	7
10. Presentations on the global economy	2	3	2	2
11. Monthly briefing notes on the world economic situation	11	11	11	11
12. Reports from meetings on the world economy, development and frontier issues	2	1	2	2
13. Committee for Development Policy background studies	10	11	10	10
14. Technical input for common country analyses/United Nations Sustainable Development Cooperation Frameworks	12	7	12	10
15. Policy briefs	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: policy advice on economic thematic issues and/or economic national situations to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

Databases and substantive digital materials: ePing, an online platform with approximately 25,000 registered users, covering 192 countries; Support Measures Portal for Least Developed Countries on international support measures (224 updates/new entries); least developed country data and impact assessments (3 online databases, covering 142 countries and 24 years of data); modelling tools for sustainable development policies; and global economic outlook database.

D. Communication deliverables

External and media relations: 2 global and 5 regional press releases on the world economic situation.

Subprogramme 7
Public institutions and digital government

Objective

9.97 The objective, to which this subprogramme contributes, is to advance effective, accountable and inclusive governance and public institutions for sustainable development, including through innovation, digital government and digital transformation.

Strategy

9.98 To contribute to the objective, the subprogramme will:

(a) Service the Committee of Experts on Public Administration by organizing expert meetings and preparing analytical papers and technical guidelines to operationalize the principles of effective governance for sustainable development, developed by the Committee and endorsed by the Economic and Social Council in 2018, together with all relevant stakeholders;

(b) Promote policy guidance on innovation, digital government and digital transformation, including the use of artificial intelligence, for the Sustainable Development Goals through the United Nations E-Government Survey, monitor global developments on institutional dimensions covered by Goals 16 and 17 and review national institutional arrangements for the achievement of the Goals, with a specific focus on countries in special situations, and in direct support of the follow-up on and review of the 2030 Agenda;

(c) Foster policy dialogue and advocacy for the implementation of the outcomes of the World Summit on the Information Society and facilitate the implementation of and follow-up on its assigned action lines, namely, C1 (the role of Governments and all stakeholders in the promotion of ICT for development), C7 (ICT applications: benefits in all aspects of life (e-government)) and C11 (international and regional cooperation);

(d) Facilitate multi-stakeholder policy dialogue on Internet governance, including discussion of public policy issues related to key elements of Internet governance, such as data governance, digital inclusion and data protection (General Assembly resolution 70/125, para. 63), and shape policy decisions at the global, national and local levels by supporting the annual meeting of the Internet Governance Forum and intersessional activities;

(e) Expand capacity development to respond to Member States' requests for technical cooperation on strengthening their governance, public institutions and human resources capacities in alignment with the decade of action and delivery for sustainable development, including through partnerships with regional commissions and the resident coordinator system and increased efforts to support international peer exchanges on effective governance for sustainable development;

(f) Expand work on equipping the public sector workforce with the capacities to realize the 2030 Agenda and the Pact for the Future, which includes developing and piloting new methodologies on leadership and changing mindsets, institutional arrangements for policy coherence, transparency and integrity in the public service, strategic foresight, digital government and data governance, and innovation for public service delivery, with an emphasis on countries in special situations, in collaboration with the resident coordinator system;

(g) Strengthen the capacity of Member States to promote innovation in public governance through follow-up mechanisms to the United Nations Public Service Day Awards Ceremony and Forum, such as peer-to-peer learning for the transfer and adaptation of innovative practices, including on gender-sensitive analysis, and through the United Nations Public Administration Network;

(h) Support supreme audit institutions on auditing Sustainable Development Goals achievement by providing analytical work, expert advice, technical assistance and capacity-building, on the basis of existing demand for support by groups of the International Organization of Supreme Audit Institutions;

(i) Promote and leverage public governance innovative practices and digital government strategies action plans and road maps.

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

(a) Enhanced awareness of emerging governance and public administration issues at the national and subnational levels and countries contextualizing institutional aspects of their voluntary national reviews so that Member States can develop their capacities to promote effective governance for sustainable development in a dynamic international context;

(b) Increased capacities of Member States to build effective, accountable and inclusive institutions at all levels to achieve the Sustainable Development Goals and deliver on the Pact for the Future;

(c) Increased capacity of Member States in designing and implementing effective and inclusive digital government policies, strategies and services to improve people's lives at all levels of government;

(d) Improved capacities of public servants to deliver services to people in areas such as health and education, justice, social protection and employment, focusing on professionalization of the public sector workforce, an ethical, responsive and ICT-enabled public administration and progress towards gender equality in the public sector;

(e) Adjustments by Member States at the structural, organizational and programme levels to accelerate Sustainable Development Goals delivery;

(f) Adoption of digital government strategies to build resilient societies and close digital divides.

Programme performance in 2024

Adoption of road maps and action plans for transformational change in governance

9.100 Strategic foresight, shifting mindsets and data governance are crucial in pursuing transformational change for improved planning and achievement of the Sustainable Development Goals. The subprogramme has designed and implemented its capacity development work by addressing strategic foresight, behavioural science and data governance in an integrated manner and has supported Member States through the curriculum on governance for the Goals, a set of training of trainers' toolkits and a webinar series. By adopting this approach, the subprogramme has enabled Member States to become more resilient and adopt instruments that allow them to anticipate, prepare, respond and adapt to increasingly complex new realities.

9.101 Progress towards the objective is presented in the performance measure below (see table 9.24).

Table 9.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Public officials increased awareness of a forward-thinking culture, enabling transformational change in governance to thrive	Public officials have enhanced knowledge and competencies needed for new solutions to accelerate progress on the Sustainable Development Goals	Public officials adopted road maps and action plans for foresight-informed decision-making on national priorities and agendas

Planned results for 2026

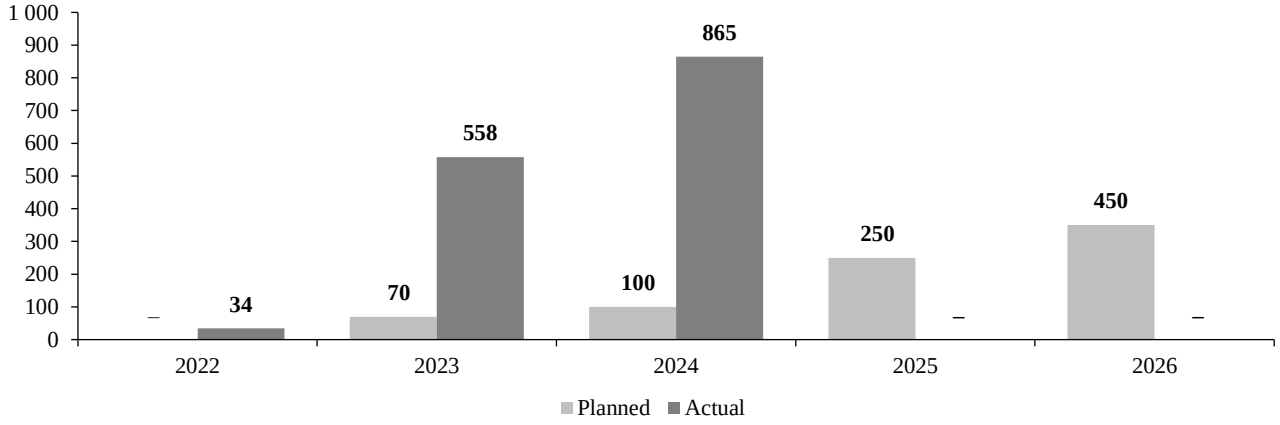
Result 1: enhanced innovation and digital government transformation for effective and inclusive public service delivery

Programme performance in 2024 and target for 2026

9.102 The subprogramme's work contributed to 865 civil servants supporting the preparation of action plans and road maps on innovation and digital government, which exceeded the planned target of 100 civil servants.

9.103 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.IX).

Figure 9.IX
Performance measure: number of civil servants supporting the preparation of action plans and road maps on innovation and digital government (annual)



Result 2: national implementation of the principles of effective governance for sustainable development to enhance trust in public institutions

Programme performance in 2024 and target for 2026

9.104 The subprogramme's work contributed to public officials raising awareness of accountability, transparency and inclusiveness in building effective governance systems and integrating the assessment of these aspects into monitoring and evaluation systems, which met the planned target.

9.105 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.25).

Table 9.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Public officials implemented administrative acts that seek to implement long-term sustainable development	Public officials at the national level promoted effective localization	Public officials raised awareness of accountability, transparency and inclusiveness in building effective governance systems, and integrated the assessment of those aspects into monitoring and evaluation systems	Public officials utilize the principles of effective governance for sustainable development and associated tools to perform their functions	Public officials increase their capacity for institutional collaboration for sound policymaking in support of the 2030 Agenda

Result 3: efficient and resilient response to future challenges and opportunities to accelerate sustainable development

Proposed programme plan for 2026

9.106 Establishing anticipatory governance frameworks for long-term strategic planning while cultivating a foresight-driven organizational culture allows governments to proactively address present and future opportunities and risks. The subprogramme has provided policy advice and capacity development

support in systems thinking, strategic foresight and changing mindsets, enhancing the knowledge of policymakers, including on promoting the presence and leadership of women within public institutions.

Lessons learned and planned change

9.107 The lesson for the subprogramme was the need for a whole-of-government and whole-of-society approach and a shift in mindsets towards strategic foresight, to address multiple crises and adapt to rapid changes. In applying the lesson, the subprogramme will strengthen its capacity development work on implementing a holistic approach to anticipatory governance.

9.108 Expected progress towards the objective is presented in the performance measure below (see table 9.26).

Table 9.26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Public officials enhanced their awareness of the need for strategic foresight in governance	Public officials acquired knowledge and competencies on strategic planning and foresight	Public officials implemented institutional reforms for long-term strategic planning and multi-stakeholder engagement, formulating national development plans and promoting the presence and leadership of women within public institutions	Public officials cultivate a foresight-driven organizational culture and use foresight and systems thinking insights for decision-making to achieve the Sustainable Development Goals	Public officials shift mindsets towards strategic foresight to enhance anticipatory governance

Deliverables

9.109 Table 9.27 lists all deliverables of the subprogramme.

Table 9.27
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**9**	**10**	**10**	**10**
1. Reports to the General Assembly	1	1	1	1
2. Reports to the Economic and Social Council	1	1	1	1
3. Documents for the Committee of Experts on Public Administration	7	8	8	8
Substantive services for meetings (number of three-hour meetings)	**18**	**17**	**18**	**18**
Meetings of:				
4. The General Assembly	2	2	2	2
5. The Economic and Social Council	6	6	6	6
6. The Committee of Experts on Public Administration	10	9	10	10

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects, including the United Nations Project Office on Governance (number of projects)	**6**	**6**	**6**	**6**
7. Field projects on various matters related to public administration	6	6	6	6
Seminars, workshops and training events (number of days)	**12**	**12**	**14**	**14**
8. Training events related to the United Nations Public Service Awards and the United Nations Public Service Day (forum)	2	2	2	2
9. Training events on various issues related to public institutions, including expert groups meetings	4	4	4	4
10. Workshop with ministers from different regions on emerging trends in governance and public institutions related to the achievement of Sustainable Development Goals, including collaboration with regional commissions and United Nations agencies	1	1	1	1
11. Seminars on Internet governance (forum)	1	1	1	1
12. Training events on various matters related to public administration	4	4	6	6
Publications (number of publications)	**1**	**1**	**1**	**1**
13. *United Nations E-Government Survey*	1	1	–	1
14. *World Public Sector Report*	–	–	1	–
Technical materials (number of materials)	**7**	**15**	**7**	**7**
15. Online training courses on matters related to public administration	2	3	2	2
16. Technical materials on issues related to governance and public institutions for sustainable development	3	10	3	3
17. Compendium of best practices and innovation in public service delivery	1	1	1	1
18. Compendium of best practices on public institutions and digital government for sustainable development	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: briefings/expert advice to Member States on governance and public administration aspects of sustainable development, including consultations and intergovernmental meetings; and knowledge-sharing and networks, including the United Nations Public Administration Network, a global network (more than 30 members and 5,000 users) that connects relevant international, regional, subregional and national institutions and experts worldwide working on effective governance for sustainable development in line with Sustainable Development Goals 16 and 17.

Databases and substantive digital materials: databases, including the United Nations Public Service Innovation Hub, with more than 350 good practices in public administration innovation at the national and subnational levels, and the e-government knowledge base, covering 193 Member States and the most populous cities in each Member State.

D. Communication deliverables

Outreach programmes, special events and information materials: United Nations Public Administration Network newsletter; social media content and alerts; and virtual and in-person outreach activities on major deliverables.

Digital platforms and multimedia content: subprogramme websites, including of the United Nations Public Administration Network, the Division for Public Institutions and Digital Government, the United Nations Project Office on Governance and the Internet Governance Forum.

Subprogramme 8
Sustainable forest management

Objective

9.110 The objective, to which this subprogramme contributes, is to ensure the effective implementation of sustainable management of all types of forests at all levels in accordance with the United Nations strategic plan for forests 2017–2030.

Strategy

9.111 To contribute to the objective, the subprogramme will:

(a) Support the intergovernmental forest policy dialogue through the United Nations Forum on Forests, in accordance with the strategic plan, the quadrennial programme of work (2025–2028) and the outcomes of the nineteenth session of the Forum, including the 2024 midterm review of the effectiveness of the international arrangement on forests, and coordinate the Forum's input to the high-level political forum on sustainable development;

(b) Advance coordination and cooperation with relevant United Nations entities, member organizations of the Collaborative Partnership on Forests and other stakeholders;

(c) Develop the online clearinghouse of the Global Forest Financing Facilitation Network and assist countries and partners in designing forest financing strategies, facilitating access to financing and assisting Member States in mobilizing resources for sustainable forest management;

(d) Place an emphasis on the special needs and circumstances of Africa, the least developed countries, countries with low forest cover, countries with high forest cover, countries with medium forest cover and low deforestation and small island developing States, as well as countries with economies in transition (Economic and Social Council resolution 2017/4, para. 63);

(e) Advance the implementation of the United Nations strategic plan for forests 2017–2030, including through assisting countries in developing a robust national reporting format for the submission of national reports to the United Nations Forum on Forests, preparing the second global forest goals report and implementation of strategic plan's communication and outreach strategy;

(f) Support common country analyses, which inform the United Nations Sustainable Development Cooperation Framework, thereby providing resident coordinators with the tools to tailor their responses to countries' specific needs and priorities and to support the implementation of the 2030 Agenda, including through national implementation of sustainable forest management;

(g) Support Member States, as appropriate, on issues related to sustainable forest management, through its normative work, technical assistance and capacity-building activities, including the international policy dialogue on the integration of sustainable forest management into decision-making processes concerning land use planning and development, in line with United Nations Forum on Forests' resolutions.

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

(a) Strengthened political commitment and action for sustainable forest management, leading to increased contributions by forests to Sustainable Development Goals achievement, including on climate change, biodiversity, land and greater integration of forests into national sustainable development plans and poverty reduction strategies;

(b) Improved capacity of eligible countries to mobilize and gain access to financing for sustainable forest management, and improved information on and access to existing and emerging multilateral and other funding sources and data;

(c) Member States' progress towards achieving the global forest goals and the forest-related Sustainable Development Goals;

(d) Increased awareness among Member States of the benefits of forests based on the 2026 theme of the International Day of Forests, and on highlighting the interdependent role of forests in enabling the world to meet the Sustainable Development Goals that will be reviewed during the 2026 high-level political forum on sustainable development.

Programme performance in 2024

Member States track progress on implementation of the United Nations strategic plan for forests

9.113 Comprehensive forest monitoring, assessment and reporting is essential for informed and evidence-based decision-making, while systematic data are critical for understanding how forests contribute to livelihoods, poverty reduction, health and well-being, and sustainable development. Following workshops to strengthen national capacities to identify data sources and systematic data collection in 2023, the subprogramme developed a road map and timeline for the second national reporting cycle in 2024 and an online reporting platform to streamline the national reporting process. Member States and partners will use this platform for their voluntary national reports and track progress in implementing the United Nations strategic plan for forests 2017–2030. The findings from this second round of national reporting will contribute to the second Global Forest Goals Report, to be published in May 2026.

9.114 Progress towards the objective is presented in the performance measure below (see table 9.28).

Table 9.28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Member States have enhanced capacity to create and/or improve existing monitoring and reporting mechanisms for tracking sustainable forest management	Member States used the online reporting format tool to produce national reports on progress made in the implementation of the United Nations strategic plan for forests 2017–2030

Planned results for 2026

Result 1: accelerating progress towards implementing the United Nations strategic plan for forests and achieving the global forest goals, including through partnerships

Programme performance in 2024 and target for 2026

9.115 The subprogramme's work contributed to the adoption of two joint initiatives with the Convention on Biological Diversity secretariat, and with the Food and Agriculture Organization of the United Nations, the International Union for the Conservation of Nature and Natural Resources and the Society for Ecological Restoration, which met the planned target.

9.116 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.29).

Table 9.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Business and industry major group designated a new focal point to help to facilitate coordination and discussion on United Nations Forum on Forests-related	Joint initiatives were signed to foster collaborative activities on forests and sustainable land management, conservation and sustainable use of forest biodiversity	Two joint initiatives to foster collaborative activities on harnessing synergies between the global forest and biodiversity agendas	Three joint initiatives to support reporting and data-sharing activities on the implementation of the United Nations strategic plan for forests	Major groups and other stakeholders develop a strategy and joint workplan to accelerate implementation of the United Nations

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
issues with the private sector	and sustainable management of tropical forests			strategic plan for forests 2017–2030

Result 2: increased reach of the United Nations Forum on Forests and contribution of forests to the 2030 Agenda

Programme performance in 2024 and target for 2026

9.117 The subprogramme's work contributed to Member States having access to best practices and relevant information through the redesigned website of the United Nations Forum on Forests, including social media content for the International Day of Forests, the Sustainable Development Goals pavilion and sessions of the Forum, which met the planned target.

9.118 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.30).

Table 9.30
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	Member States have access to communications products with user-friendly design and functionality on issues related to forests and health, forest fires, and the contributions of forests to sustainable energy and livelihoods	Member States have access to best practices and relevant information through the redesigned website of the Forum, including social media products to raise awareness on the benefits of forests	Member States exchange best practices and access new communications products to raise awareness on the social, economic and environmental benefits of forests	Member States exchange best practices and access new communication products on the multiple benefits of forests and trees beyond the forest sector, and on the important role of people in vulnerable situations, including Indigenous Peoples, and women and girls

Result 3: advancement of the Sustainable Development Goals through the United Nations strategic plan for forests 2017–2030

Proposed programme plan for 2026

9.119 The programme of work for the period 2025–2028 of the United Nations Forum on Forests includes fundamental interlinkages between global forest goals and the Sustainable Development Goals. The subprogramme assisted countries in delivering consistent messages on the interlinkages in line with national priorities and relevant mandates.

Lessons learned and planned change

9.120 The lesson for the subprogramme was that an in-depth analysis of international forest related developments and their interlinkages was necessary to inform advancement of the implementation of the United Nations strategic plan for forests 2017–2030. In applying the lesson, the subprogramme will conduct further analytical work on these interlinkages to accelerate the achievement of the Goals, minimize duplication and increase complementarity of the globally agreed forest related

goals, targets and commitments, and continue to develop knowledge-promoting materials in collaboration with the Collaborative Partnership on Forests.

9.121 Expected progress towards the objective is presented in the performance measure below (see table 9.31).

Table 9.31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States and forest stakeholders discussed the interlinkages of forests and the Sustainable Development Goals, climate, biodiversity and land	Member States and forest stakeholders highlighted the significance of forests during meetings of the conferences of parties of the Rio Conventions, and the Collaborative Partnership on Forests governing bodies	Member States and forest stakeholders accelerate action on forests, addressing climate change, biodiversity loss and sustainable development	Member States and forest stakeholders build political momentum on forests and their contributions to sustainable development through the adoption of a resolution at the twenty-first session of the United Nations Forum on Forests

Deliverables

9.122 Table 9.32 lists all deliverables of the subprogramme.

Table 9.32
Subprogramme 8: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**8**	**8**	**8**	**8**
1. Reports of the United Nations Forum on Forests	8	8	8	8
Substantive services for meetings (number of three-hour meetings)	**20**	**16**	**20**	**20**
2. Meetings of the United Nations Forum on Forests	16	16	16	16
3. Meetings of experts on sustainable forest management, the midterm review of the international arrangement on forests and contributions of forests to various issues, including the Sustainable Development Goals, forest financing and other various issues related to forests	4	–	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**8**	**8**	**8**
4. Projects on forest financing and development of national financing strategies	6	8	6	6
5. Projects on achievement of the global forest goals and implementation of the United Nations strategic plan for forests	2	–	2	2
Seminars, workshops and training events (number of days)	**7**	**7**	**7**	**5**
6. Training events on forest financing	6	6	6	4
7. Training events on sustainable forest management	1	1	1	1
Publications (number of publications)	**–**	**–**	**–**	**1**
8. Progress towards achieving the Global Forest Goals and targets of the United Nations strategic plan for forests 2017–2030	–	–	–	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Technical materials (number of materials)	**7**	**4**	**7**	**7**
9. Technical materials on sustainable forest management	3	–	3	3
10. Technical materials on contributions of forests to various issues, including forest-related Sustainable Development Goals	2	–	2	2
11. Technical materials on materials financing and development of national financing strategies	2	4	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advice on various issues related to forests.

Databases and substantive digital materials: database on clearinghouse mechanism.

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the International Day of Forests and events of the Collaborative Partnership on Forests; and fact sheets and policy briefs on sustainable forest management, forest financing and other issues related to forests.

External and media relations: press releases and articles on the United Nations Forum on Forests and the International Day of Forests.

Subprogramme 9
Financing for sustainable development

Objective

9.123 The objective, to which this subprogramme contributes, is to advance the follow-up on and review of the implementation of the outcomes of the International Conferences on Financing for Development, including the Addis Ababa Action Agenda, and the delivery of the means of implementation of the 2030 Agenda.

Strategy

9.124 To contribute to the objective, the subprogramme will:

(a) Promote and support the follow-up to the agreements and commitments reached at the Fourth International Conference on Financing for Development;

(b) Build on continuing analytical work in collaboration with the Inter-Agency Task Force on Financing for Development and prepare the annual *Financing for Sustainable Development Report*, and other reports for the Economic and Social Council forum on financing for development follow-up and for Second Committee and other deliberations;

(c) Scale up investment for the Sustainable Development Goals with concrete solutions building on the work of the Global Investors for Sustainable Development Alliance and facilitate the dialogue on sustainable investment, including through the Sustainable Development Goals Investment Fair, enabling direct engagement between Member States and investors;

(d) Provide policy support to intergovernmental processes and capacity-building to foster more inclusive and effective international tax cooperation; support Member States in enhancing tax policies and administration, improving domestic resource mobilization and addressing tax evasion, aggressive tax avoidance and illicit financial flows; and advance progress towards achieving the Sustainable Development Goals and climate action, focusing on countries in special situations;

(e) Enhance support for the Development Cooperation Forum in its reviews of trends, progress and emerging issues in international development cooperation, focusing on policies and practices to support those with the fewest resources and the weakest capacities;

(f) Support countries in designing and implementing integrated national financing frameworks, through the Integrated National Financing Framework Facility. The Facility, a joint initiative of the Department, the United Nations Development Programme, the Organisation for Economic Co-operation and Development, the United Nations Children's Fund, the European Union and a few Member States, facilitates knowledge exchange and access to technical guidance on financing frameworks.

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

(a) Policy and action on financing for sustainable development through strengthened analytical foundations for the outcomes of the Economic and Social Council forum on financing for development follow-up and Second Committee deliberations;

(b) Countries designing and using integrated national financing frameworks, including actionable policy options, to mobilize financing for sustainable development;

(c) Accelerated mobilization of resources for the Sustainable Development Goals, leading to greater investment opportunities with positive impacts, including in countries in special situations;

(d) Improved solutions at all levels for strengthening international tax cooperation, improving domestic resource mobilization and more effective implementation by Governments and other stakeholders of United Nations policy and practical guidance on tax matters;

(e) Utilization by Governments and other stakeholders of policy guidance to enhance international development cooperation, for the effective implementation of the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030.

Programme performance in 2024

Evidence-based intergovernmental preparations for the Fourth International Conference on Financing for Development

9.126 Substantive and evidence-based discussions are fundamental to informing the preparatory process of the Fourth International Conference on Financing for Development. The subprogramme has set up an "academic track" to systematically promote research, analysis and policy recommendations of academics and think tanks, which culminated in the "Financing for development dialogues: from evidence to action" conference that featured panel discussions on various topics. The conference enabled Member States and academia to deliberate and explore evidence-based solutions and innovative ideas for financing for development.

9.127 Progress towards the objective is presented in the performance measure below (see table 9.33).

Table 9.33
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Academics and think tanks engaged in financing for sustainable development deliberations in an ad hoc manner	Consultations with an array of experts and in-depth analysis informed the Financing for Sustainable Development Report 2023, addressing financing for development challenges	Preparation for the Fourth International Conference on Financing for Development benefited from the analysis and recommendations of 400 members of academia and think tanks through the dedicated "academic track"

Planned results for 2026

Result 1: creditors and debtor countries agree on global challenges and policy solutions on debt, liquidity and fiscal space for investment in the Sustainable Development Goals

Programme performance in 2024 and target for 2026

9.128 The subprogramme's work contributed to Member States, civil society and international organizations discussing and agreeing on policy solutions to address debt, liquidity and fiscal space for development, through the elements paper for the outcome document of the Fourth International Conference on Financing for Development, which met the planned target.

9.129 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 9.34).

Table 9.34
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States and relevant partners in the United Nations system provided feedback and guidance on priority issues related to debt, liquidity and fiscal space to inform the development of policy dialogues	Member States, civil society and international organizations discussed and agreed on policy solutions on debt, liquidity and fiscal space for investment in the Sustainable Development Goals, as reflected in the elements paper for the outcome document of the Fourth International Conference on Financing for Development	Member States agree on concrete action to advance policy solutions on debt, liquidity and fiscal space for investment in the Sustainable Development Goals as part of an outcome document of the Fourth International Conference on Financing for Development	Member States begin to implement policy action on debt contained in the outcome document of the Fourth International Conference on Financing for Development

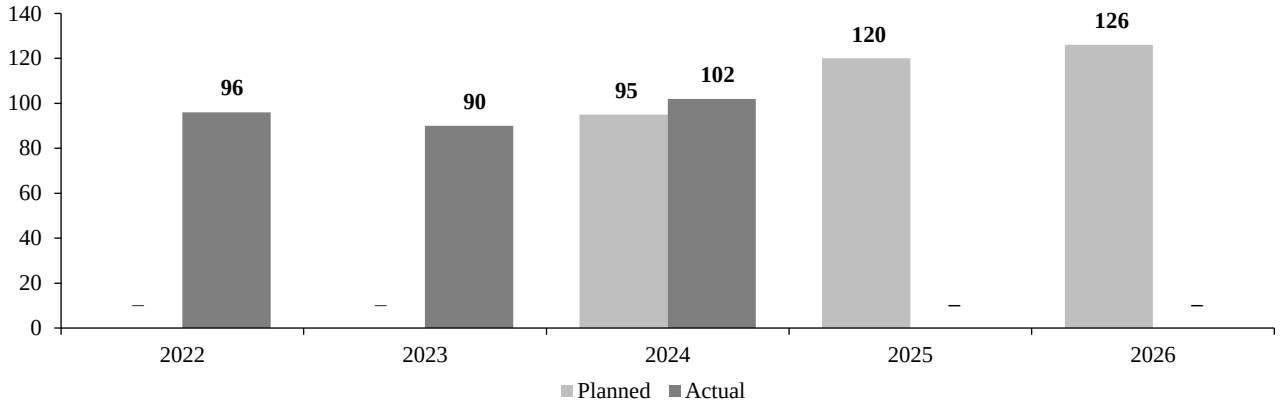
Result 2: strengthened engagement of Member States in the financing for development follow-up process to improve coherence and implementation of agreed outcomes

Programme performance in 2024 and target for 2026

9.130 The subprogramme's work contributed to strengthening the engagement of Member States in the financing for development process, with 102 countries participating in the intergovernmental follow-up, which exceeded the planned target of 95 countries.

9.131 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 9.X).

Figure 9.X
Performance measure: number of countries participating in the intergovernmental follow-up process to the international conferences on financing for development (annual)



Result 3: enhanced engagement of developing countries in shaping tax international norms

Proposed programme plan for 2026

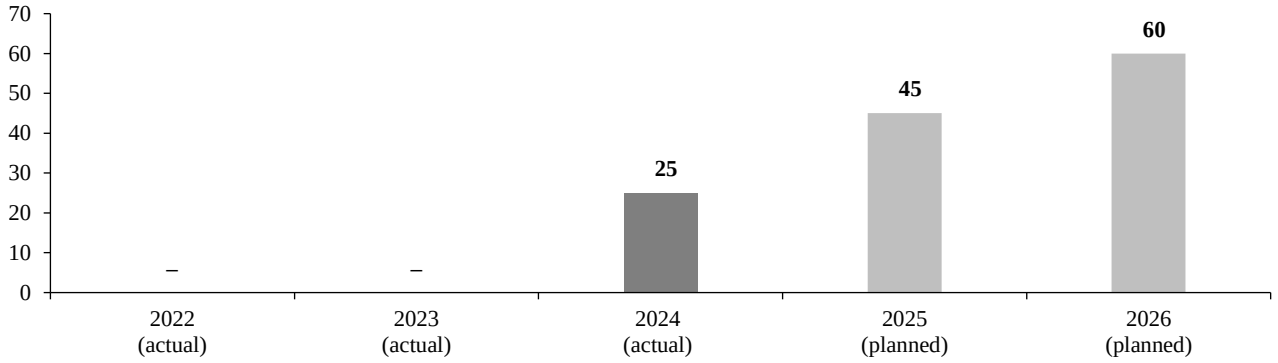
9.132 The launch of negotiations towards a United Nations framework convention on international tax cooperation creates opportunities for universal participation in tax norm-setting, while many developing countries need enhanced support to effectively participate in this complex process. The subprogramme has provided integrated technical support and analysis, as well as capacity-building activities, enabling more developing countries to engage effectively in international tax discussions and strengthen the inclusiveness and effectiveness of international tax norms.

Lessons learned and planned change

9.133 The lesson for the subprogramme was the need for more targeted support to facilitate the effective participation of developing countries in international norm-setting processes, galvanizing their technical expertise in tax matters. In applying the lesson, the subprogramme will implement a phased approach, establishing core capacity for immediate negotiation support needs, while gradually expanding integrated technical support to the Member State-led negotiations and targeted capacity-building to enhance countries' engagement and their capabilities to shape international tax norms.

9.134 Expected progress towards the objective is presented in the performance measure below (see figure 9.XI).

Figure 9.XI
Performance measure: number of developing countries engaging in shaping international tax norms (cumulative)



Deliverables

9.135 Table 9.35 lists all deliverables of the subprogramme.

Table 9.35
Subprogramme 9: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**36**	**55**	**43**	**35**
1. Documents for the General Assembly	4	4	10	3
2. Documents for the Economic and Social Council	2	2	3	2
3. Documents for the Committee of Experts on International Cooperation in Tax Matters	30	49	30	30
Substantive services for meetings (number of three-hour meetings)	**194**	**285**	**161**	**205**
Meetings of:				
4. The General Assembly	10	12	10	12
5. The Economic and Social Council	20	22	20	22
6. The Committee of Experts on International Cooperation in Tax Matters	16	16	16	16
7. Subcommittees of the Committee of Experts on International Cooperation in Tax Matters	75	105	75	60
8. The Inter-Agency Task Force on Financing for Development	15	15	15	15
9. Experts on financing for sustainable development-related issues	15	28	15	20
10. Intergovernmental preparatory committee for the Fourth International Conference on Financing for Development	–	44	10	–
11. Ad hoc intergovernmental committee mandated to develop draft terms of reference for a United Nations framework convention on international tax cooperation	43	43	–	–
12. Intergovernmental negotiations for a United Nations framework convention on international tax cooperation	–	–	–	60
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**39**	**71**	**39**	**44**
13. Training events on financing for development processes	2	2	2	2
14. Workshops on tax issues and domestic resource mobilization	35	67	35	40

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
15. Seminars on financing for development, including interactive discussions with the participation of Governments and institutional and non-institutional stakeholders (civil society and the private sector)	2	2	2	2
Publications (number of publications)	**1**	**1**	**–**	**1**
16. *Financing for Sustainable Development Report* of the Inter-Agency Task Force on Financing for Development	1	1	–	1
Technical materials (number of materials)	**3**	**2**	**3**	**4**
17. United Nations Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries	–	–	–	1
18. Building on Monterrey: selected policy issues on financing for development	1	1	1	1
19. Analytical studies on selected issues in development cooperation, including South-South cooperation, and an independent assessment of trends and progress in development cooperation	2	1	2	2

C. Substantive deliverables

Consultation, advice and advocacy: briefings to Member States; consultations on the work of the Group of Friends on Financing the Sustainable Development Goals; consultations on financing sustainable development and the Goals to civil society organizations, the private sector, including the Global Investors for Sustainable Development Alliance, academia, foundations and other entities of the United Nations system; and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

D. Communication deliverables

Outreach programmes, special events and information materials: Development Cooperation Forum outreach materials; and information kit for events on financing for sustainable development.

External and media relations: press releases on its annual work, including: Economic and Social Council forum on financing for development follow-up; quadrennial General Assembly high-level dialogue on financing for development; the Fourth International Conference on Financing for Development; biennial Development Cooperation Forum high-level meeting; event on financing for sustainable development multi-stakeholder consultations on financing for development; work of the Committee of Experts on International Cooperation in Tax Matters; work of the United Nations framework convention (tax) committee; work on sustainable infrastructure asset management; Sustainable Development Goals Investment Fair; launch of the *Financing for Sustainable Development Report*; and work of the Global Investors for Sustainable Development Alliance.

Digital platforms and multimedia content: Op-eds and blogs; websites of the Financing for Sustainable Development Office, the Fourth International Conference on Financing for Development, including the International Commission of Experts on Financing for Development and the financing for development dialogues, the Development Cooperation Forum, the Committee of Experts on International Cooperation in Tax Matters, the United Nations framework convention (tax) committee, related digital platforms for capacity development activities, and website of the joint Department of Economic and Social Affairs/United Nations Capital Development Fund and United Nations Office for Project Services global capacity development initiative on infrastructure asset management; and the website of the Global Investors for Sustainable Development Alliance and the integrated national financing frameworks knowledge platform.

B. Proposed post and non-post resource requirements for 2026

Overview

9.136 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 9.36 to 9.38.

Table 9.36
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	82 665.8	90 192.2	209.8	–	637.5	847.3	0.9	91 039.5
Other staff costs	2 050.2	7 029.2	(1 180.9)	446.2	(637.5)	(1 372.2)	(19.5)	5 657.0
Hospitality	–	5.7	–	–	–	–	–	5.7
Consultants	37.0	1 072.0	(471.0)	58.2	6.8	(406.0)	(37.9)	666.0
Experts	101.5	1 734.9	(364.5)	–	(9.4)	(373.9)	(21.6)	1 361.0
Travel of representatives	1 270.6	2 482.9	–	61.9	–	61.9	2.5	2 544.8
Travel of staff	301.0	800.6	(51.6)	11.6	(5.2)	(45.2)	(5.6)	755.4
Contractual services	1 226.0	2 190.6	(94.9)	–	(321.1)	(416.0)	(19.0)	1 774.6
General operating expenses	312.7	671.9	(36.2)	–	(41.2)	(77.4)	(11.5)	594.5
Supplies and materials	2.4	59.6	(20.7)	–	–	(20.7)	(34.7)	38.9
Furniture and equipment	123.5	265.9	(42.8)	–	29.0	(13.8)	(5.2)	252.1
Improvement of premises	0.2	–	–	–	–	–	–	–
Grants and contributions	77.6	91.0	–	–	–	–	–	91.0
Other costs	–	–	–	–	–	–	–	–
Total	**88 168.5**	**106 596.5**	**(2 052.8)**	**577.9**	**(341.1)**	**(1 816.0)**	**(1.7)**	**104 780.5**

Table 9.37
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	499	1 USG, 2 ASG, 9 D-2, 32 D-1, 68 P-5, 90 P-4, 72 P-3, 46 P-2/1, 33 GS (PL), 146 GS (OL)
Conversion[a]	3	1 Economic Affairs Officer (P-4) and 1 Economic Affairs Officer (P-3) under subprogramme 1; 1 Statistician (P-4) under subprogramme 4
Reassignment[a]	–	1 Programme Management Officer (P-3) as Information Systems Officer under subprogramme 1
Proposed for 2026	502	1 USG, 2 ASG, 9 D-2, 32 D-1, 68 P-5, 92 P-4, 73 P-3, 46 P-2/1, 33 GS (PL), 146 GS (OL)

[a] See annex II.

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

Table 9.38
Overall: proposed posts by category and grade[a]
(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	9	–	–	–	–	9
D-1	32	–	–	–	–	32
P-5	68	–	–	–	–	68
P-4	90	–	–	2	–	92
P-3	72	–	–	1	–	73
P-2/1	46	–	–	–	–	46
Subtotal	**320**	**–**	**–**	**3**	**–**	**323**
General Service and related						
GS (PL)	33	–	–	–	–	33
GS (OL)	146	–	–	–	–	146
Subtotal	**179**	**–**	**–**	**–**	**–**	**179**
Total	**499**	**–**	**–**	**3**	**–**	**502**

[a] Includes nine temporary posts (3 P-5, 2 P-4, 3 P-3 and 1 GS (OL)), which were approved pursuant to General Assembly resolutions 70/248 and 71/272.

9.137 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 9.39 to 9.41 and figure 9.XII.

9.138 As reflected in tables 9.39 (1) and 9.40 (1), the overall resources proposed for 2026 amount to $104,780,500, reflecting a net decrease of $1,816,000 (or 1.7 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 9.39
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Policymaking organs	1 226.0	2 083.0	–	61.9	–	61.9	3.0	2 144.9
B. Executive direction and management	5 423.9	5 606.5	–	–	–	–	–	5 606.5
C. Programme of work								
1. Intergovernmental support and coordination for sustainable development	8 042.2	9 043.2	119.6	–	–	119.6	1.3	9 162.8
2. Inclusive social development	9 990.3	11 535.7	(587.4)	–	–	(587.4)	(5.1)	10 948.3

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
3. Sustainable development	8 263.7	10 990.8	(323.3)	58.2	–	(265.1)	(2.4)	10 725.7
4. Statistics	19 952.4	23 330.0	(830.9)	457.8	–	(373.1)	(1.5)	22 956.9
5. Population	6 768.7	8 051.0	–	–	–	–	–	8 051.0
6. Economic analysis and policy	7 610.0	8 505.2	(143.8)	–	–	(143.8)	(1.7)	8 361.4
7. Public institutions and digital government	6 332.8	7 563.4	–	–	–	–	–	7 563.4
8. Sustainable forest management	2 599.3	2 666.2	–	–	–	–	–	2 666.2
9. Financing for sustainable development	6 612.0	11 450.5	(311.9)	–	–	(311.9)	(2.7)	11 138.6
Subtotal, C	**76 171.4**	**93 136.0**	**(2 077.7)**	**516.0**	**–**	**(1 561.7)**	**(1.7)**	**91 574.3**
D. Programme support	5 347.2	5 771.0	24.9	–	(341.1)	(316.2)	(5.5)	5 454.8
Subtotal, 1	**88 168.5**	**106 596.5**	**(2 052.8)**	**577.9**	**(341.1)**	**(1 816.0)**	**(1.7)**	**104 780.5**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	664.7	621.0	15.0	2.4	636.0
C. Programme of work					
1. Intergovernmental support and coordination for sustainable development	159.1	576.9	(86.9)	(15.1)	490.0
2. Inclusive social development	651.5	1 106.9	(767.9)	(69.4)	339.0
3. Sustainable development	9 900.6	10 370.4	327.6	3.2	10 698.0
4. Statistics	5 500.7	9 564.1	(1 116.2)	(11.7)	8 447.9
5. Population	365.0	389.7	180.0	46.2	569.7
6. Economic analysis and policy	492.2	445.0	(118.0)	(26.5)	327.0
7. Public institutions and digital government	4 422.1	4 793.6	609.4	12.7	5 403.0
8. Sustainable forest management	797.8	1 102.6	(271.7)	(24.6)	830.9
9. Financing for sustainable development	4 782.7	11 438.5	(8 535.1)	(74.6)	2 903.4
Subtotal, C	**27 071.7**	**39 787.7**	**(9 778.8)**	**(24.6)**	**30 008.9**
D. Programme support	77 163.8	71 859.5	2 271.5	3.2	74 131.0
Subtotal, 2	**104 900.2**	**112 268.2**	**(7 492.3)**	**(6.7)**	**104 775.9**
Total (1+2)	**193 068.7**	**218 864.7**	**(9 308.3)**	**(4.3)**	**209 556.4**

Table 9.40

Overall: proposed posts for 2026 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	26	–	–	–	–	26
C. Programme of work						
1. Intergovernmental support and coordination for sustainable development	45	–	–	2	–	47
2. Inclusive social development	58	–	–	–	–	58
3. Sustainable development	51	–	–	–	–	51
4. Statistics	128	–	–	1	–	129
5. Population	41	–	–	–	–	41
6. Economic analysis and policy	43	–	–	–	–	43
7. Public institutions and digital government	40	–	–	–	–	40
8. Sustainable forest management	12	–	–	–	–	12
9. Financing for sustainable development	34	–	–	–	–	34
Subtotal, C	**452**	**–**	**–**	**3**	**–**	**455**
D. Programme support	21	–	–	–	–	21
Subtotal, 1	**499**	**–**	**–**	**3**	**–**	**502**

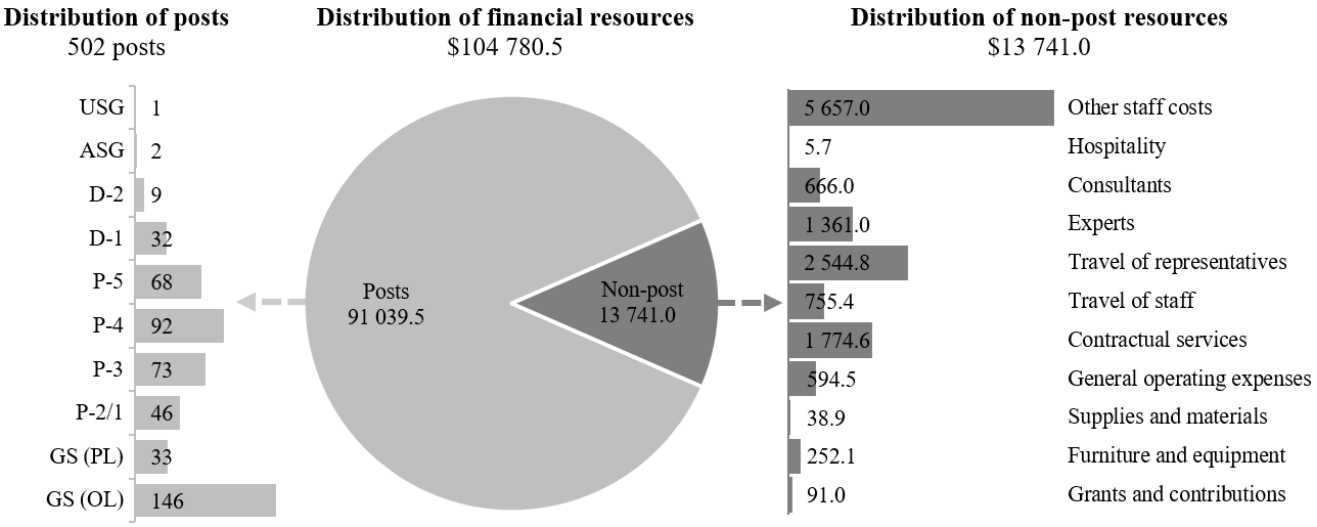
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Intergovernmental support and coordination for sustainable development	–	–	–
2. Inclusive social development	–	–	–
3. Sustainable development	2	(1)	1
4. Statistics	1	–	1
5. Population	1	–	1
6. Economic analysis and policy	–	–	–
7. Public institutions and digital government	–	–	–
8. Sustainable forest management	1	–	1
9. Financing for sustainable development	12	(3)	9
Subtotal, C	**17**	**(4)**	**13**
D. Programme support	30	–	30
Subtotal, 2	**47**	**(4)**	**43**
Total	**546**	**(1)**	**545**

Table 9.41
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Financial resources by main category of expenditure								
Posts	82 665.8	90 192.2	209.8	–	637.5	847.3	0.9	91 039.5
Non-post	5 502.7	16 404.3	(2 262.6)	577.9	(978.6)	(2 663.3)	(16.2)	13 741.0
Total	**88 168.5**	**106 596.5**	**(2 052.8)**	**577.9**	**(341.1)**	**(1 816.0)**	**(1.7)**	**104 780.5**
Post resources by category								
Professional and higher		320	–	–	3	–	–	323
General Service and related		199	–	–	–	–	–	199
Total		**499**	**–**	**–**	**3**	**–**	**–**	**502**

Figure 9.XII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

9.139 As shown in table 9.39 (1), resource changes reflect a net decrease of $2,052,800, as follows:

(a) **Subprogramme 1, Intergovernmental support and coordination for sustainable development**. The net increase of $119,600 relates to the higher provision at continuing vacancy rates for two posts (Programme Management Officer (P-3) and Research Assistant (General Service (Other level)) established in 2025 pursuant to Economic and Social Council decision 2024/342, which were subject to a 50 per cent vacancy rate in accordance with the established practice ($127,500), offset in part by the removal of non-recurrent provisions under furniture and equipment ($7,900) that were approved for 2025 pursuant to the same Council decision;

(b) **Subprogramme 2, Inclusive social development**. The decrease of $587,400 relates to the removal of non-recurrent provisions under general temporary assistance, consultants, experts, travel of staff, contractual services, general operating expenses and supplies and materials that were approved for 2025 pursuant to General Assembly resolutions 78/172 and 78/318;

(c) **Subprogramme 3, Sustainable development**. The decrease of $323,300 relates to the removal of non-recurrent provisions under general temporary assistance, consultants and experts that were approved for 2025 pursuant to General Assembly resolutions 78/317 and 79/1;

(d) **Subprogramme 4, Statistics**. The decrease of $830,900 relates to the removal of non-recurrent provisions under general temporary assistance, consultants, experts, travel of staff and general operating expenses that were approved for 2025 pursuant to General Assembly resolutions 78/317, 78/322 and 79/1;

(e) **Subprogramme 6, Economic analysis and policy**. The net decrease of $143,800 relates to the removal of non-recurrent provisions under general temporary assistance ($222,200) associated with the report of the Committee for Programme and Coordination (A/79/16), as endorsed by the General Assembly in its resolution 79/247, that were approved for 2025, and the removal of non-recurrent provisions under furniture and equipment ($3,900) that were approved for 2025 pursuant to Economic and Social Council resolution 2024/7, offset in part by the higher provision at continuing vacancy rates for one post of Economic Affairs Officer (P-3) established in 2025 pursuant to the same Council resolution, which was subject to a 50 per cent vacancy rate in accordance with the established practice ($82,300);

(f) **Subprogramme 9, Financing for sustainable development**. The net decrease of $311,900 relates to the removal of non-recurrent provisions under consultants, contractual services, supplies and materials, and furniture and equipment that were approved for 2025 pursuant to General Assembly resolutions 78/231 and 79/235, offset in part by the adjustments for the higher provision for general temporary assistance positions pursuant to Assembly resolution 79/235;

(g) **Programme support**. The increase of $24,900 relates to the higher provision for general temporary assistance positions pursuant to General Assembly resolution 79/235.

New and expanded mandates

9.140 As shown in table 9.39 (1), resource changes reflect an increase of $577,900, as follows:

(a) **Policymaking organs**. The increase of $61,900 relates to the recurrent provision under travel of representatives for an additional 10 members of the Statistical Commission in 2026, pursuant to Economic and Social Council resolution 2024/2;

(b) **Subprogramme 3, Sustainable development**. The increase of $58,200 relates to the non-recurrent provision under consultants to support the development and refinement of the handbook on vulnerability-resilience country profiles, pursuant to General Assembly resolution 78/322;

(c) **Subprogramme 4, Statistics**. The increase of $457,800 relates to the non-recurrent provision under general temporary assistance for an Executive Secretary (P-5) and a Programme Management Officer (P-3) ($446,200) to support the work of the independent high-level expert group pursuant to General Assembly resolution 79/1, as well as for related travel of staff ($11,600) to present the work of the expert group.

Other changes

9.141 As reflected in table 9.39 (1), resource changes reflect a decrease of $341,100, as follows:

(a) **Subprogramme 1, Intergovernmental support and coordination for sustainable development**. Cost-neutral changes relate to the proposed conversion of two long-term positions of Economic Affairs Officer (P-4 and P-3) from general temporary assistance to posts, in line with General Assembly resolution 79/257 of 24 December 2024, as described in annex II;

(b) **Subprogramme 4, Statistics**. Cost-neutral changes relate to the proposed conversion of a long-term position of Statistician (P-4) from general temporary assistance to post, in line with General Assembly resolution 79/257 of 24 December 2024, as described in annex II;

(c) **Programme support**. The decrease of $341,100 relates mainly to the lower standard price of the core software package at United Nations Headquarters under contractual services.

Extrabudgetary resources

9.142 As reflected in tables 9.39 (2) and 9.40 (2), extrabudgetary resources amount to $104,775,900. The resources would complement regular budget resources and would be used mainly to provide for various substantive and capacity development activities. Extrabudgetary estimates also include resources in the amount of $56,355,000 for the trust fund for the Junior Professional Officers Programme, which the Department administers (reflected under programme support).

9.143 Anticipated in-kind contributions will provide for donated right of use of premises for project offices with an estimated value of $406,000 ($204,000 under subprogramme 3, $158,000 under subprogramme 4 and $44,000 under subprogramme 7), and other services such as the provision of technical experts on a non-reimbursable loan basis, use of training facilities and provision of equipment, with an estimated value of $262,000 ($122,000 under subprogramme 3 and $140,000 under subprogramme 7).

9.144 The extrabudgetary resources under this section are subject to the oversight of the Under-Secretary-General for Economic and Social Affairs, who has delegated authority from the Secretary-General.

Policymaking organs

9.145 The resources proposed under this component would provide for the policymaking organs as shown in table 9.42.

Table 9.42
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
High-level political forum on sustainable development	Mandate: General Assembly resolutions 66/288, 67/290, 70/299 and 75/290 B Membership: all States Members of the United Nations and States members of the specialized agencies Number of sessions in 2026: 1 (annual session under the auspices of the Economic and Social Council)	412.9	412.9
Commission for Social Development	Mandate: Economic and Social Council resolutions 10 (II), 1139 (XLI), 1996/7 and 2016/6 Membership: 46 government officials Number of sessions in 2026: 1	140.7	140.7
Permanent Forum on Indigenous Issues	Mandate: Economic and Social Council resolution 2000/22 Membership: 16 experts Number of sessions in 2026: 1	243.6	243.6
Statistical Commission	Mandate: Economic and Social Council resolution 1566 (L), reaffirming its resolution 8 (I), as amended by 8 (II) of 1946; and resolutions 2006/6, 2020/5 and 2022/3 Membership: 24 government officials Number of sessions in 2026: 1	144.5	206.4

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Committee of Experts on Global Geospatial Information Management	Mandate: Economic and Social Council resolutions 2011/24, 2016/27 and 2022/24 Membership: experts from all Member States and experts from international organizations who participate as observers Number of sessions in 2026: 1	–	–
Commission on Population and Development	Mandate: Economic and Social Council resolutions 3 (III), 150 (VII) and 2016/25 and decision 1995/320, and General Assembly resolution 49/128 Membership: 47 government officials Number of sessions in 2026: 1	144.5	144.5
Committee for Development Policy	Mandate: Economic and Social Council resolutions 1998/46 and 2023/10 and General Assembly resolution 67/221 Membership: 24 experts serving in their personal capacity from the fields of economic development, social development and environmental protection Number of sessions in 2026: 1	237.9	237.9
Committee of Experts on Public Administration	Mandate: Economic and Social Council resolutions 2001/45 and 2003/60 Membership: 24 experts serving in their personal capacity from the interrelated fields of public economics, public administration and public finance Number of sessions in 2026: 1	230.1	230.1
United Nations Forum on Forests	Mandate: Economic and Social Council resolutions 2000/35 and 2015/33 and General Assembly resolution 71/285 Membership: 197 government officials Number of sessions in 2026: 1	69.6	69.6
Committee of Experts on International Cooperation in Tax Matters	Mandate: Economic and Social Council resolutions 1273 (XLIII), 2004/69 and 2017/2 and General Assembly resolution 69/313 Membership: 25 experts nominated by Governments and acting in their expert capacity Number of sessions in 2026: 2	459.2	459.2
Total		**2 083.0**	**2 144.9**

9.146 The proposed regular budget resources for 2026 amount to $2,144,900 and reflect an increase of $61,900 compared with the approved budget for 2025. The proposed change is explained in paragraph 9.140 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.43.

Table 9.43
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Non-post								
Travel of representatives	**1 226.0**	2 083.0	–	61.9	–	61.9	3.0	2 144.9
Total	**1 226.0**	**2 083.0**	**–**	**61.9**	**–**	**61.9**	**3.0**	**2 144.9**

Executive direction and management

9.147 The Under-Secretary-General for Economic and Social Affairs is responsible for the overall management and administration of the Department in the effective implementation of its mandates and its approved programme of work, and the accountable use of the Department's human, financial and physical resources. The Under-Secretary-General serves as the convener of the Executive Committee on Economic and Social Affairs; a member of the United Nations Sustainable Development Group; and Programme Manager of the United Nations Development Account, including capacity development activities. The Under-Secretary-General is assisted by the Assistant Secretary-General for Policy Coordination and the Assistant Secretary-General for Economic Development.

9.148 The Assistant Secretary-General for Policy Coordination supports the Under-Secretary-General by providing substantive policy advice on departmental support to intergovernmental processes, including the General Assembly, the Economic and Social Council and its subsidiary bodies, and the high-level political forum on sustainable development. The incumbent also supports the work of the United Nations Sustainable Development Group and the United Nations System Chief Executives Board for Coordination.

9.149 The Assistant Secretary-General for Economic Development serves as the principal economic adviser to the Under-Secretary-General and assists in providing thought leadership and guidance on the Department's policy research and analysis work, including on frontier and emerging issues. The incumbent also coordinates and reviews the publications of the Department, reports of the Secretary-General and other technical products that amplify and deliver the work of the Department on global development policy.

9.150 Furthermore, the Assistant Secretaries-General are assigned responsibility for the substantive oversight and coordination of specific subprogrammes, within the authority delegated by the Under-Secretary-General, as reflected in the proposed organizational structure and post distribution for 2026 (see annex I).

9.151 The Office of the Under-Secretary-General supports the senior leadership in the overall coordination and management of its programmes and resources, the implementation of Department-wide initiatives and the overall programming, monitoring and evaluation activities. It also facilitates the work of the Department's network of gender focal points and is responsible for the review of legislative reports and flagship publications of the Department.

9.152 Within the Office of the Under-Secretary-General are the Strategic Planning and Communications Service and the Programme, Monitoring and Evaluation Unit. The Strategic Planning and Communications Service supports the Under-Secretary-General in advancing the Department's strategic direction, integration and policy coherence, including its collaborative work with other Secretariat entities in the areas of knowledge management, communications, websites, social and multimedia outreach, publishing and information technology. It supports the Department's engagement in the Secretary-General's Executive Committee and coordinating mechanisms or bodies and represents the Department in relevant Secretariat policy and normative bodies, including the Publications Board, the Information and Communications Technology Board and the United Nations Communications Group. It also supports the Department's editorial board and departmental strategic planning and communications networks, as well as the implementation of the Department's strategic communications framework.

9.153 The Programme, Monitoring and Evaluation Unit coordinates the preparation of the Department's annual programme plan and is responsible for the internal monitoring and evaluation of the Department's work. It supports evaluations and audits by oversight bodies. It also produces monitoring reports for senior management decision-making. The Unit operates independently from other operational and management functions within the Department.

9.154 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in

paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. The Department uses online platform tools and organizes meetings and workshops in a virtual or hybrid format, whenever possible. In 2026, the Department will continue to encourage the electronic distribution of documents and materials, increase the paperless conduct of meetings and focus its efforts on the online readability of publications. Whenever supported by donors, the Department will offset the greenhouse gas emissions generated by air travel in connection with large-scale conferences.

9.155 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 9.44. The travel compliance improved in 2024 compared with that of 2023, although advance planning has remained challenging. The Department provided further internal guidance on the advance purchase policy after the revised administrative instructions on official travel were issued. The late receipt of voluntary contributions and late nominations of non-staff travellers continued to affect the rate of compliance. The Department will continue its efforts to improve the compliance rate by, among other efforts, promoting advance planning for all Department events and working more closely with Governments on the nominations of representatives. In 2024, the Department continued to submit nearly all its documents within the prescribed timelines.

Table 9.44
Compliance rate
(Percentage)

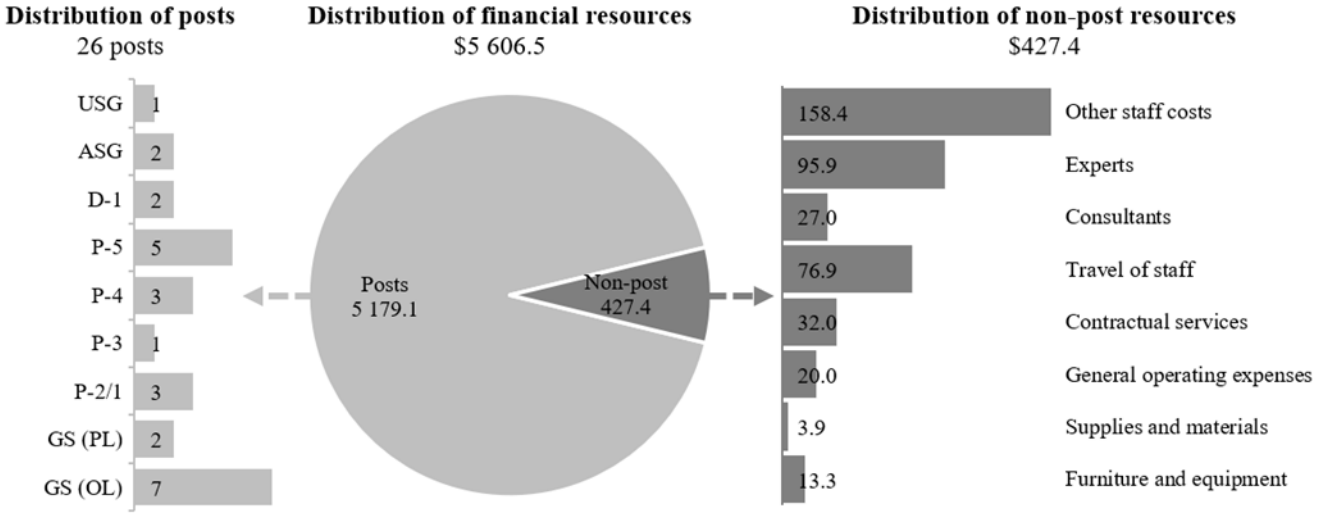
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	97	96	92	100	100
Air tickets purchased at least two weeks before the commencement of travel	48	60	68	100	100

9.156 The proposed regular budget resources for 2026 amount to $5,606,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.45 and figure 9.XIII.

Table 9.45
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 048.8	5 179.1	–	–	–	–	–	5 179.1
Non-post	375.1	427.4	–	–	–	–	–	427.4
Total	**5 423.9**	**5 606.5**	**–**	**–**	**–**	**–**	**–**	**5 606.5**
Post resources by category								
Professional and higher		17	–	–	–	–	–	17
General Service and related		9	–	–	–	–	–	9
Total		**26**	**–**	**–**	**–**	**–**	**–**	**26**

Figure 9.XIII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

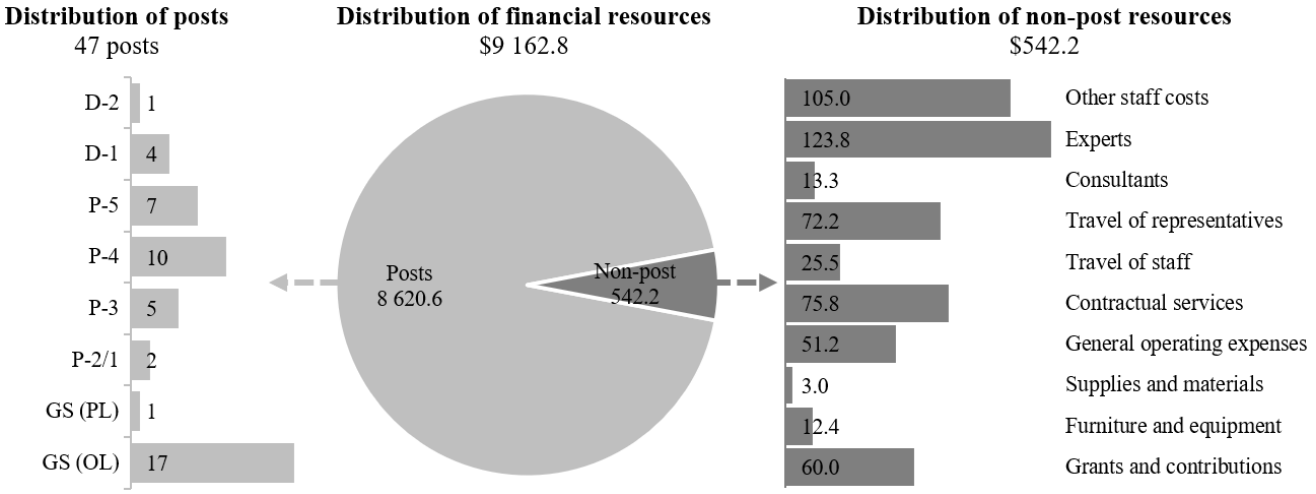
Subprogramme 1
Intergovernmental support and coordination for sustainable development

9.157 The proposed regular budget resources for 2026 amount to $9,162,800 and reflect a net increase of $119,600 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 9.139 (a) and 9.141 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.46 and figure 9.XIV.

Table 9.46
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 508.8	8 078.9	127.5	–	414.2	541.7	6.7	8 620.6
Non-post	533.4	964.3	(7.9)	–	(414.2)	(422.1)	(43.8)	542.2
Total	**8 042.2**	**9 043.2**	**119.6**	**–**	**–**	**119.6**	**1.3**	**9 162.8**
Post resources by category								
Professional and higher		27	–	–	2	–	–	29
General Service and related		18	–	–	–	–	–	18
Total		**45**	**–**	**–**	**2**	**–**	**–**	**47**

Figure 9.XIV
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



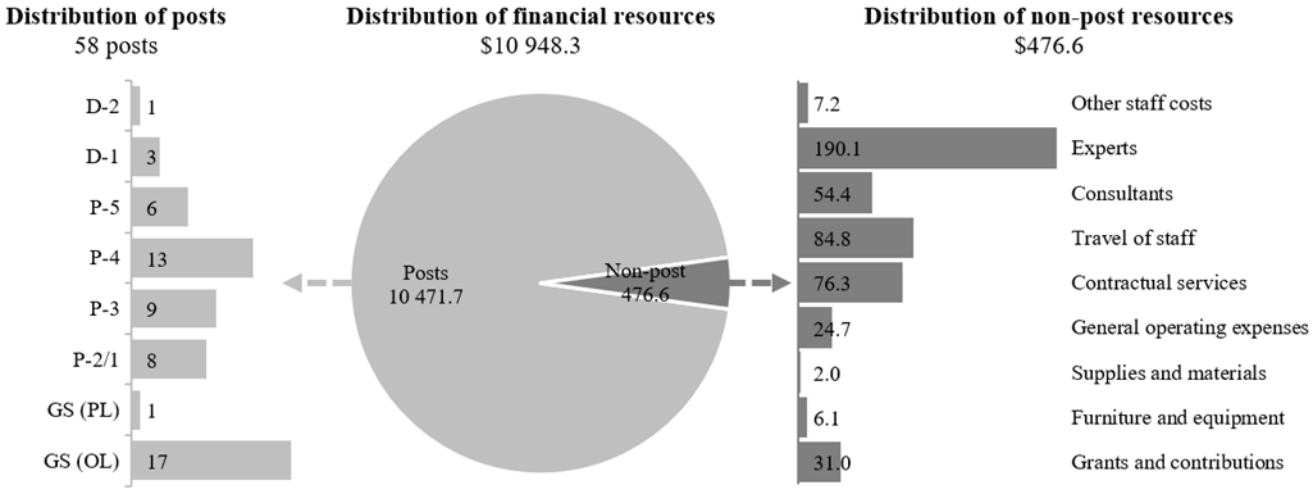
Subprogramme 2
Inclusive social development

9.158 The proposed regular budget resources for 2026 amount to $10,948,300 and reflect a decrease of $587,400 compared with the approved budget for 2025. The proposed change is explained in paragraph 9.139 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.47 and figure 9.XV.

Table 9.47
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 912.7	10 471.7	–	–	–	–	–	10 471.7
Non-post	77.6	1 064.0	(587.4)	–	–	(587.4)	(55.2)	476.6
Total	**9 990.3**	**11 535.7**	**(587.4)**	**–**	**–**	**(587.4)**	**(5.1)**	**10 948.3**
Post resources by category								
Professional and higher		40	–	–	–	–	–	40
General Service and related		18	–	–	–	–	–	18
Total		**58**	**–**	**–**	**–**	**–**	**–**	**58**

Figure 9.XV
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



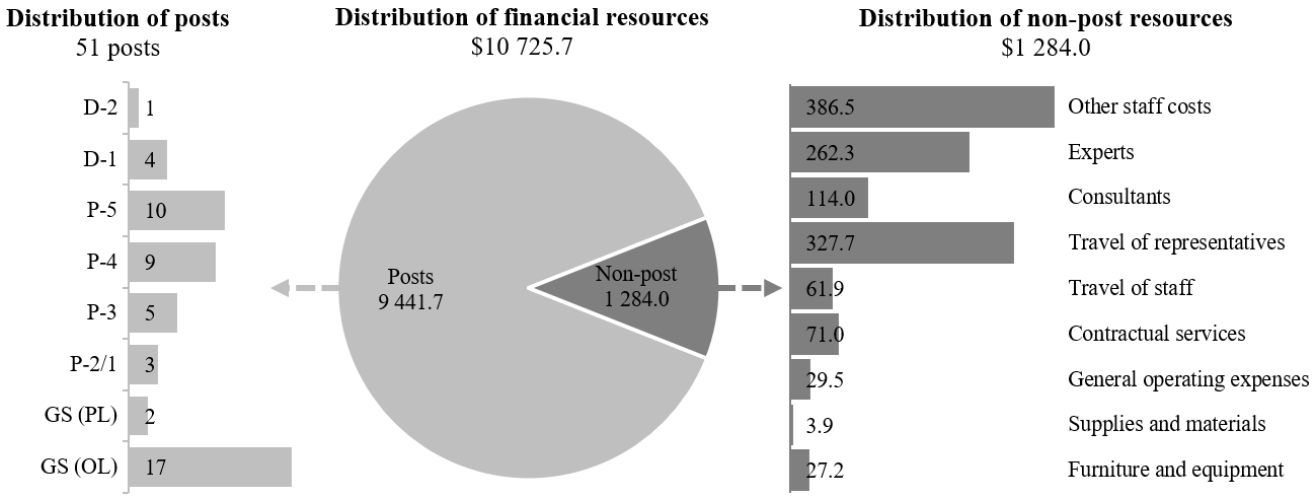
Subprogramme 3
Sustainable development

9.159 The proposed regular budget resources for 2026 amount to $10,725,700 and reflect a net decrease of $265,100 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 9.139 (c) and 9.140 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.48 and figure 9.XVI.

Table 9.48
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 871.4	9 441.7	–	–	–	–	–	9 441.7
Non-post	392.2	1 549.1	(323.3)	58.2	–	(265.1)	(17.1)	1 284.0
Total	**8 263.7**	**10 990.8**	**(323.3)**	**58.2**	**–**	**(265.1)**	**(2.4)**	**10 725.7**
Post resources by category								
Professional and higher		32	–	–	–	–	–	32
General Service and related		19	–	–	–	–	–	19
Total		**51**	**–**	**–**	**–**	**–**	**–**	**51**

Figure 9.XVI
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



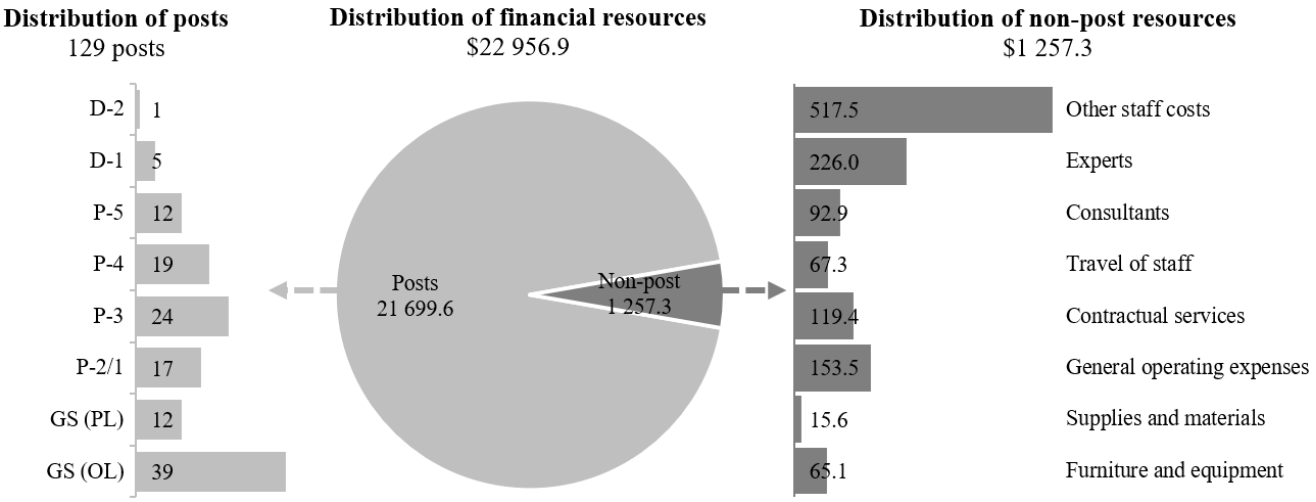
Subprogramme 4
Statistics

9.160 The proposed regular budget resources for 2026 amount to $22,956,900 and reflect a net decrease of $373,100 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 9.139 (d), 9.140 (c), and 9.141 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.49 and figure 9.XVII.

Table 9.49
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	19 545.6	21 476.3	–	–	223.3	223.3	1.0	21 699.6
Non-post	406.8	1 853.7	(830.9)	457.8	(223.3)	(596.4)	(32.2)	1 257.3
Total	**19 952.4**	**23 330.0**	**(830.9)**	**457.8**	**–**	**(373.1)**	**(1.6)**	**22 956.9**
Post resources by category								
Professional and higher		77	–	–	1	–	–	78
General Service and related		51	–	–	–	–	–	51
Total		**128**	**–**	**–**	**1**	**–**	**–**	**129**

Figure 9.XVII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



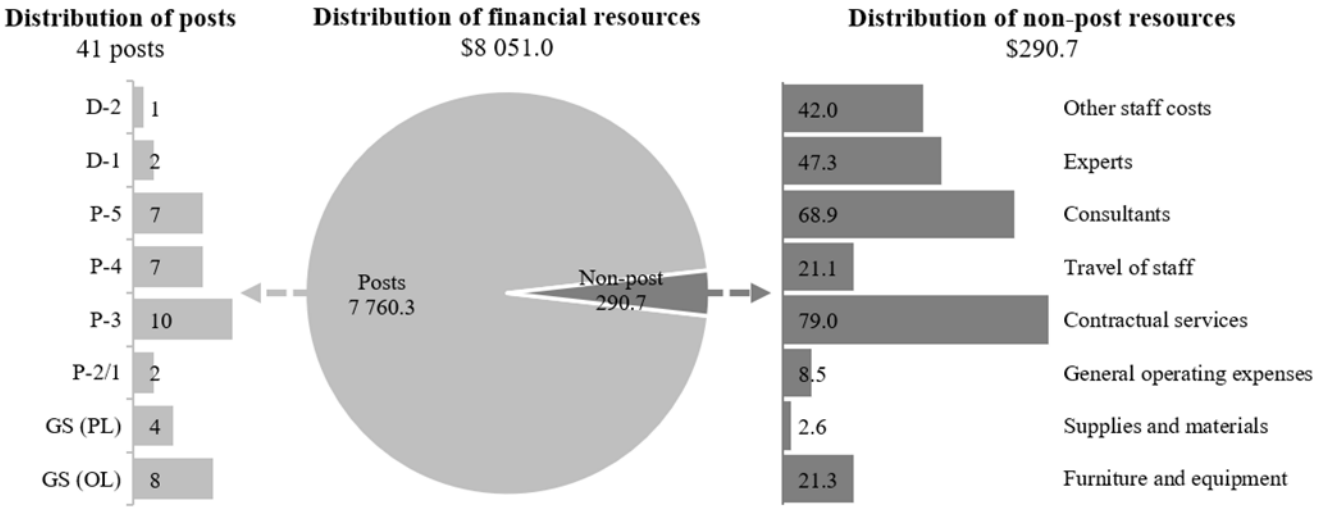
Subprogramme 5
Population

9.161 The proposed regular budget resources for 2026 amount to $8,051,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.50 and figure 9.XVIII.

Table 9.50
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 719.7	7 760.3	–	–	–	–	–	7 760.3
Non-post	49.0	290.7	–	–	–	–	–	290.7
Total	**6 768.7**	**8 051.0**	**–**	**–**	**–**	**–**	**–**	**8 051.0**
Post resources by category								
Professional and higher		29	–	–	–	–	–	29
General Service and related		12	–	–	–	–	–	12
Total		**41**	**–**	**–**	**–**	**–**	**–**	**41**

Figure 9.XVIII
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



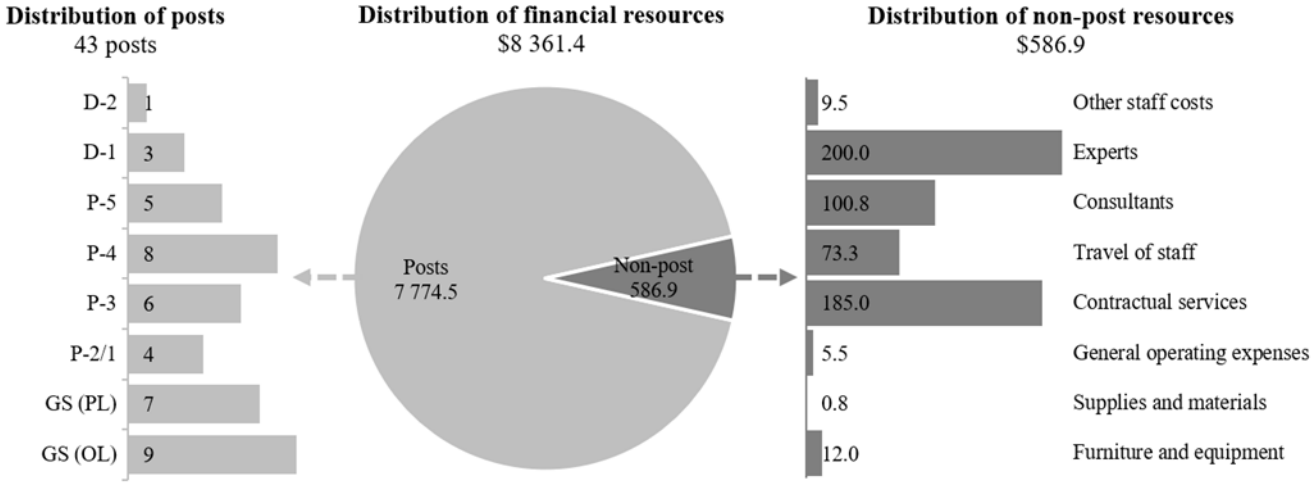
Subprogramme 6
Economic analysis and policy

9.162 The proposed regular budget resources for 2026 amount to $8,361,400 and reflect a net decrease of $143,800 compared with the approved budget for 2025. The proposed changes are explained in paragraph 9.139 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.51 and figure 9.XIX.

Table 9.51
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 523.6	7 692.2	82.3	–	–	82.3	1.1	7 774.5
Non-post	86.4	813.0	(226.1)	–	–	(226.1)	(27.8)	586.9
Total	**7 610.0**	**8 505.2**	**(143.8)**	**–**	**–**	**(143.8)**	**(1.7)**	**8 361.4**
Post resources by category								
Professional and higher		27	–	–	–	–	–	27
General Service and related		16	–	–	–	–	–	16
Total		**43**	**–**	**–**	**–**	**–**	**–**	**43**

Figure 9.XIX
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



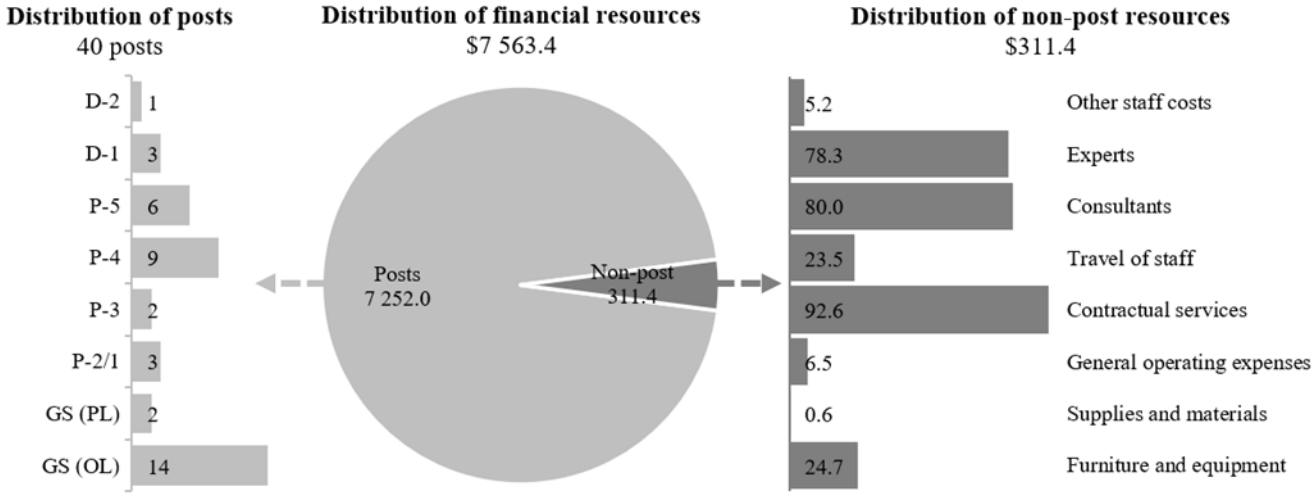
Subprogramme 7
Public institutions and digital government

9.163 The proposed regular budget resources for 2026 amount to $7,563,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.52 and figure 9.XX.

Table 9.52
Subprogramme 7: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 312.1	7 252.0	–	–	–	–	–	7 252.0
Non-post	20.7	311.4	–	–	–	–	–	311.4
Total	**6 332.8**	**7 563.4**	**–**	**–**	**–**	**–**	**–**	**7 563.4**
Post resources by category								
Professional and higher		24	–	–	–	–	–	24
General Service and related		16	–	–	–	–	–	16
Total		**40**	**–**	**–**	**–**	**–**	**–**	**40**

Figure 9.XX
Subprogramme 7: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



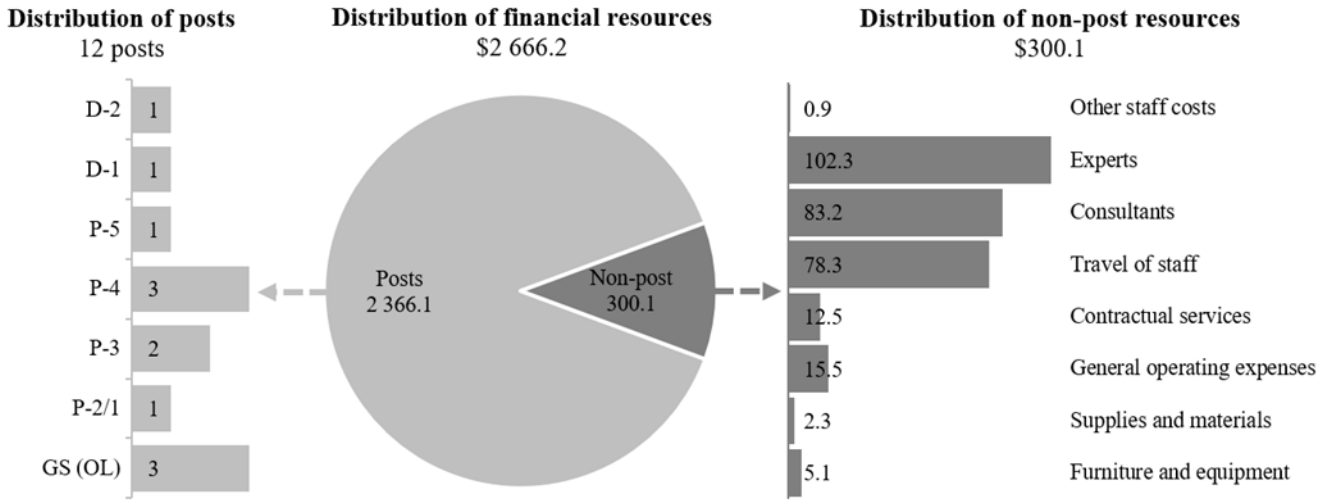
Subprogramme 8
Sustainable forest management

9.164 The proposed regular budget resources for 2026 amount to $2,666,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.53 and figure 9.XXI.

Table 9.53
Subprogramme 8: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	2 569.5	2 366.1	–	–	–	–	–	2 366.1
Non-post	29.8	300.1	–	–	–	–	–	300.1
Total	**2 599.3**	**2 666.2**	**–**	**–**	**–**	**–**	**–**	**2 666.2**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		3	–	–	–	–	–	3
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 9.XXI
Subprogramme 8: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



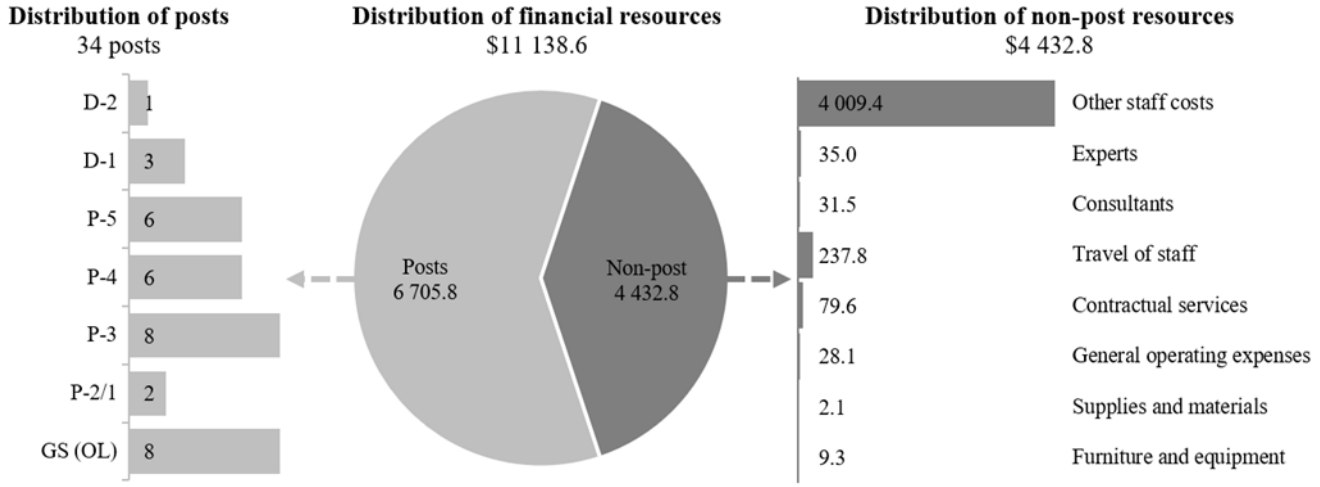
Subprogramme 9
Financing for sustainable development

9.165 The proposed regular budget resources for 2026 amount to $11,138,600 and reflect a net decrease of $311,900 compared with the approved budget for 2025. The proposed changes are explained in paragraph 9.139 (f). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.54 and figure 9.XXII.

Table 9.54
Subprogramme 9: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 621.8	6 705.8	–	–	–	–	–	6 705.8
Non-post	990.2	4 744.7	(311.9)	–	–	(311.9)	(6.6)	4 432.8
Total	**6 612.0**	**11 450.5**	**(311.9)**	**–**	**–**	**(311.9)**	**(2.7)**	**11 138.6**
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		8	–	–	–	–	–	8
Total		**34**	**–**	**–**	**–**	**–**	**–**	**34**

Figure 9.XXII
Subprogramme 9: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

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

9.167 The Executive Office supports the Under-Secretary-General, as follows: (a) in his exercise of the delegation of authority to manage the human, financial and physical resources of the Department; (b) in the context of the monitoring and accountability framework; and (c) as his main interlocutor with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, including in relation to participation in focal point networks or committees in support of various management-related reform initiatives. The Executive Office also provides administrative support to other entities at Headquarters.

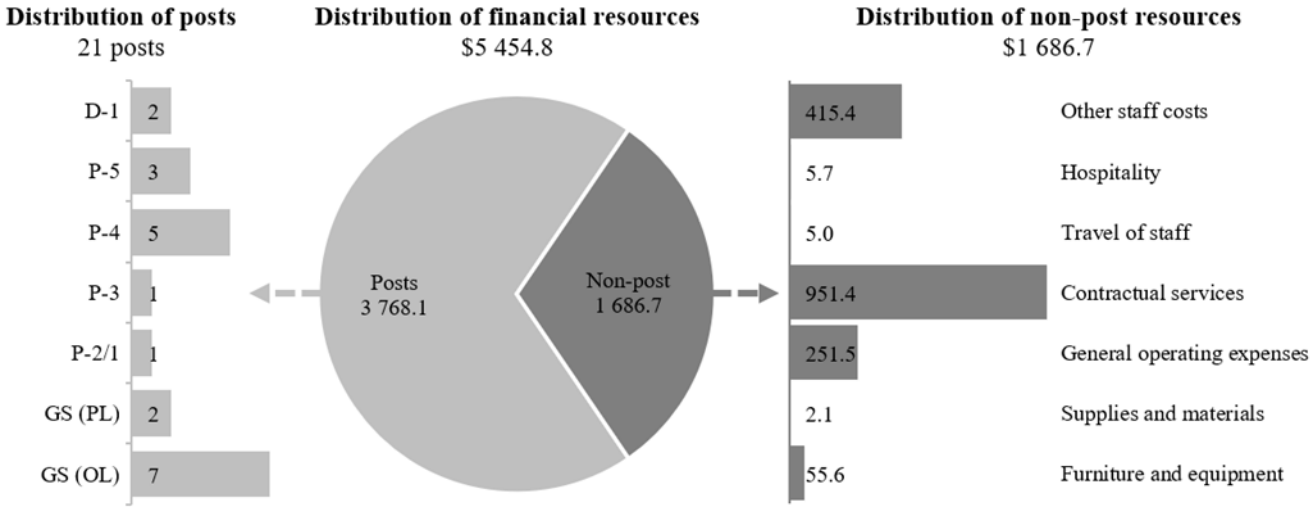
9.168 The Capacity Development Programme Management Office coordinates the Department's capacity development functions by providing strategic guidance and coordination for the formulation and implementation of coherent and integrated capacity development activities. Such efforts support Member States in translating the outcomes of major United Nations conferences and intergovernmental processes into national strategies and plans. The Office manages both regular and extrabudgetary resources. It also promotes and supports strategic cooperation and partnerships within the Secretariat and with the broader United Nations development system, including the resident coordinator system, to ensure more coherent and integrated support for the implementation of the 2030 Agenda and the Addis Ababa Action Agenda at the country level. The Office supports the Under-Secretary-General in his role as Programme Manager of the United Nations Development Account. It also manages the Junior Professional Officers Programme for the Secretariat and the resident coordinator system.

9.169 The proposed regular budget resources for 2026 amount to $5,454,800 and reflect a net decrease of $316,200 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 9.139 (g) and 9.141 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 9.55 and figure 9.XXIII.

Table 9.55
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

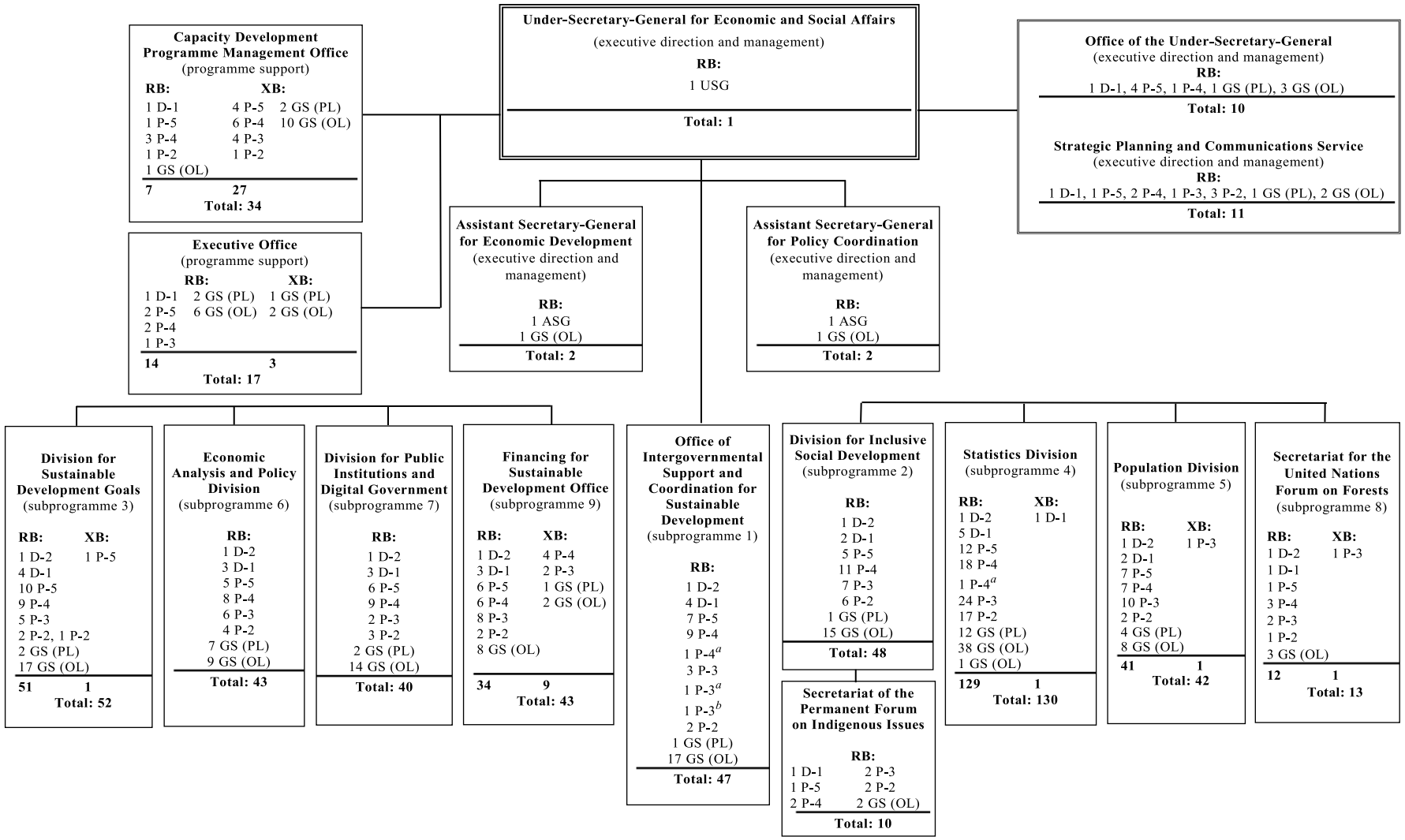
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 031.7	3 768.1	–	–	–	–	–	3 768.1
Non-post	14.5	2 002.9	24.9	–	(341.1)	(316.2)	(15.8)	1 686.7
Total	**5 347.2**	**5 771.0**	**24.9**	**–**	**(341.1)**	**(316.2)**	**(5.5)**	**5 454.8**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		9	–	–	–	–	–	9
Total		**21**	**–**	**–**	**–**	**–**	**–**	**21**

Figure 9.XXIII
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Proposed organizational structure and post distribution for 2026



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

[a] Conversion.

[b] Reassignment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 1, Intergovernmental support and coordination for sustainable development	1 1	P-4 P-3	**Conversion** of 2 Economic Affairs Officers from general temporary assistance to posts	The conversion has been proposed because the functions performed are of a continuing nature. The provision was first approved by the General Assembly in its resolution 68/246 and became effective in 2014 pursuant to Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and the functions have been carried out since then. The proposed conversion would strengthen the subprogramme's support for the continuous monitoring of and reporting by the Secretary-General on the funding and performance of the United Nations development system, with the most recent mandate reflected in Assembly resolution 79/226. The incumbents undertake research and analysis on key trends and policy issues relating to operational activities for development; the design and evaluation of data to assess the funding, coherence, efficiency and effectiveness of operational activities for development; the establishment and growth of stakeholder relationships and networks on operational activities for development and implementation of quadrennial comprehensive policy reviews, including with inter-agency and intergovernmental bodies; and the production of reports to the Economic and Social Council and the General Assembly on the implementation of the quadrennial comprehensive policy review.
Subprogramme 1, Intergovernmental support and coordination for sustainable development	1	P-3	**Reassignment** of 1 Programme Management Officer as Information Systems Officer	The proposed reassignment is aimed at addressing the increased demand for awareness building, communications and stakeholder engagement and the improvement of the websites of the high-level political forum and the Economic and Social Council, as well as the non-governmental organizations platform. There is a significant need for an Information Systems Officer with the technical skills to develop, maintain and troubleshoot existing websites and platforms and computer information systems, so as to enhance those platforms and meet the growing demand for more secure, dynamic and accessible websites, which are critical to the delivery of the work of the subprogramme.
Subprogramme 4, Statistics	1	P-4	**Conversion** of 1 Statistician from general temporary assistance to post	The conversion has been proposed because of continuing need, although the functions performed have evolved over the years. The provision was first included under the subprogramme in 1998, as approved by the General Assembly in its resolution 52/220, to support the development of the United Nations Economic and Social Information System. The functions later evolved to support the Millenium Development Goals and, subsequently, the Sustainable Development Goals, through the continuous improvement and update of the database containing international data series for the monitoring and assessment of progress towards achieving the Goals.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				The proposed conversion would enhance efficiency, streamline responsibilities and ensure the sustainability of key initiatives related to the United Nations World Data Forum, data stewardship, capacity development and global coordination efforts for data and statistics for the 2030 Agenda and the post-2030 Agenda. The incumbent would support methodological work on data development, including data stewardship and data governance; the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development; and the organization of the United Nations World Data Forum.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

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

Programme 8
Least developed countries, landlocked developing countries and small island developing States

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

10.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating, undertaking research and analysis, mobilizing support and resources, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.

10.2 The work of the Office is grounded in the three programmes of action, namely, resolution 76/258, whereby the Assembly endorsed the Doha Programme of Action for the Least Developed Countries for the Decade 2022–2031; resolution 78/317, whereby the General Assembly endorsed the Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity; and resolution 79/233, whereby the Assembly endorsed the new Programme of Action for Landlocked Developing Countries for the Decade 2024–2034. The 2030 Agenda for Sustainable Development, including its global follow-up and review processes, is integral and complementary to the three programmes of action.

Strategy and external factors for 2026

10.3 In 2026, the least developed countries and their development partners will prepare for the comprehensive high-level midterm review of the implementation of the Doha Programme of Action for the Least Developed Countries. The central task ahead for the least developed countries and the international community is to strengthen partnerships that leave no one behind and boost progress towards the 2030 Agenda. Implementation of the provisions of the Doha Programme of Action by the least developed countries and their development partners will be prioritized, through the mobilization of commensurate resources and knowledge in support of accelerating their sustainable development and enhanced monitoring and accountability.

10.4 Building on the first year of implementation of the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034, landlocked developing countries and their development partners will intensify efforts to operationalize its objectives and key deliverables. To support the successful implementation of the Programme of Action, in 2026 the Office will help with the mobilization of adequate financial, technical and capacity-building resources, undertake efforts to strengthen partnerships, and support countries with integrating the Programme of Action into national development plans and relevant global frameworks, with a view to addressing the specific vulnerabilities of landlocked developing countries. These measures will contribute to accelerating progress towards the 2030 Agenda through structural transformation, resilience-building and sustainable development in the landlocked developing countries.

10.5 In 2026, small island developing States and their development partners will commence the second full year of implementing the Antigua and Barbuda Agenda for Small Island Developing States, focusing on key targets under its monitoring and evaluation framework, as well as the full operationalization of the small island developing States centre of excellence. The Office will actively advocate for the strengthening of global partnerships, including through the Small Island Developing States Global Business Network, utilization of the Multidimensional Vulnerability Index, enhanced access to concessional and climate financing, and by building the capacity of small island developing

States national focal points to integrate the Antigua and Barbuda Agenda for Small Island Developing States into national development plans. In addition, leveraging the Small Island Developing States Partnership Framework and engaging international financial institutions will be central to driving structural transformation and resilience-building. These efforts aim to deliver early, tangible results under the Antigua and Barbuda Agenda for Small Island Developing States that address the unique challenges and special needs of these States.

10.6 The Office will utilize its strategic position in dealing with the three groups of countries to respond, with enhanced complementarity and coherence, to new and emerging development issues of potential concern, in particular those of a regional or global nature. In this regard, and in response to an assessment of functions under subprogramme 1, the Office is proposing to establish a new subprogramme – subprogramme 4, advocacy, outreach and analysis – to centralize those functions under a dedicated subprogramme that directly supports the three groups of countries. This restructuring would enable a more coordinated implementation of the programmes of action, while improving the Office's capacity to produce analysis across regions and groups of countries, strengthen its research and data management capabilities and ensure more effective advocacy on shared development challenges. For example, it will mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the most vulnerable countries, such as access to sustainable energy and broadband, on the basis of cross-cutting research carried out by the Office.

10.7 The new subprogramme will also strengthen connections in the follow-up and review arrangements of relevant United Nations conferences and processes, including the 2030 Agenda and the Fourth International Conference on Financing for Development, including by sharing lessons learned and best practices among the three groups of countries to enhance awareness of progress in implementing the three programmes of action. It will also mobilize resources to ensure that the least developed countries, landlocked developing countries and small island developing States have their voices heard in global deliberations. Resource mobilization efforts will also have an increased focus on joint initiatives, which can amplify impact among the three groups of countries. Furthermore, representatives of the most vulnerable countries will benefit from capacity-building activities, peer learning and the exchange of best practices, all on thematic areas relevant to the Sustainable Development Goals and to building resilience to future crises.

10.8 With regard to cooperation with other entities at the global and regional levels, the Office will convene the inter-agency consultative groups for the least developed countries, landlocked developing countries and small island developing States. These groups will enable United Nations entities, funds and programmes and other international organizations to exchange information on their work, strengthen coordination of their activities and mount joint inter-agency activities. At the national level, the Office will cooperate with the networks of national focal points that act as an interface between the global, regional and national processes. The national focal points will promote coherence and coordination on issues relevant to the three groups of countries and facilitate policy formulation, implementation, follow-up and review of their programmes of action, ensuring full alignment with the 2030 Agenda and other global frameworks.

10.9 With regard to inter-agency coordination and liaison, the Office will work closely with resident coordinators to promote the integration of the programmes of action into the United Nations strategic plans and the United Nations Sustainable Development Cooperation Frameworks and to act as an interface with Member States on the ground supporting the mainstreaming of the programmes of action into national strategies.

10.10 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The security and political situation in the least developed countries, landlocked developing countries and small island developing States and in their surrounding regions is conducive to the implementation of the three programmes of action;

(b) Continued international support measures in the areas of development finance, market access, technology and technical assistance are made available by development partners.

10.11 The Office will further explore the ways of cooperation, support and participation in the global efforts towards the implementation of the 2030 Agenda, with special attention given to the needs of those in vulnerable situations, women, young people, persons with disabilities and older persons.

10.12 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will implement its updated gender equality strategy for the period 2025–2029 with a view to further integrating gender equality and the empowerment of women into its work. In addition, as part of its monitoring and reporting work, the Office will include sex-disaggregated data and analysis across its reports for the three groups of countries.

10.13 In line with the United Nations Disability Inclusion Strategy, the Office will continue to mainstream the rights of persons with disabilities and disability inclusion into its programme of work through the implementation of its disability inclusion strategy and action plan. The Office will conduct training sessions to increase the capacity of staff at all levels on disability inclusion in all areas of the Office's work programme, including monitoring, reporting and advocacy activities, in accordance with its mandates.

Legislative mandates

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

General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries	79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	79/1	The Pact for the Future

Subprogramme 1
Least developed countries

General Assembly resolutions

65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020	76/258	Doha Programme of Action for the Least Developed Countries
70/294	Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020	77/177; 78/233; 79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2023/29; 2024/18	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

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

74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034

Subprogramme 3
Small island developing States

General Assembly resolutions

69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
73/228; 74/217; 75/215; 76/203; 77/245; 78/232; 79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States		

Deliverables

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

Table 10.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**4**	**5**
Meetings of:				
1. The groups of least developed countries, landlocked developing countries and small island developing States	–	–	1	2
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**3**	**–**	**5**	**–**
5. Thematic reports of the Office on challenges facing the least developed countries, landlocked developing countries and small island developing States, including shared challenges such as vulnerabilities to external shocks, access to sustainable energy and access to broadband services	3	–	5	–

Evaluation activities

10.16 An evaluation conducted by the Office on the effectiveness of the support to the network of national focal points of the Least Developed Countries, completed in 2024, has guided the proposed programme plan for 2026.

10.17 In response to the results of the above-mentioned evaluation, subprogramme 1 will provide more systematic, tailored and sustainable support to strengthen the role of national focal points in coordinating the implementation of the Doha Programme of Action at the national level, including through a more structured collaboration with resident coordinators in the least developed countries in preparation for the comprehensive high-level midterm review of the Doha Programme of Action.

10.18 An evaluation to be conducted by the Office on strengthening the capacity of landlocked developing countries to estimate transport and trade costs is planned for 2026.

Programme of work

Subprogramme 1
Least developed countries

Objective

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

Strategy

10.20 To contribute to the objective, the subprogramme will:

(a) Provide support to Member States in their intergovernmental processes relating to the priorities of the least developed countries, including by supporting the implementation of the Doha Programme of Action, including its deliverables, namely, an online university to support graduate and postgraduate university-level education in science, technology, engineering and mathematics, an investment support centre, a resilience-building mechanism, a Sustainable Graduation Support Facility and a system of food stockholding for the least developed countries on a regional and subregional basis, or alternative means, such as cash transfers, taking into account possible economic implications and risks;

(b) Prepare research and analytical materials relating to the six key focus areas of the Doha Programme of Action and facilitate knowledge exchange and peer learning on critical enablers to poverty eradication and structural transformation, including by mainstreaming a gender perspective;

(c) Promote resource mobilization, especially public and private financing, including innovative finance, for resilience-building, and monitor the road map for the accelerated implementation of the Doha Programme of Action, in partnership with the United Nations system, parliaments, civil society, the private sector, the media, academia and foundations in focus areas of the Doha Programme of Action, in preparation for the comprehensive high-level midterm review of the Doha Programme of Action;

(d) Lead the inter-agency task forces on: (i) least developed country graduation, including by organizing workshops and technical support on establishing consultative mechanisms with development partners and preparing smooth transition strategies, and by facilitating peer learning between graduated and graduating countries; and (ii) developing operational guidelines

for the United Nations system's support to least developed countries in conflict and post-conflict situations;

(e) Monitor sectoral policy developments of the intergovernmental processes of relevant international and regional organizations, including multilateral development banks;

(f) Build the capacity of national focal points to implement and monitor the Doha Programme of Action, through annual meetings and training programmes, to share experiences and best practices, including through the application of guidelines for mainstreaming and monitoring the implementation of the Doha Programme of Action, and with a more structured collaboration with resident coordinators, in preparation for the comprehensive high-level midterm review of the Doha Programme of Action;

(g) Partner with the Technology Bank for the Least Developed Countries to strengthen science, technology and innovation capacity, including in graduated and graduating countries.

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

(a) Least developed countries accelerating progress towards achieving the Sustainable Development Goals and achieving the focus areas of the Doha Programme of Action and other internationally agreed development goals;

(b) Graduating countries making a smooth transition out of the least developed country category;

(c) Stronger alignment of intergovernmental discussions with the priorities of least developed countries, reflecting a deeper understanding of their realities;

(d) Greater accountability of least developed countries, development partners, international organizations, civil society and the private sector in the implementation of the commitments of the Doha Programme of Action.

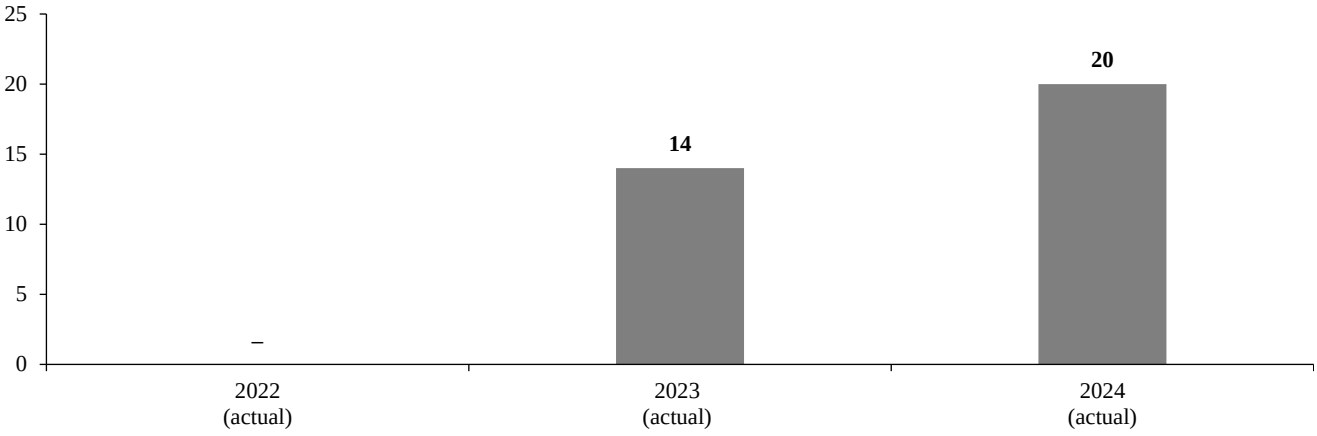
Programme performance in 2024

Doha Programme of Action integrated into national development plans of least developed countries

10.22 The subprogramme supports least developed countries with the integration of the Doha Programme of Action into national development strategies, ensuring alignment with country-specific goals and facilitating effective implementation of the Doha Programme of Action. To catalyse this process, the subprogramme developed comprehensive guidelines for the mainstreaming and monitoring of the Doha Programme of Action. These guidelines also serve as a resource for United Nations country teams, enabling targeted support. In 2024, the subprogramme organized a strategic training programme for national focal points in least developed countries, in partnership with resident coordinators. The three-day event provided in-depth orientation on the Doha Programme of Action mainstreaming and monitoring tools, facilitated knowledge exchange on best practices and identified critical capacity-building needs.

10.23 Progress towards the objective is presented in the performance measure below (see figure 10.I).

Figure 10.I
Number of least developed countries that have initiated or completed mainstreaming of the Doha Programme of Action into their national sustainable development plans (cumulative)



Planned results for 2026

Result 1: improved tertiary education options in least developed countries through an online university for science, technology, engineering and mathematics education

Programme performance in 2024 and target for 2026

10.24 The subprogramme's work contributed to advanced consultations on the establishment of an online university for science, technology, engineering and mathematics education for the least developed countries, which did not meet the planned target of Member States agreeing to a proposal to establish an online university dedicated to students from least developed countries. The target was not met due to additional consultations with relevant stakeholders taking place to facilitate the development of recommendations for the report of the Secretary-General.

10.25 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 10.2).

Table 10.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States agree to include in the Doha Programme of Action a target to undertake feasibility studies to explore the possibility of establishing an online university or other equivalent platforms for least developed countries	Consultations with Member States and relevant United Nations entities on the possible establishment of an online university	Advanced consultations with Member States and relevant United Nations entities on the possible establishment of an online university	An online university dedicated to students from least developed countries is operational	An online university dedicated to students from least developed countries is operational

Result 2: a new food stockholding mechanism to reduce food insecurity in least developed countries

Programme performance in 2024 and target for 2026

10.26 The subprogramme's work contributed to Member States input into the conceptualization of a food stockholding system for the least developed countries, which met the planned target.

10.27 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 10.3).

Table 10.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Doha Programme of Action for the least developed countries recognized the need to address severe food insecurities	Member States at the United Nations Food Systems Summit +2 Stocktaking Moment highlighted the urgency of establishing a food stockholding system for the least developed countries	Member States provided input to the conceptualization of a food stockholding system for the least developed countries	Agreement by Member States to establish a food stockholding system for the least developed countries	Initial phase of operation of a food stockholding system is operationalized

Result 3: strengthened resilience to external shocks in the least developed countries

Proposed programme plan for 2026

10.28 To address the various challenges facing the least developed countries, the subprogramme prepared a report on the status of multi-hazard early warning systems in least developed countries, which contained proposals toward strengthening resilience to external shocks.

Lessons learned and planned change

10.29 The lesson for the subprogramme, on the basis of the findings of the report, was the need to prioritize the strengthening risk governance, disaster risk knowledge, operational systems and infrastructure, and to enhance the capacity and coverage of early warning systems in least developed countries. In applying the lesson, the subprogramme will support those countries in preparing and implementing national adaptation plans and related projects, share knowledge and build capacity on the means to build financial resilience through insurance and other instruments.

10.30 Expected progress towards the objective is presented in the performance measure below (see table 10.4).

Table 10.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States consider policy recommendations in the report on the status of multi-hazard early warning systems in the least developed countries, which identified critical areas for engagement to support the least developed countries	Ten least developed countries build national and community response capabilities to increase multi-hazard resilience to external shocks	A further five least developed countries build national and community response capabilities to increase multi-hazard resilience to external shocks

Deliverables

10.31 Table 10.5 lists all deliverables of the subprogramme.

Table 10.5
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**2**	**1**
1. Reports to the General Assembly and the Economic and Social Council, including on the implementation of the Doha Programme of Action for the Least Developed Countries	3	3	2	1
2. Official documents of the Fifth United Nations Conference on the Least Developed Countries	–	–	–	–
Substantive services for meetings (number of three-hour meetings)	**46**	**31**	**46**	**48**
3. Meetings of the General Assembly	13	8	13	13
4. Meetings of the Economic and Social Council, including on the implementation of the Doha Programme of Action for the Least Developed Countries, and the high-level political forum on sustainable development	10	6	10	10
5. Regional review meetings on the Doha Programme of Action for the Least Developed Countries	2	–	–	2
6. Ministerial meetings of the least developed countries and related consultations	5	5	7	7
7. Meetings of ad hoc expert groups on the implementation of the Doha Programme of Action for the Least Developed Countries and related priority topics thereof	6	6	6	6
8. Meetings of the Group of Least Developed Countries	10	6	10	10
9. Meetings of the Fifth United Nations Conference on the Least Developed Countries	–	–	–	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**17**	**14**	**17**	**18**
10. Workshops for national focal points of the least developed countries and round-table discussions on the implementation and monitoring of the Doha Programme of Action for the Least Developed Countries	10	8	10	10

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
11. Seminars on partnerships for the least developed countries to strengthen the engagement of stakeholders	3	2	4	4
12. Workshops for government officials and other practitioners on the establishment of the main deliverables of the Doha Programme of Action for the Least Developed Countries	3	2	2	2
13. Least Developed Countries Future Forum to strengthen dialogue between researchers and policymakers	1	2	1	2
Publications (number of publications)	**2**	**1**	**2**	**1**
14. On the state of the least developed countries	1	–	1	1
15. On the implementation of the Doha Programme of Action for the Least Developed Countries and synergies with the Fourth International Conference on Financing for Development	1	1	1	–
Technical materials (number of materials)	**14**	**12**	**15**	**15**
16. On progress towards the graduation of the least developed countries	1	1	1	1
17. On the implementation of specific areas of the Doha Programme of Action for the Least Developed Countries, including preparation of the comprehensive high-level midterm review of the Doha Programme of Action	5	3	5	5
18. On issues relating to the least developed countries	8	8	8	8
19. Report on the implementation of the road map for accelerated implementation of the Doha Programme of Action for the Least Developed Countries, including its monitoring	–	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: substantive advice to the group of 44 least developed countries on the implementation of the Doha Programme of Action for the Least Developed Countries; briefing to Member States on the work of the Office and the Technology Bank for the Least Developed Countries; advice and substantive support to the work of the Broadband Commission; advocacy for improved international support measures catered to least developed countries; and consultation through the Inter-Agency Consultative Group for the Least Developed Countries to mobilize enhanced support for least development countries, including enhanced smooth transition measures for least developed countries and participation in high-level meetings.

Databases and substantive digital materials: Database for monitoring of the implementation of commitments of the Doha Programme of Action for the Least Developed Countries.

D. Communication deliverables

Outreach programmes, special events and information materials: promotional materials for the Doha Programme of Action for the Least Developed Countries and communications campaigns on upcoming graduations of the least developed countries, the fourth Least Developed Countries Future Forum and ministerial meetings.

External and media relations: press releases, press conferences and op-eds on issues relating to the least developed countries; information campaign (including videos, infographics and other social media material) on progress achieved in the Doha Programme of Action for the Least Developed Countries.

Digital platforms and multimedia content: webpages on the Doha Programme of Action for the Least Developed Countries to provide real-time information on progress of targets; and interactive graphics and visuals tailored for social media.

Subprogramme 2
Landlocked developing countries

Objective

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

Strategy

10.33 To contribute to the objective, the subprogramme will:

(a) Provide support to Member States in their intergovernmental processes relating to the priorities of landlocked developing countries, including by supporting the implementation of the new programme of action for landlocked developing countries;

(b) Undertake research and analytical assessments to assist landlocked developing countries in enacting policies conducive to their developmental priorities in line of those contained in the new programme of action for landlocked developing countries;

(c) Mobilize international support for the implementation of the new programme of action for landlocked developing countries and other relevant agendas;

(d) Coordinate, monitor and assess progress made in relation to the programme of action for landlocked developing countries, including through the inter-agency consultative group on landlocked developing countries;

(e) Build capacity of the national focal points of landlocked developing countries, in collaboration with the resident coordinators, to facilitate the mainstreaming of the programme of action for landlocked developing countries into their national development plans.

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

(a) Increased support towards landlocked developing countries from the international community to address the needs and challenges arising from their lack of direct access to the sea and transit constraints;

(b) Increased adoption and implementation by landlocked developing countries of initiatives to enhance transit, connectivity, trade facilitation and climate change adaptation and mitigation;

(c) Landlocked developing countries devising, formulating and implementing policies that promote economic diversification, integration into global and regional value chains, and structural economic transformation;

(d) Strengthened social protection for all groups of population in landlocked developing countries, including through access to decent jobs.

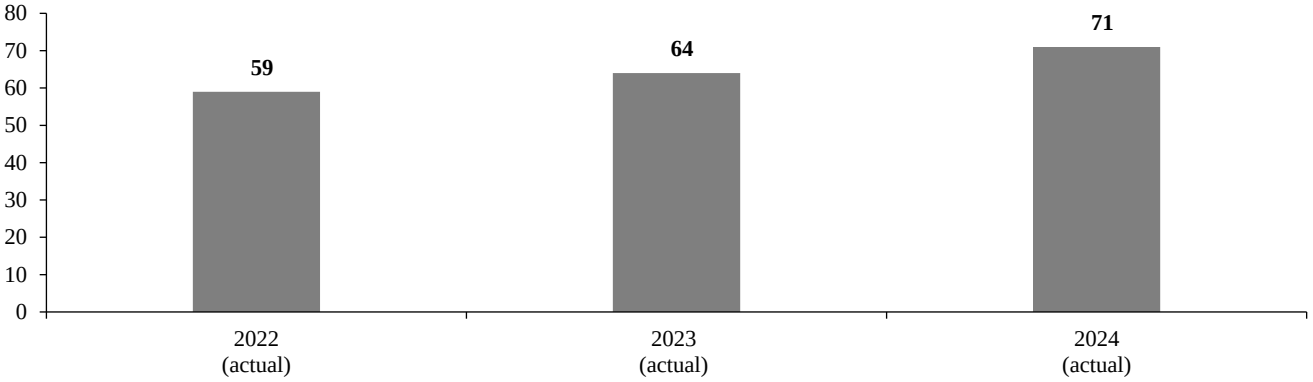
Programme performance in 2024

Increased implementation of the World Trade Organization Trade Facilitation Agreement by landlocked developing countries

10.35 Implementation of the World Trade Organization (WTO) Trade Facilitation Agreement can help reduce trade costs and enhance trade competitiveness. The subprogramme increased its advocacy in support of the implementation of trade facilitation measures. The subprogramme collaborated with WTO to organize events focusing on trade facilitation, including during the WTO Global Review of Aid for Trade, the WTO Committee on Trade and Development and the WTO Public Forum event. These efforts contributed to an increased number of trade facilitation measures implemented by landlocked developing countries in 2024.

10.36 Progress towards the objective is presented in the performance measure below (see figure 10.II).

Figure 10.II
Performance measure: rate of implementation of the World Trade Organization Trade Facilitation Agreement by landlocked developing countries
(Percentage)



Planned results for 2026

Result 1: accelerated progress towards sustainable development in landlocked developing countries

Programme performance in 2024 and target for 2026

10.37 The subprogramme's work contributed to preparations for the third United Nations Conference on the Landlocked Developing Countries and intergovernmental processes leading to the adoption of the programme of action for landlocked developing countries by the General Assembly in December 2024, which did not meet the planned target of at least two landlocked developing countries initiating action to mainstream the new programme of action. The target was not met due to the postponement of the third United Nations Conference on the Landlocked Developing Countries, which contributed to the delayed adoption of the programme of action.

10.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 10.6).

Table 10.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Landlocked developing countries were engaged to provide input into the preparations for the third United Nations Conference on Landlocked Developing Countries through meetings, events and reports	3 regional preparatory meetings held, which supported the identification of the priorities of landlocked developing countries as part of the preparations for the third United Nations Conference on the Landlocked Developing Countries	The General Assembly adopted the programme of action for landlocked developing countries	10 landlocked developing countries initiate action to mainstream the programme of action for landlocked developing countries	5 additional landlocked developing countries initiate action to mainstream the programme of action for landlocked developing countries

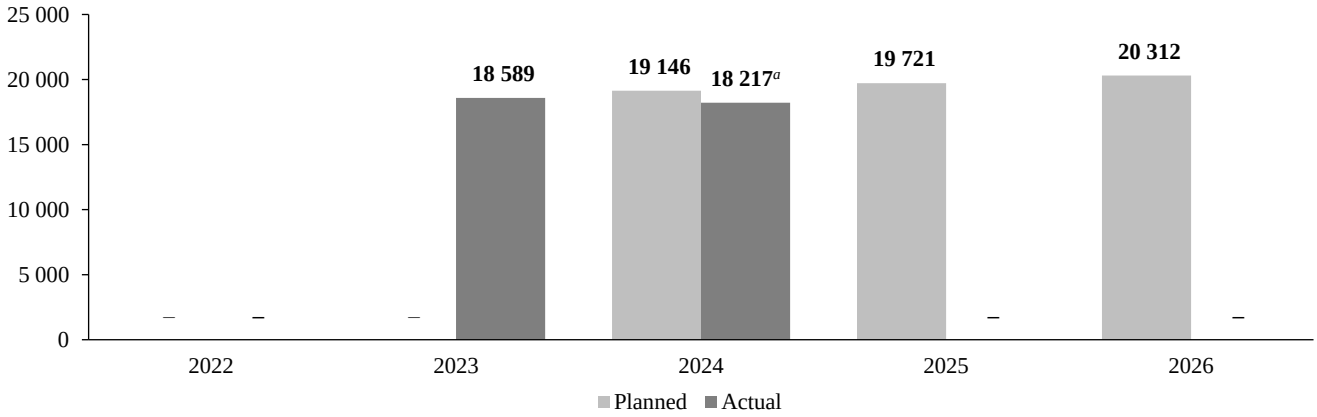
Result 2: strategic financing for development initiatives to enhance landlocked developing countries' economic resilience

Programme performance in 2024 and target for 2026

10.39 The subprogramme's work contributed to $18.217 million in foreign direct investment inflows, which did not meet the planned target of $19.146 million. The target was not met as foreign direct investment inflows were negatively affected by several interconnected challenges, including tightening financial conditions.

10.40 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 10.III).

Figure 10.III
Performance measure: foreign direct investment inflows to landlocked developing countries (annual)
(Millions of United States dollars)



[a] Based on the application of estimates for developing countries for 2024 from the Global Investment Trends Monitor No.48, January 2025.

Result 3: advancement of freedom of transit issues for landlocked developing countries

Proposed programme plan for 2026

10.41 Landlocked developing countries often experience increased trade costs and reduced economic competitiveness. The subprogramme has undertaken research and capacity-building activities aimed at promoting freedom of transit and strengthening regional collaboration, including advocating for smoother and more efficient cross-border movement of goods.

Lessons learned and planned change

10.42 The lesson for the subprogramme was that more targeted and inclusive consultations among key stakeholders would help ensure that policies and procedures are adapted to the specific needs of landlocked developing countries. In applying the lesson, the subprogramme will enhance stakeholder engagement, including Member States, regional organizations and international institutions, in the process of supporting the work of the high-level panel of experts.

10.43 Expected progress towards the objective is presented in the performance measure below (see table 10.7).

Table 10.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States agree to establish a high-level panel of experts to examine the application of existing international laws and agreements, identify constraints and make recommendations on the freedom of transit for landlocked developing countries	A high-level panel of experts to examine the application of existing international laws and agreements, identify constraints and make recommendations on the freedom of transit for landlocked developing countries is established and meets twice in person	Member States consider the high-level panel of experts report and its recommendations with a view to developing a road map on issues of freedom of transit for landlocked developing countries

Deliverables

10.44 Table 10.8 lists all deliverables of the subprogramme.

Table 10.8
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**15**	**8**	**1**	**2**
1. Report to the General Assembly, including on the implementation of the new programme of action for landlocked developing countries	1	1	1	2
2. Official documents for the intergovernmental preparatory committee for the third United Nations Conference on Landlocked Developing Countries	6	7	–	–
3. Official documents of the third United Nations Conference on Landlocked Developing Countries	8	–	–	–
Substantive services for meetings (number of three-hour meetings)	**47**	**62**	**36**	**33**
4. Meetings of the Second Committee of the General Assembly	15	8	13	13
5. Meetings of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	2
6. Annual ministerial meetings of the landlocked developing countries and consultations on outcomes thereof, and other ministerial meetings	10	10	8	8
7. Regional review meetings on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the new programme of action for the landlocked developing countries	–	–	3	–
8. Meetings of the intergovernmental preparatory committee for the third United Nations Conference on Landlocked Developing Countries	7	30	–	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
9. Meetings of the Group of Landlocked Developing Countries	12	12	8	8
10. Expert group meetings on thematic issues such as structural economic transformation, digitalization, financing for development, trade facilitation measures and climate-resilient transport systems	1	–	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**12**	**4**	**5**
11. On the enhancement of the analytical capacity of the International Think Tank for Landlocked Developing Countries	1	2	1	1
12. On the enhancement of the role of the private sector in trade facilitation and structural transformation	1	8	1	1
13. On strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development	1	1	1	1
14. On coordination of the enhanced implementation of the road map for accelerated implementation of the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034	1	1	–	1
15. On estimating transport and trade costs and designing and implementing policies that promote connectivity and enhanced utilization of digital solutions for transport and trade facilitation for the achievement of the Sustainable Development Goals	–	–	1	1
Seminars, workshops and training events (number of days)	**12**	**5**	**7**	**7**
16. Round-table discussion on capacity-building	2	–	1	1
17. Workshop for national focal points of landlocked developing countries	2	–	1	1
18. Panel discussion on best practices and solutions to specific needs of landlocked developing countries	1	–	1	1
19. Training events covering energy, information and communications technology, infrastructure, Sustainable Development Goal 14, climate change and desertification	2	–	2	2
20. Events in preparation for the third United Nations Conference on Landlocked Developing Countries on thematic areas, including transit, trade facilitation, corridor development, connectivity, global value chains, climate change, water, desertification and road safety	3	4	–	–
21. Workshops on mainstreaming the programme of action for landlocked developing countries for the decade 2024–2034 and developing the road map and monitoring framework	2	1	2	2
Technical materials (number of materials)	**5**	**2**	**4**	**3**
22. On monitoring the implementation of the programme of action for landlocked developing countries for the decade 2024–2034 and the 2030 Agenda	2	–	1	1
23. On thematic development issues in landlocked developing countries	2	2	2	1
24. Guide on mainstreaming the programme of action for landlocked developing countries	1	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to the Group of Landlocked Developing Countries; briefings to 32 landlocked developing countries, 34 transit countries and 28 development partners on the work of the Office.

Databases and substantive digital materials: database of indicators for landlocked developing countries for the programme of action for landlocked developing countries.

D. Communication deliverables

Outreach programmes, special events and information materials: promotional materials, global outreach campaigns and events to raise awareness on priority issues, thematic agendas and events relevant to landlocked developing countries.

External and media relations: press releases, including op-eds and press conferences on development issues relating to landlocked developing countries.

Digital platforms and multimedia content: web pages relating to landlocked developing countries, including on the programme of action, and multimedia content, including interactive graphics and videos.

Subprogramme 3
Small island developing States

Objective

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

Strategy

10.46 To contribute to the objective, the subprogramme will:

(a) Mobilize support for the special case of small island developing States in achieving sustainable development by engaging with development partners, international financial institutions and the private sector;

(b) Support resource mobilization efforts for small island developing States in priority areas, including through a targeted resource mobilization strategy and by developing tailored policy tools;

(c) Provide structured support through the Small Island Developing States Partnership Framework for the facilitation of collaborative partnerships, especially between small island developing States and the private sector;

(d) Strengthen coherence and coordination at the national, regional and global levels, including by providing more structured support to the small island developing States national focal points network and increasing coordination between United Nations entities supporting those States;

(e) Develop and strengthen the implementation frameworks for the Antigua and Barbuda Agenda for Small Island Developing States.

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

(a) Strengthened international support measures aimed at enabling small island developing States to implement the 2030 Agenda, the Antigua and Barbuda Agenda for Small Island Developing States, the Paris Agreement and other priorities of those States for sustainable development;

(b) Enhanced access to finance for small island developing States;

(c) Small island developing States formulating and implementing policies that promote sustainable development and make progress towards the achievement of internationally agreed development goals.

Programme performance in 2024

Strengthened assessment of multidimensional vulnerabilities for small island developing States

10.48 Small island developing States remain a special case for sustainable development and have continued challenges in achieving sustained high levels of economic growth, owing in part to their vulnerabilities to the ongoing negative impacts of environmental challenges and other external economic and financial shocks. To better assess the vulnerabilities of small island developing States, the subprogramme continued to support the process to advance a multidimensional vulnerability index, which culminated in the adoption of the index by the General Assembly. The subprogramme also supported advocacy efforts with international financial institutions, international organizations and multilateral development banks to consider using the multidimensional vulnerability index, as appropriate, as a complement to their existing practices and policies, in line with their respective mandates.

10.49 Progress towards the objective is presented in the performance measure below (see table 10.9).

Table 10.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The General Assembly established the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States	A pilot of the multidimensional vulnerability index was undertaken by the Caribbean Development Bank in accordance with the final report and recommendations of the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States	The General Assembly decided to advance the multidimensional vulnerability index and invited international financial institutions, international organizations and multilateral development banks to consider using the multidimensional vulnerability index, as appropriate, as a complement to their existing practices and policies, in line with their respective mandates

Planned results for 2026

Result 1: strengthened private sector partnerships to build resilience in small island developing States

Programme performance in 2024 and target for 2026

10.50 The subprogramme's work contributed to increased engagement of the private sector in small island development States through a strengthened small island development States Global Business Network, which met the planned target.

10.51 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 10.10).

Table 10.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Strengthened private sector engagement at the Small Island Developing States Global Business Network forum, held in April 2022, with increased private sector participation, including the creation of a partnership to connect supply and demand of fish and prevent overfishing and waste through big data, thereby contributing towards the achievement of Sustainable Development Goal 14	5 partnerships between small island developing States and the private sector developed in priority areas in preparation for launch at the Small Island Developing States Global Business Network forum to be held in 2024	Increased engagement of the private sector in small island development States through a strengthened small island development States Global Business Network	10 partnerships between small island developing States and the private sector developed in priority areas agreed in the context of the Antigua and Barbuda Agenda for Small Island Developing States	12 additional partnerships between small island developing States and the private sector developed in priority areas of the Antigua and Barbuda Agenda for Small Island Developing States

Result 2: data-driven decisions to address structural vulnerabilities and resilience of small island developing States

Programme performance in 2024 and target for 2026

10.52 The subprogramme's work contributed to the establishment of the small island developing States centre of excellence, which met the planned target.

10.53 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 10.11).

Table 10.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Government of Antigua and Barbuda decides to establish a centre of excellence that will include the small island developing States global data hub	The fourth International Conference on Small Island Developing States launched the centre of excellence	The small island developing States global data hub provides analytics and data that Member States may use to inform decision-making processes related to sustainable development and climate change, among others, on the basis of their development priorities	The small island developing States global data hub contributes to the improved availability, accessibility and utilization of data, including geospatial information, and knowledge resources to inform decision-making processes

Result 3: small island developing States use the monitoring and reporting framework for the Antigua and Barbuda Agenda for Small Island Developing States to inform national planning strategies

Proposed programme plan for 2026

10.54 To help develop national capacities for systematic monitoring and evaluation of the Antigua and Barbuda Agenda for Small Island Developing States, the subprogramme conducted consultations and analysis with a range of relevant stakeholders, development partners and financing institutions, and proposed the development of a toolkit.

Lessons learned and planned change

10.55 The lesson for the subprogramme was that practical support to small island developing States was particularly useful to help countries develop national monitoring and evaluation capacities. In applying the lesson, the subprogramme will provide practical support to small island developing States and development partners to advance the use of the implementation toolkit, with a focus on facilitating the monitoring of the implementation of the Antigua and Barbuda Agenda for Small Island Developing States, and to inform the design and implementation of targeted and effective sustainable development policies.

10.56 Expected progress towards the objective is presented in the performance measure below (see table 10.12).

Table 10.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	The General Assembly adopted the Antigua and Barbuda Agenda for Small Island Developing States	Small island developing States agree on a monitoring and reporting framework for the Antigua and Barbuda Agenda for Small Island Developing States	Small island developing States use the agreed monitoring and evaluation framework to inform national planning strategies

Deliverables

10.57 Table 10.13 lists all deliverables of the subprogramme.

Table 10.13
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**14**	**11**	**15**	**14**
1. Meetings of the Second Committee of the General Assembly	6	5	3	3
2. Meetings and consultations of the high-level political forum on sustainable development of the Economic and Social Council	2	2	3	3
3. Review meetings on the implementation of the Antigua and Barbuda Agenda for Small Island Developing States	–	–	–	2
4. Meetings of the group of small island developing States	3	3	6	3
5. Expert group meetings on mainstreaming the small island developing States programme of action and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	3	1	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**–**	**1**	**1**
6. On strengthening the capacity of small island developing States to attract climate finance from the private sector	1	–	1	1
Seminars, workshops and training events (number of days)	**16**	**17**	**16**	**16**
7. Seminars on the support from development partners to small island developing States for the achievement of the Sustainable Development Goals and implementation of the small island developing States programme of action	2	1	2	2
8. Seminars in support of the Alliance of Small Island States relating to the implementation of the small island developing States programme of action and the 2030 Agenda	4	3	4	4
9. Seminars with national focal points on the coordination of efforts to achieve and monitor the implementation of the small island developing States programme of action and the 2030 Agenda	3	2	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. Seminars on strengthening collaboration through joint efforts and activities in the United Nations system and other international organizations, including regional intergovernmental organizations of which the small island developing States are members	3	7	3	3
11. Seminars on private sector involvement in supporting implementation of the small island developing States programme of action	2	2	4	3
12. Seminars on the access of small island developing States to climate change-related finance for development goals	2	2	1	2
Publications (number of publications)	**1**	**1**	**1**	**1**
13. On mainstreaming the small island developing States programme of action and issues relating to small island developing States into the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	1	1	1
Technical materials (number of materials)	**10**	**4**	**10**	**10**
14. On implementing the Samoa Pathway	2	2	2	2
15. On international support provided to small island developing States for the achievement of the Sustainable Development Goals and implementation of the small island developing States programme of action	2	–	2	2
16. On matters relating to the financing, implementation and monitoring of the small island developing States programme of action and the 2030 Agenda	2	1	2	2
17. On issues relevant to the implementation of the 2030 Agenda in small island developing States	2	1	2	2
18. On mainstreaming the small island developing States programme of action and issues relating to small island developing States into the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	2	–	2	2

C. Substantive deliverables

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

D. Communication deliverables

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

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

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

Subprogramme 4
Advocacy, outreach and analysis

Objective

10.58 The objective, to which this subprogramme contributes, is to advance the sustainable development priorities and the shared challenges of the least developed countries, landlocked developing countries and small island developing States.

Strategy

10.59 To contribute to the objective, the subprogramme will:

(a) Generate data analysis and insights and publish analytical research for the least developed countries, landlocked developing countries and small island developing States, including cross-cutting flagship reports, analytical briefs and trend analysis, on topics that align with and support the advancement of three programmes of action and global development agendas;

(b) Provide, in preparing for intergovernmental processes, substantive support on the regional and country specificities of research and trend analysis for ongoing and emerging issues affecting the three groups of countries;

(c) Build research partnerships and networks, particularly in emerging areas and for enhanced data collection and analysis among and within the three groups of countries;

(d) Develop outreach campaigns using, data-driven storytelling and multimedia products, on the specific challenges and opportunities of the three groups of countries and the priorities of the three programmes of action;

(e) Advocate for sustained and adequate international support for the three programmes of action and the integration of these priorities into global agendas by organizing high-level events, convening multi-stakeholder dialogues and engaging in targeted advocacy with decision-makers in intergovernmental forums.

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

(a) Strengthened implementation of evidence-based policies and decision-making by the least developed countries, landlocked developing countries and small island developing States;

(b) Increased understanding and engagement of target audiences, particularly decision-makers, in support of and for the advancement of the priorities of the three programmes of action.

Planned result for 2026

10.61 The planned result for 2026 is a new result.

Strengthened integration of the three programmes of action into relevant intergovernmental processes

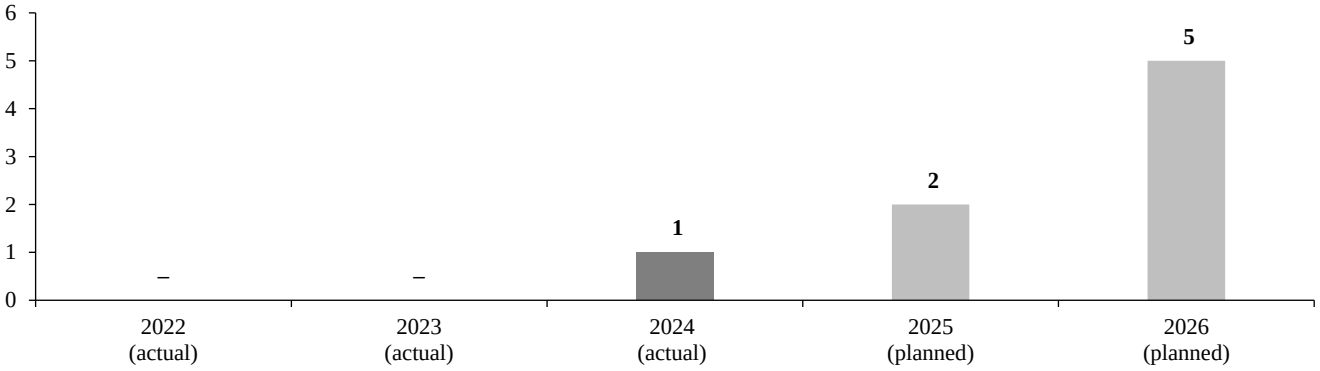
10.62 The Office amplifies the voices of the most vulnerable countries through targeted advocacy, by raising global awareness and by driving action on their unique challenges and priorities.

Lessons learned and planned change

10.63 The lesson for the Office was that there were further opportunities to support countries in integrating the three programmes of action into other intergovernmental processes, including monitoring progress on globally agreed goals and targets. In applying the lesson, the subprogramme will increase its advocacy efforts to promote the use of research and analytical tools that can support policymakers in evidence-based decision-making. For example, the subprogramme will advocate with national focal points to showcase best practices from the implementation of the programmes of action, in preparation for countries' participation in the voluntary national review process. The subprogramme will also facilitate speaking engagements and support side-events to promote the integration of the programmes of action into the voluntary national review process during intergovernmental meetings, such as the high-level political forum.

10.64 Expected progress towards the objective is presented in the performance measure below (see figure 10.IV).

Figure 10.IV
Performance measure: number of least developed countries, landlocked developing countries and small island developing States integrating their programmes of action into the voluntary national reviews (cumulative)



Deliverables

10.65 Table 10.14 lists all deliverables of the subprogramme.

Table 10.14
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**–**	**–**	**–**	**2**
1. Meetings of the groups of least developed countries, landlocked developing countries and small island developing States	–	–	–	2
B. Generation and transfer of knowledge				
Publications (number of publications)	**–**	**–**	**–**	**3**
2. Thematic reports on the challenges facing the least developed countries, landlocked developing countries and small island developing States, including shared challenges such as vulnerabilities to external shocks, debt sustainability, access to sustainable energy and access to broadband services	–	–	–	3
Technical materials (number of materials)	**–**	**–**	**–**	**2**
3. Policy briefs for each country group to provide timely, concise and data-driven insights on topics related to the priorities of the three programmes of action	–	–	–	2
C. Substantive deliverables				
Databases and substantive digital materials: databases and interactive digital materials on relevant statistics, including on monitoring the implementation of the three programmes of action with related analytics and modelling results.				
D. Communication deliverables				
Outreach programmes, special events and information materials: communications materials to support global outreach campaigns for the three programmes of action and shared challenges and opportunities for the three groups of countries.				
External and media relations: press releases, media briefings and targeted interviews with select media to highlight key milestones, events and progress on United Nations initiatives addressing structural challenges in countries in special situations.				
Digital platforms and multimedia content: the Office's website, updated to reflect thematic priorities, events and research findings, while tracking and reporting progress on the three programmes of action.				

B. Proposed post and non-post resource requirements for 2026

Overview

10.66 Pursuant to paragraph 20 of General Assembly resolution 77/262, the Office carried out a spending review as part of the preparation of its proposed programme budget for 2026. Under the strategic guidance of the High Representative and with the engagement of all programme managers, a review was carried out for the executive direction and management component and for each of the Office's subprogrammes. The review included a comprehensive analysis of historical trends in the distribution and expenditure of non-post resources and the Office's post complement and functional profiles, with a view to identifying efficiencies and resource realignments to support the optimal implementation of the Office's mandate and the achievement of results, as set forth in the proposed programme plan for 2026.

10.67 As a result of an analysis of prior expenditure of non-post resources, current performance and projected future requirements against the Office's mandated activities, a redistribution of resources across various objects of expenditure under the executive direction and management component is proposed for 2026, as follows:

(a) Under executive direction and management, a cost-neutral net internal redeployment of $16,100 ($9,400 from contractual services, $2,500 from general operating expenses and $4,200 from supplies and materials) to furniture and equipment is proposed, to address increased costs associated with replacing office information technology equipment that is no longer under warranty. This adjustment is aimed at ensuring business continuity in support of Member States. The review also identified efficiency gains through reduced mobile phone usage, the cancellation of Cisco phone subscriptions and the consolidation of voice services using Microsoft Teams for the front office of the Under-Secretary-General. Additional savings relating to the reduced cost of centrally provided information technology support under the service-level agreement with the Office of Information and Communications Technology were identified;

(b) Within general operating expenses, a further reallocation of $21,000 is proposed, moving funds from communications and miscellaneous services to the provision for meeting and technical services provided by the Broadcast and Conference Support Section. This adjustment responds to the increase in the cost of services in recent years and is necessary to support the effective organization of expert group meetings, panel discussions and special events at Headquarters and other locations for the benefit of the least developed countries, landlocked developing countries and small island developing States.

10.68 With regard to other non-post resources under executive direction and management and the Office's subprogrammes, consumption patterns over the past five years were reviewed against the budgets for travel of staff, travel of representatives and consultants. While the analysis resulted in negligible changes to the distribution of resources, all subprogramme managers placed renewed emphasis on the importance of supporting the participation of the least developed countries, landlocked developing countries and small island developing States in face-to-face meetings relevant to the implementation of their programmes of action. In view of the level of non-post resources, compared with the broad scope of the programmes of action, the subprogramme managers reiterated that they regularly sought to collaborate, plan and align events across all subprogrammes, as well as with United Nations and other partner entities. Programme managers routinely pursue measures aimed at increasing efficiencies, such as organizing inter-agency consultative group meetings through Microsoft Teams and other virtual platforms, arranging back-to-back meetings, organizing meetings on cross-cutting issues for all three groups and using recorded messages of the High Representative, whenever appropriate or feasible, to make the most efficient use of resources by reducing travel costs and duration, while seeking to maximize participation.

10.69 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions set out in paragraph IV.41 of its first report on the proposed programme budget for 2025 (A/79/7) and endorsed by the General Assembly in its resolution 79/257, the Office carried out an

independent review of its structure, in which the Office's approved organization chart for 2025 was assessed against its actual operations, and a recommendation was made with respect to the best option for revising the organization chart to align resources with the Office's mandates in the most effective way. The main issue with the Office's current structure identified during the review is one of imbalance. Subprogramme 1 (Least developed countries) has a total of 17 posts (14 Professional and 3 General Service). Two cross-cutting functional areas (the Policy Development and Coordination, Monitoring and Reporting Service and the Advocacy and Outreach Unit) are also located within subprogramme 1; the total number of posts of those areas comprise 1 Chief of Service (D-1), 4 Professional staff and 1 General Service (Other level) staff. Subprogramme 1 therefore comprises a total of 23 posts, which is more than half of all the Office's posts (53.5 per cent). Drawing on standard evaluation criteria to understand and analyse an intervention (relevance, coherence, effectiveness, efficiency, impact and sustainability), the independent review offered an informed assessment of the pros and cons of two alternative strategies: maintaining the status quo or restructuring the Office's organization chart, which had remained unchanged since the Office was established. The independent review underscored the importance of a comprehensive, well-resourced and highly competent subprogramme 1. Nevertheless, maintaining the status quo would bring into question the adequacy of resourcing and input for subprogramme 2 (Landlocked developing countries), subprogramme 3 (Small island developing States) and the core functions of advocacy, outreach, research and analysis performed by the Office, which cover all three groups.

10.70 The core recommendation of the independent review is to establish a fourth subprogramme, focused on advocacy, outreach and analysis, alongside the existing three subprogrammes, which would improve the coherence of the structure of the Office. The new Advocacy, Outreach and Analysis Section has been conceived as a horizontal, cross-cutting service entity that would deliver cross-cutting and distinct advocacy and analytical outputs, services and deliverables to the Office of the High Representative and to each of the other three subprogrammes. This proposal would entail the redeployment of five posts delivering cross-cutting services, as described in annex II. The independent review also recommended the redeployment of the Chief of Service (D-1) and one General Service (Other level) post from the Policy Development and Coordination, Monitoring and Reporting Service, which is also within subprogramme 1, to executive direction and management, given that the Chief is traditionally responsible for overseeing the work of all subprogrammes, not just that of subprogramme 1. As a result of the proposed changes, the Service would cease to exist, and the functions of the Advocacy and Outreach Unit would be redeployed to subprogramme 4. These redeployments would be enabled by the redistribution of functions within subprogramme 1 and from that subprogramme to the new subprogramme 4 and the absorption of cross-cutting functions by the new subprogramme. Moving the cross-cutting functions of advocacy and communication and the capacities in data analysis and research to a dedicated section under subprogramme 4 would increase effectiveness and synergies between workstreams and optimize the use of existing capacities to support the three groups of countries, individually and collectively, through a more seamless operational modality in which the Office's strategic position is better utilized to address the shared challenges and key development issues facing the three groups of countries and the increased demand for the Office's support to monitor the three programmes of action.

10.71 The subprogramme managers reviewed detailed staffing tables and the reporting lines of all staff, along with justifications for the continuing need for each post, in line with the approved programme of work. The workforce review was enriched with information on the current composition of each subprogramme across a number of dimensions, including the distribution of staff by grade, the projected retirements by level and by year through 2060, and the current vacancy rates by count and by level, in order to comprehensively review the changing nature of the workforce and identify any current or future opportunities to optimize or enhance organizational structures. While changes to the grades of existing posts were not recommended as a result of the spending review, subprogramme managers reiterated that a desirable outcome would be to move posts responsible for cross-cutting functions out of subprogramme 1. The review also involved an analysis of opportunities to strengthen future skill requirements, including in such areas as data analytics and management, strategic communications and strategic foresight, so that such requirements are fully considered and reflected,

where appropriate, in the underlying job descriptions. The results of the spending review will enable the Office to deliver mandates more effectively in the future by strengthening workforce capabilities in the aforementioned areas and rejuvenating the workforce through the use of retirement projections.

10.72 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 10.15 to 10.17.

Table 10.15
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	6 784.8	8 783.5	183.1	–		183.1	2.1	8 966.6
Other staff costs	518.4	459.4	(395.2)	266.5		(128.7)	(28.0)	330.7
Hospitality	0.1	2.7	–	–		–	–	2.7
Consultants	93.7	374.5	(175.3)	–		(175.3)	(46.8)	199.2
Experts	150.5	775.5	(198.2)	–		(198.2)	(25.6)	577.3
Travel of staff	193.5	485	–	–		–	–	485.0
Contractual services	122.4	234.8	–	36.1	(9.4)	26.7	11.4	261.5
General operating expenses	20.2	29.6	–	–	(2.5)	(2.5)	(8.4)	27.1
Supplies and materials	4.1	13.5	–	–	(4.2)	(4.2)	(31.1)	9.3
Furniture and equipment	15.7	26.3	(7.2)	–	16.1	8.9	33.8	35.2
Total	**7 903.4**	**11 184.8**	**(592.8)**	**302.6**	**–**	**(290.2)**	**(2.6)**	**10 894.6**

Table 10.16
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	43	1 USG, 1 D-2, 1 D-1, 9 P-5, 12 P-4, 8 P-3, 3 P-2/1, 1 GS (PL), 7 GS (OL)
Redeployment	–	1 P-5, 1 P-4 and 2 P-3 from subprogramme 1 to the new subprogramme 4; 1 D-1 and 1 GS (OL) from subprogramme 1 to executive direction and management; 1 P-2 from executive direction and management to the proposed subprogramme 4
Proposed for 2026	43	1 USG, 1 D-2, 1 D-1, 9 P-5, 12 P-4, 8 P-3, 3 P-2/1, 1 GS (PL), 7 GS (OL)

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

Table 10.17
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	9	–	–	–	–	9
P-4	12	–	–	–	–	12
P-3	8	–	–	–	–	8
P-2/1	3	–	–	–	–	3
Subtotal	**35**	**–**	**–**	**–**	**–**	**35**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	7	–	–	–	–	7
Subtotal	**8**	**–**	**–**	**–**	**–**	**8**
Total	**43**	**–**	**–**	**–**	**–**	**43**

10.73 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 10.18 to 10.20 and figure 10.V.

10.74 As reflected in tables 10.18 (1) and 10.19 (1), the overall resources proposed for 2026 amount to $10,894,600, reflecting a net decrease of $290,200 (or 2.6 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 10.18
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	1 542.0	2 149.0	77.2	–	184.7	261.9	12.2	2 410.9
B. Programme of work								
1. Least developed countries	3 592.7	5 174.7	98.7	–	(1 385.6)	(1 286.9)	(24.9)	3 887.8
2. Landlocked developing countries	1 562.7	2 112.4	(518.7)	302.6	–	(216.1)	(10.2)	1 896.3
3. Small island developing States	1 206.0	1 748.7	(250.0)	–	–	(250.0)	(14.3)	1 498.7

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
4. Advocacy, outreach and analysis	–	–	–	–	1 200.9	1 200.9	–	1 200.9
Subtotal, B	**6 361.4**	**9 035.8**	**(670.0)**	**302.6**	**(184.7)**	**(552.1)**	**(6.1)**	**8 483.7**
Subtotal, 1	**7 903.4**	**11 184.8**	**(592.8)**	**302.6**	**–**	**(290.2)**	**(2.6)**	**10 894.6**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Least developed countries	914.4	1 975.0	360.5	18.3	2 335.5
2. Landlocked developing countries	88.1	2 695.9	(2 272.3)	(84.3)	423.6
3. Small island developing States	368.8	563.6	(83.6)	(14.8)	480.0
4. Advocacy, outreach and analysis	–	–	–	–	–
Subtotal, B	**1 371.3**	**5 234.5**	**(1 995.4)**	**(38.1)**	**3 239.1**
Subtotal, 2	**1 371.3**	**5 234.5**	**(1 995.4)**	**(38.1)**	**3 239.1**
Total (1+2)	**9 274.7**	**16 419.3**	**(2 285.6)**	**(13.9)**	**14 133.7**

Table 10.19
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Executive direction and management	9	–	–	1	1	10
B. Programme of work						
1. Least developed countries	23	–	–	(6)	(6)	17
2. Landlocked developing countries	6	–	–	–	–	6
3. Small island developing States	5	–	–	–	–	5
4. Advocacy, outreach and analysis	–	–	–	5	5	5
Subtotal, B	**34**	**–**	**–**	**–**	**–**	**33**
Subtotal, 1	**43**	**–**	**–**	**–**	**–**	**43**

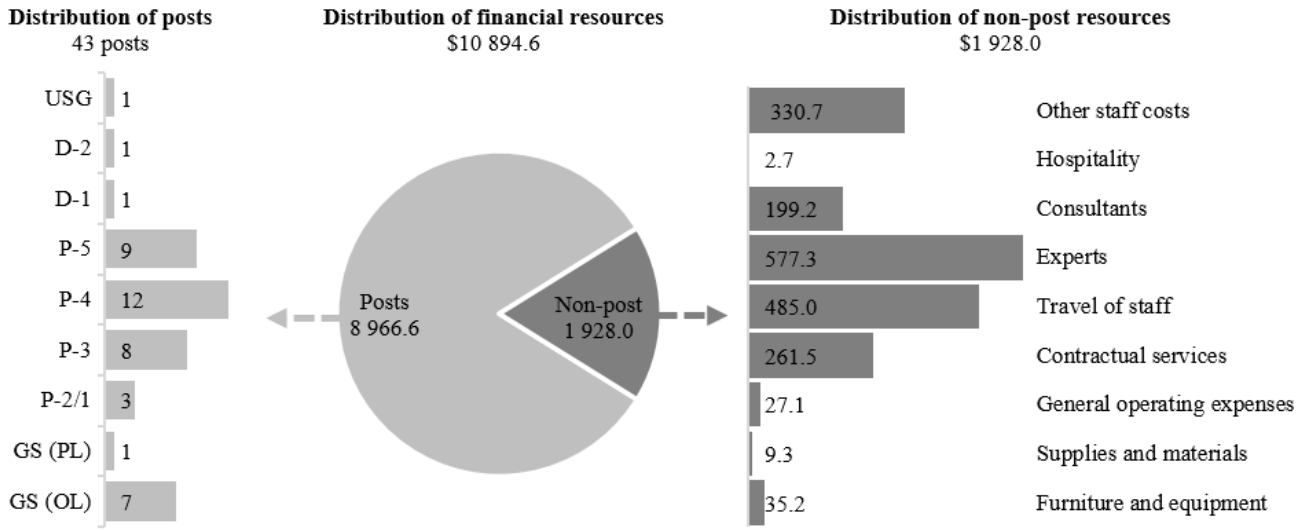
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 proposed*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Least developed countries	–	3	3
2. Landlocked developing countries	–	–	–
3. Small island developing States	–	–	–
4. Advocacy, outreach and analysis	–	–	–
Subtotal, B	**–**	**3**	**3**
Subtotal, 2	**–**	**3**	**3**
Total (1+2)	**43**	**3**	**46**

Table 10.20
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 785.0	8 783.5	183.1	–	–	183.1	2.1	8 966.6
Non-post	1 118.6	2 401.3	(775.9)	302.6	–	(473.3)	(19.7)	1 928.0
Total	**7 903.6**	**11 184.8**	**(592.8)**	**302.6**	**–**	**(290.2)**	**(2.6)**	**10 894.6**
Post resources by category								
Professional and higher		35	–	–	–	–	–	35
General Service and related		8	–	–	–	–	–	8
Total		**43**	**–**	**–**	**–**	**–**	**–**	**43**

Figure 10.V
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

10.75 As shown in table 10.18 (1), resource changes reflect a net decrease of $592,800, as follows:

(a) **Executive direction and management** (net increase of $77,200). The increase of $84,400 under posts relates to the higher provision at continuing vacancy rates for the Programme Management Officer (P-3) established in 2025 pursuant to General Assembly resolution 79/257, which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts. It is offset in part by the decrease of $7,200 under non-post resources relating to the removal of the non-recurrent provision associated with the furniture and equipment for the post that were approved for 2025;

(b) **Subprogramme 1, Least developed countries** (increase of $98,700). The increase of $98,700 under posts relates to the higher provision at continuing vacancy rates for the Programme Management Officer (P-4) established in 2025 pursuant to General Assembly resolution 79/257, which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

(c) **Subprogramme 2, Landlocked developing countries** (decrease of $518,700). The decrease of $518,700 under non-post resources relates to the removal of non-recurrent provisions for general temporary assistance ($205,800), consultants ($114,700) and experts ($198,200) that were approved for 2025 pursuant to General Assembly resolution 79/233;

(d) **Subprogramme 3, Small island developing States** (decrease of $250,000). The decrease of $250,000 under non-post resources relates to the removal of non-recurrent provisions for general temporary assistance ($189,400) and consultants ($60,600) that were approved for 2025 pursuant to General Assembly resolutions 78/317 and 78/322.

New and expanded mandates

10.76 As shown in table 10.18 (1), resource changes reflect an increase of $302,600 under subprogramme 2, Landlocked developing countries, relating to additional requirements under general temporary assistance ($266,480) for a Senior Economic Affairs Officer (P-5) and under contractual services ($36,100), pursuant to General Assembly resolution 79/233.

Other changes

10.77 As shown in table 10.18 (1), resource changes reflect cost-neutral redeployments, as follows:

(a) **Executive direction and management** (net increase of $184,700):

(i) The increase of $345,700 under posts relates to the cost-neutral inward redeployment of the Chief of Service (D-1) and one Staff Assistant (General Service (Other level)) from subprogramme 1, as explained in paragraphs 10.68 and 10.69 above and as detailed in annex II;

(ii) The decrease of $161,000 under posts relates to the outward redeployment of one Associate Data Analyst (P-2) to subprogramme 4 as explained in paragraphs 10.68 and 10.69 above and as detailed in annex II;

(iii) In addition, the resources reflect the cost-neutral redeployment of resources detailed in paragraph 10.66 (a) above;

(b) **Subprogramme 1, Least developed countries** (decrease of $1,385,600):

(i) The decrease of $1,271,500 under posts relates to the outward redeployment of one Senior Economic Affairs Officer (P-5), two Public Information Officers (P-4 and P-3) and one Statistician (P-3) to subprogramme 4, and of the Chief of Service (D-1) and one Staff Assistant (General Service (Other level)) to executive direction and management, as explained in paragraphs 10.68 and 10.69 above and as detailed in annex II;

(ii) The decrease of $114,100 under non-post resources relates to the outward redeployment of provisions under travel of staff ($36,900) and contractual services ($77,200) associated with the redeployment of the functions of the Advocacy and Outreach Unit to subprogramme 4;

(c) **Subprogramme 4, Advocacy outreach and analysis** (increase of $1,200,900):

(i) The increase of $1,086,800 under posts relates to the cost-neutral inward redeployment of the post from executive direction and management and the four posts from subprogramme 1, as indicated above and as detailed in annex II;

(ii) The increase of $114,100 under non-post resources relates to the inward redeployment of provisions under travel of staff ($36,900) and contractual services ($77,200) associated with the inward redeployment of the functions of the Advocacy and Outreach Unit indicated above from subprogramme 1.

Extrabudgetary resources

10.78 As reflected in tables 10.18 (2) and 10.19 (2), extrabudgetary resources are estimated at $3,239,100. The resources would complement regular budget resources and would be used mainly to provide for three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) for carrying out activities relating to follow-up to the Fifth United Nations Conference on the Least Developed Countries, the third United Nations Conference on Landlocked Developing Countries and the fourth International Conference on Small Island Developing States. The anticipated decrease of $1,995,400 in 2026 relates to the removal of non-recurrent resources raised in 2025 to support Member States' participation at the third United Nations Conference on Landlocked Developing Countries, to be held in August 2025.

10.79 The extrabudgetary resources under the present section are subject to the oversight of the Under-Secretary-General and High Representative, who has delegated authority from the Secretary-General.

Executive direction and management

10.80 The Under-Secretary-General and High Representative is responsible for the overall leadership and direction of the Office in the implementation of its mandates and approved programme of work under section 10. The High Representative engages in high-level consultations with Member States, organizations of the United Nations system, multilateral and regional financial institutions, the private sector, and civil society groups and academia and supports the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries and the 2030 Agenda, as it relates to these countries.

10.81 The Office advises the Under-Secretary-General and High Representative on issues of policy and management; acts as a focal point for information on all aspects of the work of the Office and ensures that such information is disseminated internally and projected externally, as appropriate; and consults, negotiates and coordinates with other departments, offices, funds and programmes, as well as with non-United Nations entities, on matters of common concern. The Office is headed by a Director (D-2), who deputizes for and is accountable to the Under-Secretary-General and High Representative.

10.82 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. As the secretariat for the third United Nations Conference on Landlocked Developing Countries, to be held in August 2025, the Office will use the Secretariat Sustainable Events Checklist as a guiding framework to ensure that the conference meets high environmental sustainability standards. Insights and best practices drawn from major recent events, including the Fifth United Nations Conference on the Least Developed Countries and the fourth International Conference on Small Island Developing States, will further inform and enhance the environmental sustainability strategies for the third United Nations Conference on Landlocked Developing Countries. The Office remains committed to monitoring its carbon dioxide emissions associated with air travel. Such monitoring enables informed decision-making and the benchmarking of the Office's air travel emissions as a proportion of total carbon dioxide emissions reported by United Nations entities, facilitating continuous improvement in emissions management.

10.83 Information on the timely submission of documentation and advance booking for air travel is reflected in table 10.21. Significant progress was made with respect to compliance with advance booking for air travel. The Office will continue to make efforts to improve its timely submission of documentation.

Table 10.21
Compliance rate
(Percentage)

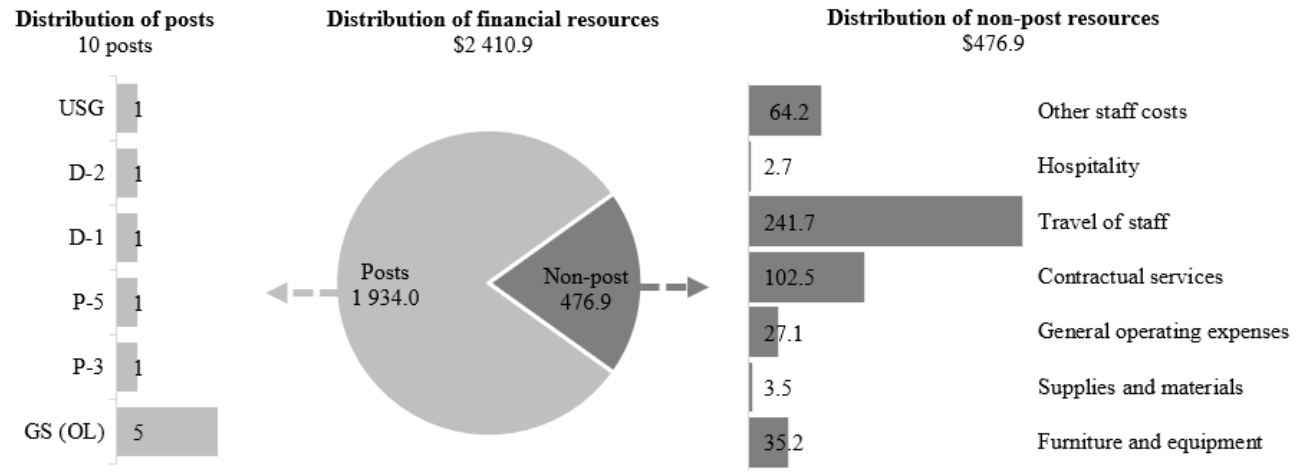
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	86	43	25	100	100
Air tickets purchased at least two weeks before the commencement of travel	46	47	91	100	100

10.84 The proposed regular budget resources for 2026 amount to $2,410,900 and reflect an increase of $261,900 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 10.74 (a) and 10.76 (a) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 10.22 and figure 10.VI.

Table 10.22
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 257.7	1 664.9	84.4	–	184.7	269.1	16.2	1 934.0
Non-post	284.3	484.1	(7.2)	–	–	(7.2)	(1.5)	476.9
Total	**1 542.0**	**2 149.0**	**77.2**	**–**	**184.7**	**261.9**	**12.2**	**2 410.9**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		4	–	–	1	1	25.0	5
Total		**9**	**–**	**–**	**1**	**1**	**11.1**	**10**

Figure 10.VI
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

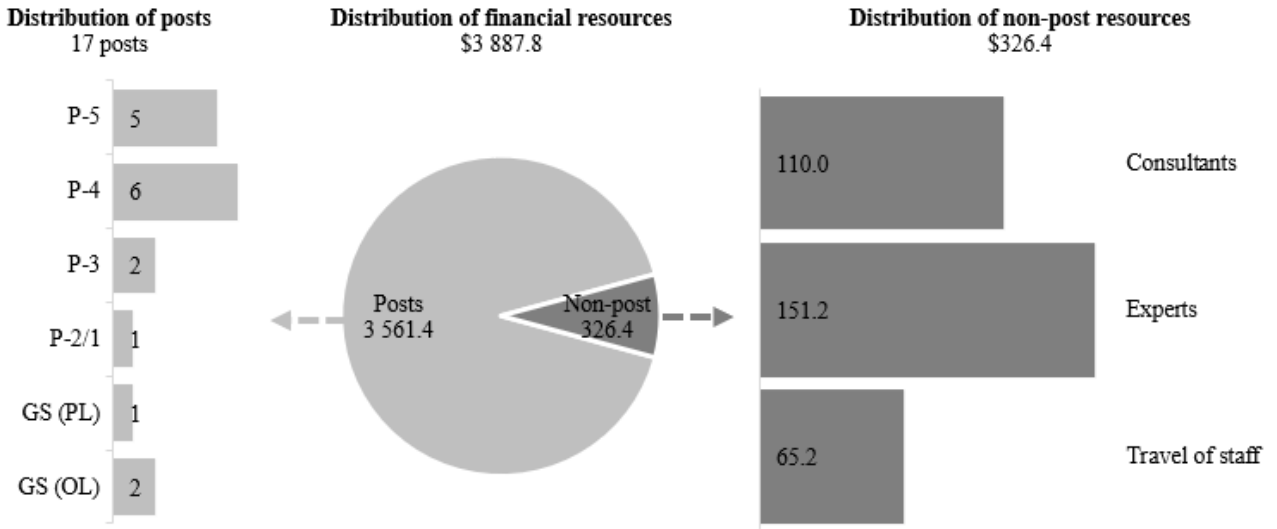
Subprogramme 1
Least developed countries

10.85 The proposed regular budget resources for 2026 amount to $3,887,800 and reflect a net decrease of $1,286,900 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 10.74 (b) and 10.76 (b) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 10.23 and figure 10.VII.

Table 10.23
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 527.8	4 734.2	98.7	–	(1 271.5)	(1 172.8)	(24.8)	3 561.4
Non-post	64.9	440.5	–	–	(114.1)	(114.1)	(25.9)	326.4
Total	**3 592.7**	**5 174.7**	**98.7**	**–**	**(1 385.6)**	**(1 286.9)**	**(24.9)**	**3 887.8**
Post resources by category								
Professional and higher		19	–	–	(5)	(5)	(26.3)	14
General Service and related		4	–	–	(1)	(1)	(25.0)	3
Total		**23**	**–**	**–**	**(6)**	**(6)**	**(26.1)**	**17**

Figure 10.VII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



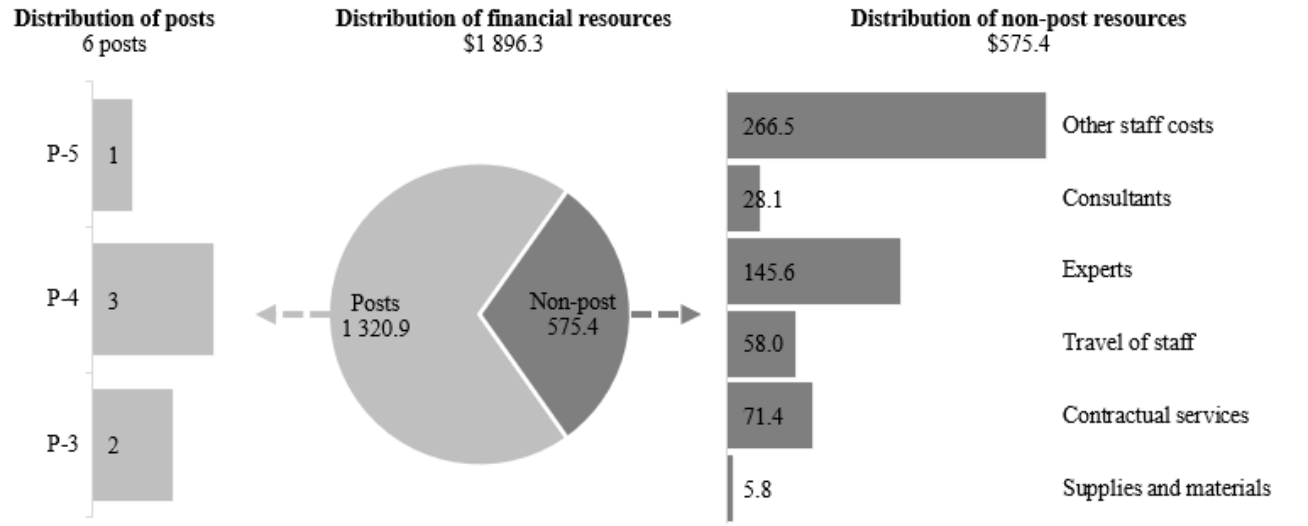
Subprogramme 2
Landlocked developing countries

10.86 The proposed regular budget resources for 2026 amount to $1,896,300 and reflect a net decrease of $216,100 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 10.74 (c) and 10.75 above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 10.24 and figure 10.VIII.

Table 10.24
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 177.7	1 320.9	–	–	–	–	–	1 320.9
Non-post	385.0	791.5	(518.7)	302.6	–	(216.1)	(27.3)	575.4
Total	**1 562.7**	**2 112.4**	**(518.7)**	**302.6**	**–**	**(216.1)**	**(10.2)**	**1 896.3**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 10.VIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



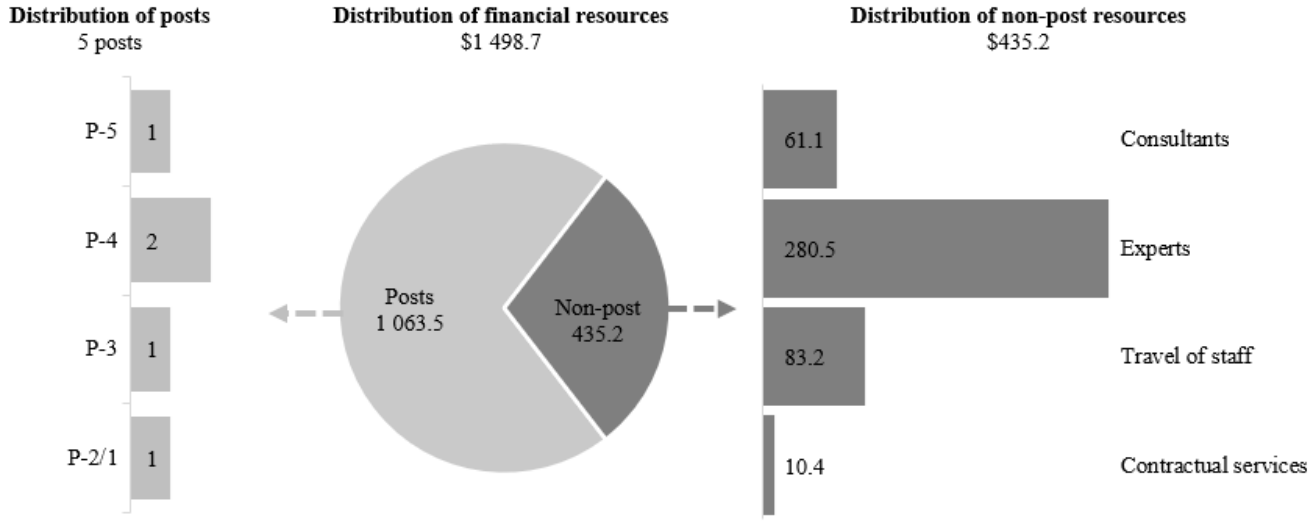
Subprogramme 3
Small island developing States

10.87 The proposed regular budget resources for 2026 amount to $1,498,700 and reflect a decrease of $250,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 10.74 (d) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 10.25 and figure 10.IX.

Table 10.25
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	821.6	1 063.5	–	–	–	–	–	1 063.5
Non-post	384.4	685.2	(250.0)	–	–	(250.0)	(36.5)	435.2
Total	**1 206.0**	**1 748.7**	**(250.0)**	**–**	**–**	**(250.0)**	**(14.3)**	**1 498.7**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
Total		**5**	**–**	**–**	**–**	**–**	**–**	**5**

Figure 10.IX
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



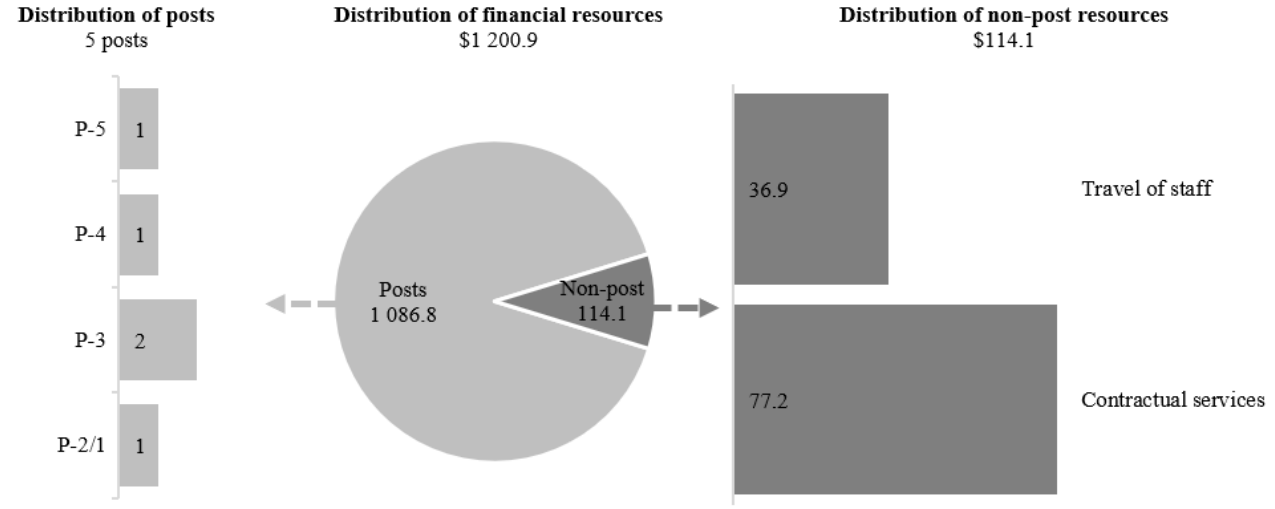
Subprogramme 4
Advocacy, outreach and analysis

10.88 The proposed regular budget resources for 2026 amount to $1,200,900 and reflect an increase of $1,200,900 compared with the approved budget for 2025. The proposed changes are explained in paragraph 10.76 (c) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 10.26 and figure 10.X.

Table 10.26
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	–	–	–	1 086.8	1 086.8	100	1 086.8
Non-post	–	–	–	–	114.1	114.1	100	114.1
Total	**–**	**–**	**–**	**–**	**1 200.9**	**1 200.9**	**100**	**1 200.9**
Post resources by category								
Professional and higher		–	–	–	5	5	100	5
Total		**–**	**–**	**–**	**5**	**5**	**100**	**5**

Figure 10.X
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)

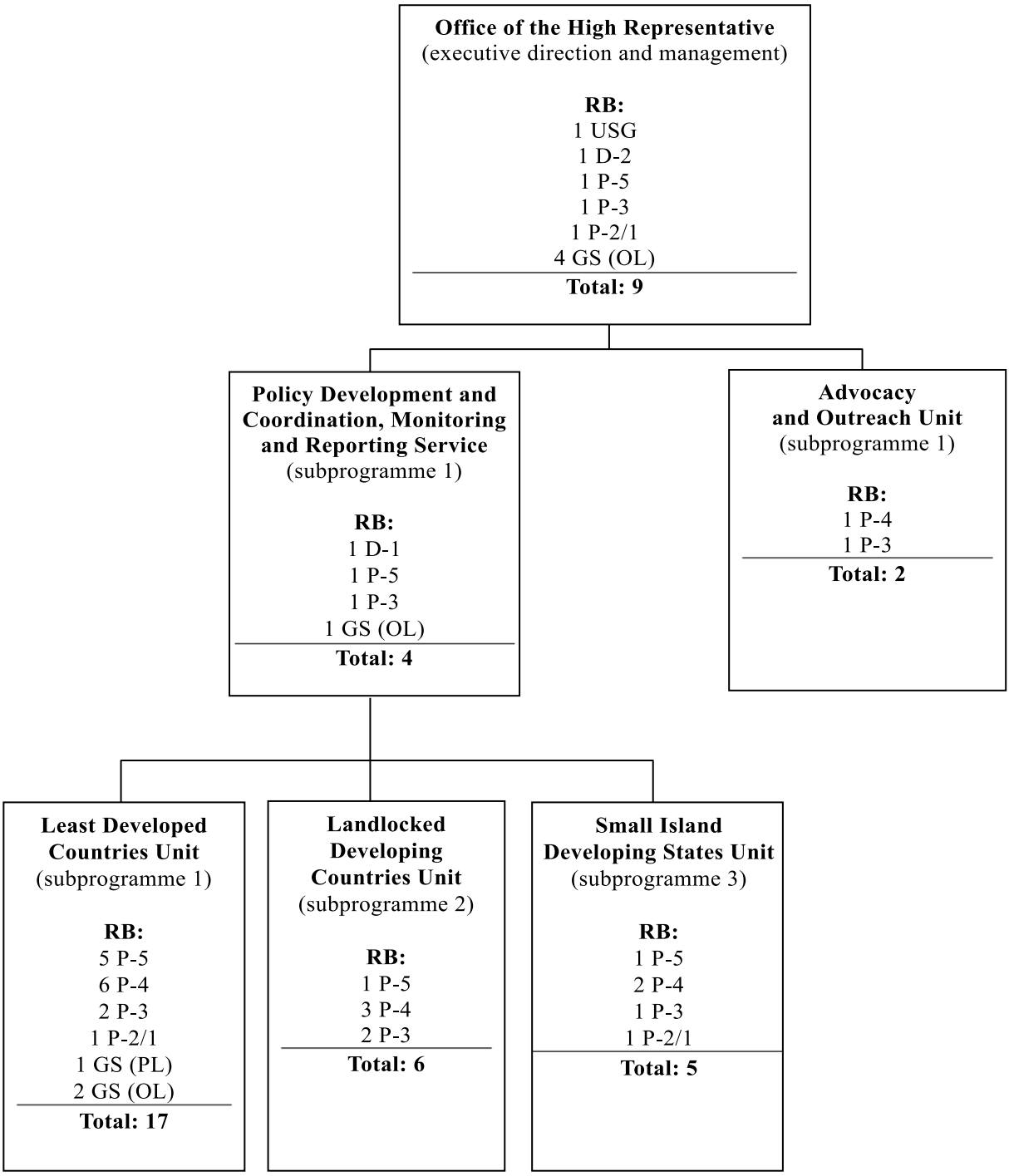


Annex I

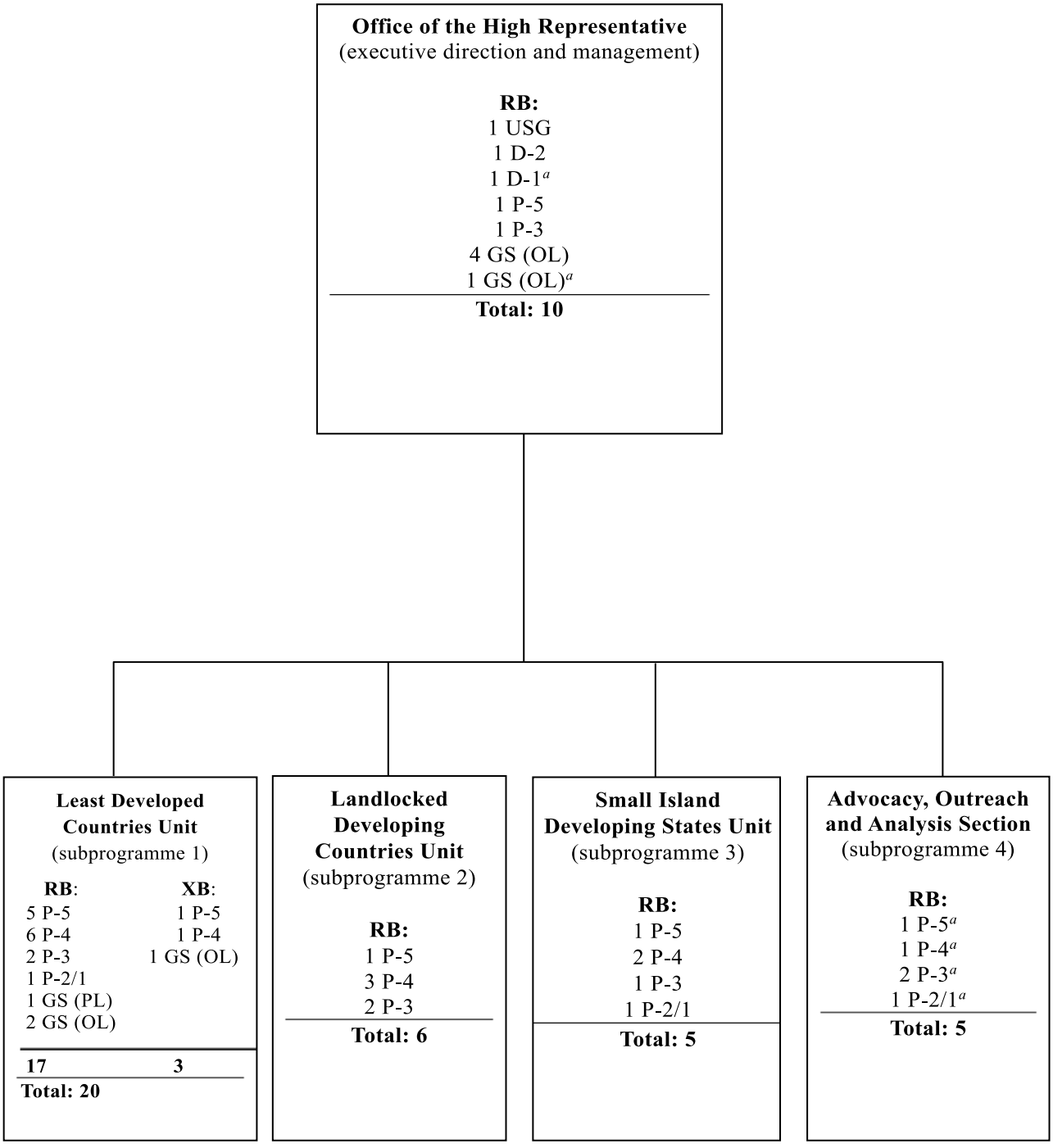
Organizational structure and post distribution for 2026

Two charts showing the organizational structure of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States are presented below. Chart A presents the approved organizational structure and post distribution for 2025, while chart B presents the proposed organizational structure and post distribution for 2026. The proposed changes are explained in paragraphs 10.68 and 10.69 above.

A. Approved organizational structure and post distribution for 2025



B. Proposed organizational structure and post distribution for 2026



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

[a] Redeployment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Executive direction and management	(1)	P-2	**Redeployment** of 1 Associate Data Analyst (P-2)	The proposed redeployments relate to the recommendations of the independent review of the Office's organizational structure as explained in paragraphs 10.68 to 10.69 above. It is proposed that five posts delivering cross-cutting services be redeployed to the new subprogramme 4: one Senior Economic Affairs Officer (P-5) and one Statistician (P-3) from the Policy Development and Coordination, Monitoring and Reporting Service (subprogramme 1); two Public Information Officers (P-4 and P-3) from the Advocacy and Outreach Unit (subprogramme 1); and one Associate Data Analyst (P-2) (executive direction and management). In addition, the independent review recommended the redeployment of the Chief of Service (D-1) and one General Service (Other level) staff from the Policy Development and Coordination, Monitoring and Reporting Service (subprogramme 1) to the Office of the High Representative (executive direction and management), given that the Chief is traditionally responsible for overseeing the work of all subprogrammes, not just that of subprogramme 1.
	1	D-1	**Redeployment** of 1 Chief of Service (D-1) and 1 Staff Assistant GS (OL)	
	1	GS (OL)		
Subprogramme 1, Least developed countries	(1)	D-1	**Redeployment** of 1 Chief of Service (D-1), 1 Senior Economic Affairs Officer (P-5), 2 Public Information Officers (P-4 and P-3), 1 Statistician (P-3) and 1 Staff Assistant GS (OL)	
	(1)	P-5		
	(1)	P-4		
	(2)	P-3		
	(1)	GS (OL)		
Subprogramme 4, Advocacy, outreach and analysis	1	P-5	**Redeployment** of 1 Senior Economic Affairs Officer (P-5), 2 Public Information Officers (P-4 and P-3), 1 Statistician (P-3) and 1 Associate Data Analyst (P-2)	
	1	P-4		
	2	P-3		
	1	P-2		

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

United Nations A/80/6 (Sect. 11)

General Assembly

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Eightieth session
Items 137 and 138 of the preliminary list*

Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

Section 11
United Nations system support for the African Union's Agenda 2063: The Africa We Want

Programme 9
United Nations system support for the African Union's Agenda 2063: The Africa We Want – strategic partnership for progress towards implementation

Commitment to the subsequent implementation plans of Agenda 2063

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* A/80/50.

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

Please recycle

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

11.1 The Office of the Special Adviser on Africa supports the Secretary-General in ensuring a coherent and integrated approach to United Nations support for Africa; promoting greater coherence in the work of the United Nations system and the African Union in support of Agenda 2063; following up on the implementation of all relevant global summit and conference outcomes of the United Nations relating to Africa; coordinating and guiding the preparation of Africa-related reports and input; initiating reports on critical issues affecting Africa; monitoring the implementation of Sustainable Development Goal commitments made towards Africa's development; and coordinating global advocacy in support of the African Union's Agenda 2063: The Africa We Want. The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering intraregional integration and promoting international cooperation for the development of Africa. ECA is mandated to operate at the regional and subregional levels to harness United Nations assets and bring them to bear on Africa's priorities. ECA places a special focus on collecting up-to-date and original regional statistics in order to ground its policy research and advocacy in clear objective evidence; promoting policy consensus; and providing capacity development and advisory services. The Department of Global Communications raises international awareness of the economic, political and social situation in Africa, as well as the efforts made by Africa, the United Nations and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development (NEPAD) and the achievement of the Goals. The mandates of the Office, ECA and the Department derive from the priorities established in relevant resolutions and decisions, including General Assembly resolutions 32/197, 57/7, 57/300, 61/296, 66/293 and 76/236 and Economic and Social Council resolutions 671 (XXV) A and 1998/46.

Strategy and external factors for 2026

11.2 In 2024, over 40 per cent of African countries allocated more funds to debt service than to health expenditure (A/79/295), a stark reflection of how debt obligations are undermining the continent's development goals. The programme's strategy for 2026 will focus on promoting initiatives to enhance resilience at all levels through investment in strong country systems and the development of capacities that enable African States to effectively prevent and mitigate the impact of external shocks, address the root causes of debt unsustainability and shift the global financing for development paradigm. To this end, the programme will continue to engage with partners and stakeholders to advance its new narrative on Africa – one that reflects and strengthens Africa's role as a key stakeholder and a vital player in the global arena; that brings to the global debate issues that are key for Africa's development, such as domestic resource mobilization, energy access and digitalization; and that is of Africa and from Africa, to be fully embraced within the United Nations and beyond.

11.3 The implementation of the programme's strategy is guided by the vision of an empowered Africa that drives its own development to fulfil its potential as a continent of hope, opportunities and prosperity, with the support of the international system. The programme will further strengthen its data capacities and knowledge base, to feed advisory services, awareness-raising, communications and advocacy that mobilize the United Nations system, African Member States, international partners, civil society and the private sector at the global and regional levels with regard to the transformative vision of the African Union and in support of the joint implementation of the 2030 Agenda for Sustainable Development and Agenda 2063. In doing so, the programme will aim to foster improved coherence and synergies between the two agendas, through a consistent partnership on the basis of the strategic objectives of the second 10-year implementation plan of Agenda 2063.

11.4 The Office, ECA and the Department of Global Communications will continue to promote the new narrative through coordinated and complementary action in policy analysis and innovation, research and development, advocacy, communications, global and regional coordination, monitoring and evaluation and support for Member States. The strategic agenda, developed in consultation with the Group of African States and other stakeholders, continues to guide the programme activities in six cluster areas identified as key for Africa's development because of their multiplying impact: shifting the paradigm on financing for development; achieving sustainable development to deliver durable peace; governance, resilience and human capital; science, technology and innovation; industrialization, the demographic dividend and trade, with a focus on the African Continental Free Trade Area; and a balanced energy mix and climate adaptation. Considering the crucial role that young people play in the continent's development, special attention will be given to promoting youth-focused policies and proposals under each cluster area.

11.5 With regard to cooperation with other entities at the global, regional, national and local levels, the programme will continue to work closely with African Member States and African Union institutions as its main partners, in particular with the African Union Commission, the secretariat of the African Union Development Agency-NEPAD, the regional economic communities and the African Capacity-Building Foundation. The programme will also work closely with the African Peer Review Mechanism to advance the development goals of Africa and promote good governance, peace, security and sustainable development across the continent. The programme will continue to promote partnerships with an array of Member States, international organizations, civil society, the private sector, academia, think tanks and the African diaspora to enhance common approaches and synergies in their efforts to support Africa's development in the key areas identified in the programme's strategy.

11.6 With regard to inter-agency coordination and liaison, the programme will ensure strategic-level coordination among United Nations entities through the interdepartmental task force on African affairs by identifying priorities for building forward and building better, promoting results-based planning to develop the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and monitoring the implementation of the agreed plans and priorities. The Regional Collaborative Platform for Africa will ensure operational-level coordination among United Nations entities in the field and with the resident coordinator system.

11.7 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) African countries continue to guide their priorities towards implementing Agenda 2063;

(b) International partners continue to support Africa's sustainable development through financial contributions, technical support and policy frameworks that support African ownership and empowerment;

(c) The partnership between the United Nations and the African Union is further strengthened through the continued implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the renewed approach to the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, and the African Union-United Nations Framework on Human Rights;

(d) International organizations and partners are committed to the implementation of multi-stakeholder projects and programmes in support of the 2030 Agenda, Agenda 2063 and the priorities of African countries;

(e) United Nations entities actively engage in the interdepartmental task force on African affairs and the Regional Collaborative Platform for Africa;

(f) External stakeholders and potential partners, including media organizations, academic institutions, civil society organizations and creative communities, continue to engage with the programme's priorities;

(g) Member States and partners continue to advocate for and find joint solutions to mitigate the impacts of external shocks on Africa.

11.8 The programme integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including through consultation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the African Union and specialized civil society organizations. Subprogramme 1 promotes inclusive programme delivery through its analytical and policy documents, as well as its advocacy activities. The Office will collaborate with the African Women Leaders Network to support the participation and leadership of women in all areas of development. Subprogramme 2 enables United Nations support for the implementation of the priorities of the African Union, including the use of sex-disaggregated statistics, and addressing challenges that have an effect on the employment of women. Subprogramme 3 promotes gender equality and the empowerment of women by producing and disseminating communications products, through *Africa Renewal* platforms, that counter stereotypes and discrimination against women, and by promoting a balanced presence of women and men in all its multimedia products, promotional campaigns and events.

11.9 In line with the United Nations Disability Inclusion Strategy, the programme will promote analysis, policy recommendations and proposals that specifically foster the inclusion of persons with disabilities and will take the measures necessary to increase the accessibility of its products and events.

Legislative mandates

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

General Assembly resolutions

32/197	Restructuring of the economic and social sectors of the United Nations system	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
57/2	United Nations Declaration on the New Partnership for Africa's Development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027
57/300	Strengthening of the United Nations: an agenda for further change	76/236	Programme planning
63/1	Political declaration on Africa's development needs	79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all
67/302	Cooperation between the United Nations and the African Union	79/264	Promotion of durable peace through sustainable development in Africa

Security Council resolutions

1197 (1998)	2282 (2016)
2033 (2012)	2457 (2019)

Economic and Social Council resolutions

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2024/19	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2024/5	Social dimensions of the New Partnership for Africa's Development		

Subprogramme 1
Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063

General Assembly resolutions

53/92; 54/234; 57/296	The causes of conflict and the promotion of durable peace and sustainable development in Africa
58/233; 79/263	New Partnership for Africa's Development: progress in implementation and international support
66/293	A monitoring mechanism to review commitments made towards Africa's development
74/302; 76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
75/327	Implementation of the recommendations contained in the report of the Secretary-General on the promotion of durable peace and sustainable development in Africa

Subprogramme 2
Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063

General Assembly resolution

71/254	Framework for a Renewed United Nations – African Union Partnership on Africa's Integration and Development Agenda 2017–2027

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa

Subprogramme 3
Public information and awareness activities in support of Agenda 2063

General Assembly resolution

79/93 B	Questions relating to information: United Nations global communications policies and activities

Deliverables

11.11 Table 11.1 lists all cross-cutting deliverables of the programme.

Table 11.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1
4. The Economic and Social Council on items related to Africa's development	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**6**	**6**	**6**	**6**
5. Africa Dialogue Series	5	5	5	5
6. Africa Day at the high-level political forum on sustainable development	1	1	1	1
Publications (number of publications)	**1**	**1**	**1**	**1**
7. Outcome document of the Africa Dialogue Series	1	1	1	1
Technical materials (number of materials)	**3**	**3**	**3**	**3**
8. Fact sheets and other technical materials informing discussions for the Africa Dialogue Series	3	3	3	3
D. Communication deliverables				
Digital platforms and multimedia content: one quarterly joint audio product on issues relating to Africa's sustainable development.				

Programme of work

Subprogramme 1
Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063

Objective

11.12 The objective, to which this subprogramme contributes, is to advance effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement, global advocacy and strategic partnership with African Member States and the African Union.

Strategy

11.13 To contribute to the objective, the subprogramme will:

(a) Act as the focal point for the African Union Commission and its agencies at Headquarters; support enhanced collaboration between the United Nations system and the African Union Commission, regional economic communities, the African Union Development Agency-NEPAD, the African Peer Review Mechanism and other African Union communities; and contribute to strengthening the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development;

(b) Coordinate the interdepartmental task force on African affairs and monitor United Nations system support for Africa's sustainable development to promote strategic planning and programming in the United Nations system in Africa in accordance with the priorities of the African Union and African Member States as enshrined in Agenda 2063 and its second 10-year implementation plan;

(c) Perform horizon scanning and analyse emerging trends, challenges and opportunities in the areas of strategic focus of the programme, as well as develop policy proposals to maximize opportunities and minimize and mitigate identified risks, through the management of data and knowledge, and promote policy innovation initiatives that have the potential to act as multiplier interventions to support Africa's sustainable development;

(d) Assess commitments made toward Africa's development aligned with the 2030 Agenda and Agenda 2063, applying a cluster-based approach aimed at identifying challenges faced and, when appropriate, propose corrective measures;

(e) Facilitate intergovernmental deliberations on issues relating to Africa's sustainable development and support African Member States in their participation in intergovernmental processes;

(f) Develop and implement communication and global advocacy strategies in support of Agenda 2063, in coordination with subprogrammes 2 and 3;

(g) Promote strategic partnerships with African Member States and African Union institutions, leveraging United Nations knowledge and capacities through technical cooperation with United Nations agencies, funds and programmes regarding flagship initiatives and projects;

(h) Implement a fellowship programme for young African scholars and engage in new initiatives with partners to strengthen institutional capacities in policy analysis, design and monitoring.

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

(a) Empowerment of African Member States to mobilize increased domestic resources for Africa's development and maximize their impact through targeted data and evidence-based policies;

(b) Strengthened cooperation between the United Nations system and the African Union and other African institutions, as well as increased complementarity of their activities in support of the implementation of the 2030 Agenda and Agenda 2063;

(c) A more coherent and integrated approach by the United Nations system support for Africa to challenges affecting Africa's development that includes and addresses existing gaps and leverages opportunities through impact-focused priorities with a multiplying impact;

(d) Stronger alignment of intergovernmental discussions with the priorities of African countries and the African Union, as well as increased integration of African perspectives into global debates and decisions;

(e) Greater accountability of stakeholders in the implementation of commitments to Agenda 2063 and the 2030 Agenda;

(f) Increased awareness and understanding of the international community of the perspective of the African Union and the realities and priorities of African countries.

Programme performance in 2024

African policymakers equipped to assess the interlinkages between governance, financing and country systems to promote sustainable development and durable peace

11.15 Advancing durable peace and sustainable development in Africa remains a priority in addressing the continent's interrelated challenges. Governance, financing and country systems are critical levers for ensuring stability, promoting growth and mitigating the risks of armed conflict. Recognizing the complex interplay between these factors, the subprogramme developed a conceptual framework to provide African government officials with actionable insights to strengthen governance and development practices. This work was informed by the subprogramme's key knowledge production outputs across the past three years. Building on this groundwork, the subprogramme launched an innovative self-paced online training course in 2024. Through a flexible learning format and by integrating theoretical foundations with practical data-driven analysis tools, the course gave participants a holistic understanding of leveraging governance, financing and country systems to address peace and development challenges. Since its launch, the course has reached officials from 26 countries across Africa. Early results from pre- and post-course assessments demonstrated a 30 per cent increase in participants' knowledge, highlighting the effectiveness of the training in equipping decision makers with the skills and understanding necessary to integrate the interlinked conceptual framework into policymaking.

11.16 Progress towards the objective is presented in the performance measure below (see table 11.2).

Table 11.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Policymakers from across Africa strengthened their knowledge and skills related to the interlinkages between governance, financing and country systems to promote sustainable development and durable peace

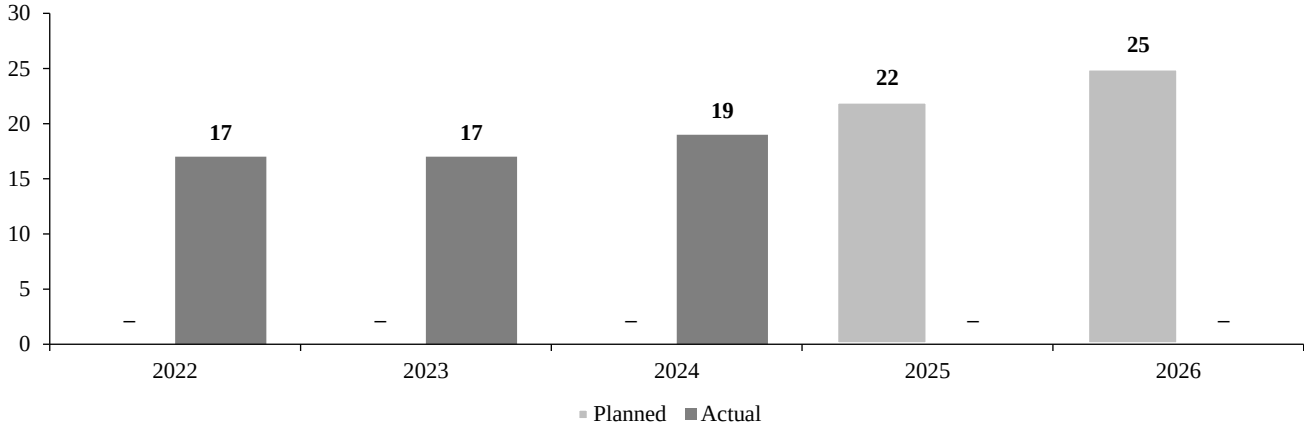
Result 1: strong country systems for development, social cohesion and peace and stability in Africa

Programme performance in 2024 and target for 2026

11.17 The subprogramme's work contributed to 19 African States achieving an e-government development index score of "high" or "very high" and also contributed to the design and adoption of the African Digital Compact in support of e-government development in Africa. Due to the discontinuation of data production for the source previously used to assess progress, the subprogramme has updated the performance measure from the number of African States that have a whole-of-government approach to public sector digital transformation to the number of African states with high or very high e-government development index scores. The actual and planned figures therefore reflect the updated performance measure.

11.18 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 11.I).

Figure 11.I
Performance measure: number of African States with high or very high e-government development index scores (cumulative)



Result 2: digital solutions to transform financial systems and manage debt in Africa

Programme performance in 2024 and target for 2026

11.19 The subprogramme's work contributed to the African Union Commission presenting for consideration a formal proposal for the creation of an alliance on domestic resource mobilization, which did not meet the planned target. The target was not met because it was decided to adopt a different strategy for the establishment of the alliance, which required additional procedural steps that could not be completed in 2024.

11.20 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 11.3).

Table 11.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
ECA Conference of Ministers expressed concern that the continent's debt vulnerabilities had been exacerbated by insufficient domestic resource mobilization (resolution 982 (LIV))	General Assembly adopted specific recommendations to advance domestic resource mobilization and unlock financing for accelerating the achievement of the Sustainable Development Goals (resolution 78/262)	The African Union Commission agreed to the proposed creation of an alliance on domestic resource mobilization and presented it to the seventh Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration	Domestic resource mobilization alliance members adopt a road map targeting inefficient public spending, inefficient tax incentives, trade mispricing and tax administration deficiencies, leveraging digital solutions to strengthen national domestic resource mobilization systems	Building on the outcomes of the Fourth International Conference on Financing for Development, African countries begin implementing integrated measures to address key development challenges, with coordinated support from the United Nations system and partners

Result 3: policy ecosystems to equip the workforce of Africa in a global digital economy

Proposed programme plan for 2026

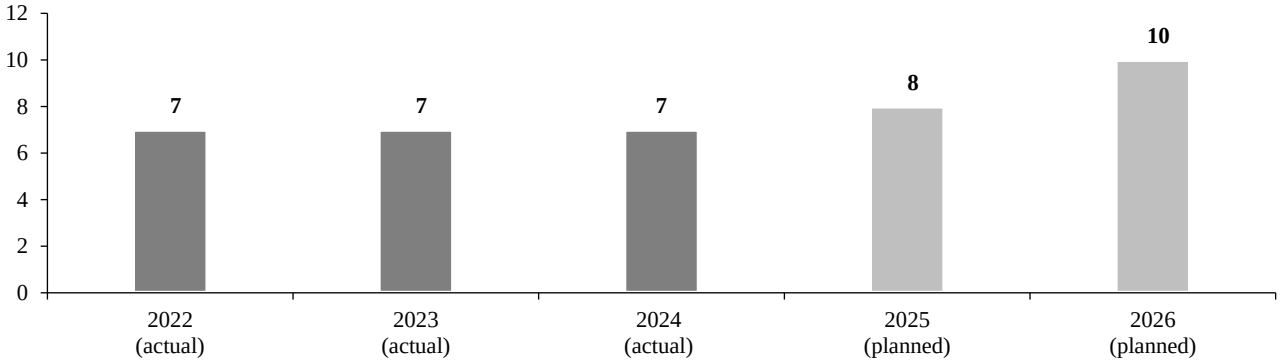
11.21 The youth of Africa, the fastest-growing demographic globally, are projected to make up 85 per cent of the global workforce by 2050, presenting a key opportunity for African States to harness a global digital economy to fuel the continent's transformation. However, 95 per cent of employed young Africans work in the informal sector (International Labour Organization, 2023), which presents a significant challenge to realizing this goal. To drive transformative growth and enhance resilience, Africa must shift its economies and supply chains towards high-value services and industries. This requires strong education in science, technology, engineering and mathematics, as well as robust science, technology and innovation ecosystems, to integrate young Africans into the formal sector, supported by policies that recognize the interconnectedness of decent jobs, education and social protection. To foster sustainable socioeconomic transformation, indigenous knowledge and models should be embraced and aligned within broader development frameworks.

Lessons learned and planned change

11.22 The lesson for the subprogramme was the need to foster integrated policy ecosystems to equip the African workforce in a global digital economy, with focus on science, technology and innovation ecosystems; science, technology, engineering and mathematics education; decent jobs; and context-specific social protection models. Achieving this will require strong institutions, with an emphasis on robust domestic resource mobilization and the effective management of financial flows. In applying this lesson, the subprogramme will utilize its advisory, advocacy, monitoring and coordination functions to engage stakeholders in developing such policy approaches.

11.23 Expected progress towards the objective is presented in the performance measure below (see figure 11.II).

Figure 11.II
Performance measure: number of African countries that have developed and operationalized a national strategy for youth employment (cumulative)



Note: The actual numbers for 2022, 2023 and 2024 reflect the latest available data.

Deliverables

11.24 Table 11.4 lists all deliverables of the subprogramme.

Table 11.4
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**4**	**3**
1. Report of the Secretary-General to the General Assembly on Africa's development	1	1	1	1
2. Report of the Secretary-General to the General Assembly and the Security Council on the promotion of durable peace and sustainable development in Africa	1	1	1	1
3. Biennial report of the Secretary-General to the General Assembly on the review of the implementation of commitments towards Africa's development	–	–	1	–
4. Report of the Secretary-General to the Committee for Programme and Coordination on the United Nations system support for Agenda 2063	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
5. Meetings of the General Assembly	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**–**	**1**	**1**
6. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy	–	–	1	1
Seminars, workshops and training events (number of days)	**12**	**21**	**12**	**12**
7. Workshops on Africa's sustainable development, peace and security	6	10	6	6
8. Seminars of the research network	6	11	6	6
Publications (number of publications)	**20**	**20**	**22**	**22**
9. On Africa's sustainable development, including financing for development, promotion of durable peace, governance, resilience and human capital, science, technology and innovation, industrialization, and energy and climate action	20	20	22	22

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Technical materials (number of materials)	**11**	**12**	**11**	**11**
10. On Africa's sustainable development, including financing for development, promotion of durable peace, governance, resilience and human capital, science, technology and innovation, industrialization, and energy and climate action	10	11	10	10
11. Online training course on links between peace and development	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: consultations and strategic-level coordination with African Union institutions; consultations on an annual results-oriented workplan for the interdepartmental task force on African affairs; evidence-based and data-driven advice and policy proposals provided to United Nations leadership and African Member States, including monthly briefings focused on trends, foresight and policy analysis, as well as quarterly briefings and materials in support of the participation of African Member States in intergovernmental processes; and advocacy products focused on the prioritization of policy proposals aimed at supporting Africa's transformational agenda, including panels, round tables and side events during the Economic and Social Council youth forum, the high-level political forum on sustainable development and other major United Nations conferences aimed at an audience of approximately 200 participants (government and academia) for each advocacy event, and at least 4 advocacy videos.

Databases and substantive digital materials: online knowledge repository with digital copies of the work of the Office of the Special Adviser on Africa in at least 4 official languages of the United Nations; United Nations monitoring mechanism database; data on United Nations action in Africa made available to complement the Office's reporting mandate; database of African think tanks and non-governmental organizations; and online country dashboards for African members of the Security Council and the Peacebuilding Commission.

D. Communication deliverables

Outreach programmes, special events and information materials: awareness-raising events, including the Africa's Youth Voices initiative; and outreach campaigns, including audiovisual materials on key issues affecting Africa's sustainable development.

External and media relations: press releases, press conferences and media dialogues on issues relating to Africa's sustainable development, peace and security and human rights in Africa.

Digital platforms and multimedia content: Office of the Special Adviser on Africa website and social media with updated content in at least 4 official languages of the United Nations; multimedia documents in all United Nations official languages; and communication and multimedia content that meet the full accessibility standards issued by the Office.

Subprogramme 2
Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063

Objective

11.25 The objective, to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda through United Nations system-wide coherence and collaboration and to enhance capacities of African Union organs and agencies, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities, at the regional and subregional levels.

Strategy

11.26 To contribute to the objective, the subprogramme will:

(a) Conduct policy research and analysis on African Union priorities and transboundary issues relevant to Africa's regional transformation and integration, and disseminate the findings across the five subregions of Africa;

(b) Provide technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities, including the second 10-year implementation plan of Agenda 2063;

(c) Support the African Union Development Agency-NEPAD in the context of continental priorities in collaboration with subprogrammes 1 and 2, and build the capacity of subregional entities to formulate strategies for the integrated implementation of development priorities of regional economic communities and intergovernmental organizations in collaboration with ECA subprogrammes;

(d) Work under the architecture of the Regional Collaborative Platform for Africa, with the opportunity and issue-based coalitions, to promote coherent United Nations system-wide support for the African Union and for resident coordinators and United Nations country teams towards the realization of Agenda 2063 and the 2030 Agenda.

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

(a) Increased and more effective United Nations support for the African Union and its development priorities as reflected in Agenda 2063;

(b) Development and implementation by Member States of their national development priorities, aligned with global and regional frameworks on sustainable development.

Programme performance in 2024

Member States access digital platforms and other instruments to operationalize the second 10-year implementation plan of Agenda 2063

11.28 In 2024, States members of the African Union endorsed the second 10-year implementation plan of Agenda 2063, reflecting their collective commitment to advancing sustainable and inclusive development across the continent. With a view to supporting member States in operationalizing the implementation plan, the subprogramme, through the African Union-United Nations technical working group on the preparation and monitoring of the second 10-year implementation plan, supported the development of numerous instruments, including: (a) a digital platform for translating the goals of the implementation plan into actionable plans at the national level; (b) a domestic resource mobilization strategy; (c) a communication strategy; and (d) a handbook containing a monitoring and evaluation framework and core indicators, providing a standardized measurement system for monitoring and evaluating progress on the implementation plan. These tools will enable member States to tailor implementation of the plan to their unique contexts while remaining aligned with continental objectives.

11.29 Progress towards the objective is presented in the performance measure below (see table 11.5).

Table 11.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	The recommendations from the evaluation of the first 10-year implementation plan of Agenda 2063 were validated by the African Union and informed the development of the second 10-year implementation plan	The second 10-year implementation plan of Agenda 2063 was endorsed by States members of the African Union Member States have access to numerous tools and instruments to operationalize the implementation plan at the national and subnational levels

Planned results for 2026

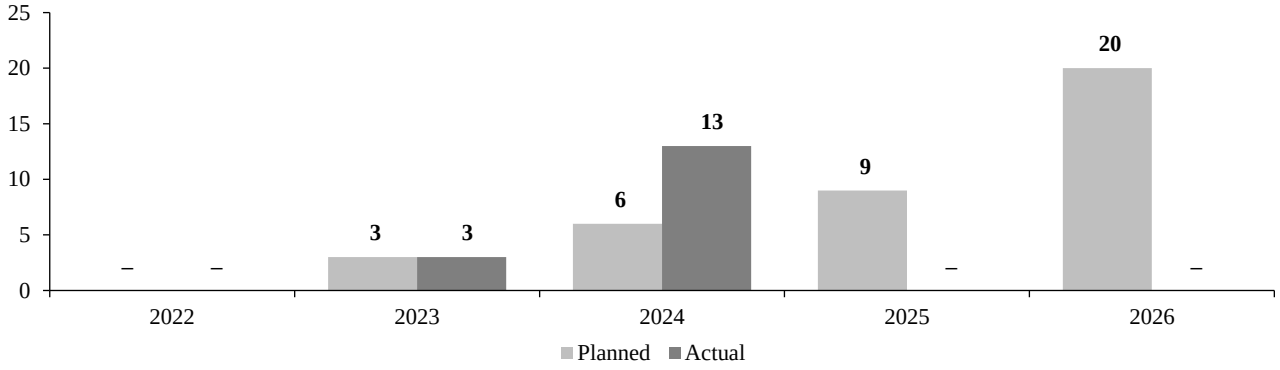
Result 1: accelerated progress towards the 2030 Agenda and Agenda 2063 at the regional, subregional and national levels through an integrated approach

Programme performance in 2024 and target for 2026

11.30 The subprogramme's work contributed to the adoption of 10 additional integrated initiatives at the regional level to accelerate progress towards the 2030 Agenda and Agenda 2063, for a total of 13 such initiatives, which exceeded the planned target of 6 initiatives.

11.31 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 11.III).

Figure 11.III
Performance measure: number of integrated initiatives adopted by national or subnational authorities or at the regional level to accelerate progress towards the 2030 Agenda and Agenda 2063 (cumulative)



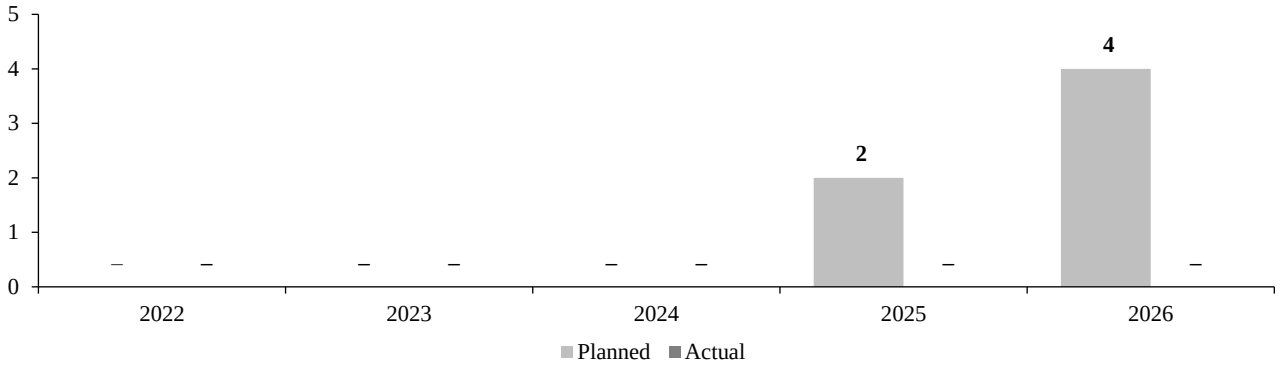
Result 2: long-term strategies for debt management in Africa

Programme performance in 2024 and target for 2026

11.32 The subprogramme's work contributed to progress towards the development of longer-term strategies to manage debt in an integrated manner, including through support to Member States in identifying priority focus areas, making efforts to improve tax systems and exploring debt swaps to create fiscal space.

11.33 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 11.IV).

Figure 11.IV
Performance measure: number of Economic Commission for Africa member States that develop longer-term strategies to manage debt in an integrated manner



Result 3: strengthened responsiveness and accountability of public institutions

Proposed programme plan for 2026

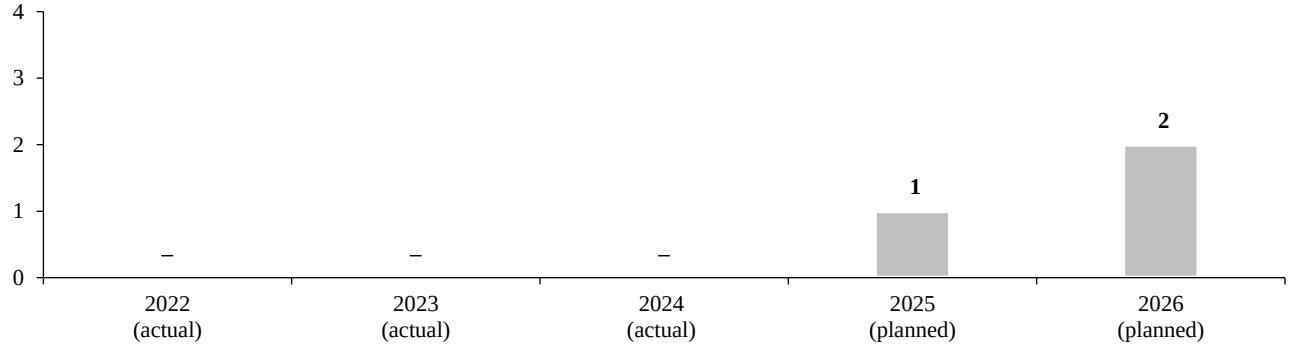
11.34 During 2020 and 2021, the subprogramme carried out five subregional studies in Africa on the interlinkages between development, peace and security, human rights and humanitarian affairs. The overall findings of the studies indicated that governance was the foundation of these interconnections. The second 10-year implementation plan of Agenda 2063 of the African Union outlines seven key ambitions, referred to as "moonshots", including the need for more responsive public institutions (moonshot 3). The implementation plan underscores lessons from the first decade of implementation, emphasizing the importance of accountability, democracy, justice and human rights in governance. It also calls for strengthening the capacity of public servants to build resilient and responsive institutions that serve African citizens effectively.

Lessons learned and planned change

11.35 The lesson for the subprogramme was the need to foster greater collaboration among United Nations entities to support Member States in advancing the strategic objectives outlined under moonshot 3 of the second 10-year implementation plan of Agenda 2063. In applying the lesson, the subprogramme will work to bring entities across the United Nations system together, through relevant opportunity- and issue-based coalitions under the Regional Collaborative Platform for Africa, to promote knowledge-sharing on good governance practices, build the capacity of national governance and electoral institutions on accountability and sound policymaking, and strengthen participatory approaches in the implementation of local development programmes. The efforts will enable Member States to design and implement targeted initiatives to strengthen the responsiveness and effectiveness of their public institutions.

11.36 Expected progress towards the objective is presented in the performance measure below (see figure 11.V).

Figure 11.V
Performance measure: number of national initiatives launched by member States to strengthen responsiveness and accountability of public institutions (cumulative)



Deliverables

11.37 Table 11.6 lists all deliverables of the subprogramme.

Table 11.6
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**4**	**4**
Reports on:				
1. United Nations support for the African Union and its NEPAD programme to the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1
2. The annual session of the Regional Collaborative Platform for Africa (expert body)	1	1	1	1
3. The retreat of the Regional Collaborative Platform for Africa and joint secretariat (expert body)	1	1	2	2
Substantive services for meetings (number of three-hour meetings)	**18**	**16**	**16**	**16**
4. Meeting of the Conference of Ministers	1	1	1	1
5. Africa Regional Forum on Sustainable Development	1	1	1	1
6. Retreat of the Regional Collaborative Platform for Africa and joint secretariat	8	6	6	6
7. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**1**	**2**
8. On the African Union and its agencies including the African Union Development Agency-NEPAD	2	2	1	2
Seminars, workshops and training events (number of days)	**4**	**3**	**9**	**9**
9. Workshops relating to debt, climate, energy and governance	4	3	9	9
Publications (number of publications)	**4**	**6**	**4**	**5**
10. Progress report of the Regional Collaborative Platform for Africa	1	1	1	1
11. Progress report of the African Union-United Nations frameworks and initiatives	1	2	–	1
12. On topics specific to the work of the Regional Collaborative Platform for Africa	–	–	–	1
13. On Agenda 2063 and the 2030 Agenda	1	2	–	1
14. On topics relating to African Union organs and agencies	1	1	–	1
15. On topics relating to Africa's development issues regarding debt, energy, climate change and governance	–	–	3	1
Technical materials (number of materials)	**2**	**4**	**3**	**4**
16. On African development issues, including debt, climate, energy and governance	1	2	2	2
17. On implementation of Agenda 2063 and the 2030 Agenda	1	2	1	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services, upon request, relating to integrated implementation of Agenda 2063 and the 2030 Agenda for ECA member States, the African Union Commission, the African Union Development Agency-NEPAD and the six regional economic communities; and advocacy relating to capacity-building support for the African Union in the context of United Nations-African Union frameworks.				
D. Communication deliverables				
Outreach programmes, special events and information materials: pamphlets, booklets and celebrations and commemorations of special events and exhibits.				
Digital platforms and multimedia content: website on the work of the subprogramme.				

Subprogramme 3
Public information and awareness activities in support of Agenda 2063

Objective

11.38 The objective, to which this subprogramme contributes, is to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa.

Strategy

11.39 To contribute to the objective, the subprogramme will:

(a) Develop global comprehensive editorial plans on priority issues affecting Africa, including by generating support in Africa and beyond for the African Union Development Agency-NEPAD and the implementation of Agenda 2063 and the 2030 Agenda, as well as the work of subprogrammes 1 and 2 and their advocacy strategies. This is under the umbrella of the strategy of the Africa Section of the Department of Global Communications and in line with the global communications strategy;

(b) Produce external communications content, including through the *Africa Renewal* digital platforms, media advisories and other public information, for use by external media, both African and international, and provide external communications support to the Office;

(c) Produce or translate select content into languages such as French and Kiswahili.

11.40 The above-mentioned work is expected to result in enhanced awareness of key thematic issues of the African Union Development Agency-NEPAD and other issues relating to economic recovery and sustainable development in Africa.

Programme performance in 2024

Africa on the global stage: innovative solutions for Africa at the Sustainable Development Goals media zone

11.41 In September 2024, during the high-level week of the seventy-ninth session of the General Assembly, the subprogramme organized a weeklong discussion series in the Sustainable Development Goals media zone, entitled "Africa renewal: spotlight on the Sustainable Development Goals". The discussions focused on themes critical to Africa, including gender equality, addressing hate speech, financing for climate action and the debt challenge. The series, which provided a global platform for African leaders and activists, culminated in a youth town hall that was produced in collaboration with the African Union and the British Broadcasting Corporation (BBC) World Service and featured the Special Envoy on Youth of the African Union, along with youth advocates from across the continent. The town hall served to amplify the voices of African youth on climate action and economic development. On 30 September, the Africa youth town hall aired on the BBC "Focus on Africa" programme. The subprogramme also secured media partnerships with other broadcasters, helping to further expand audience engagement with the discussion series.

11.42 Progress towards the objective is presented in the performance measure below (see table 11.7).

Table 11.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Innovative solutions for Africa and African youth perspectives amplified by international, regional and national media, including BBC Africa, CNN and News Central (Nigeria)

Planned results for 2026

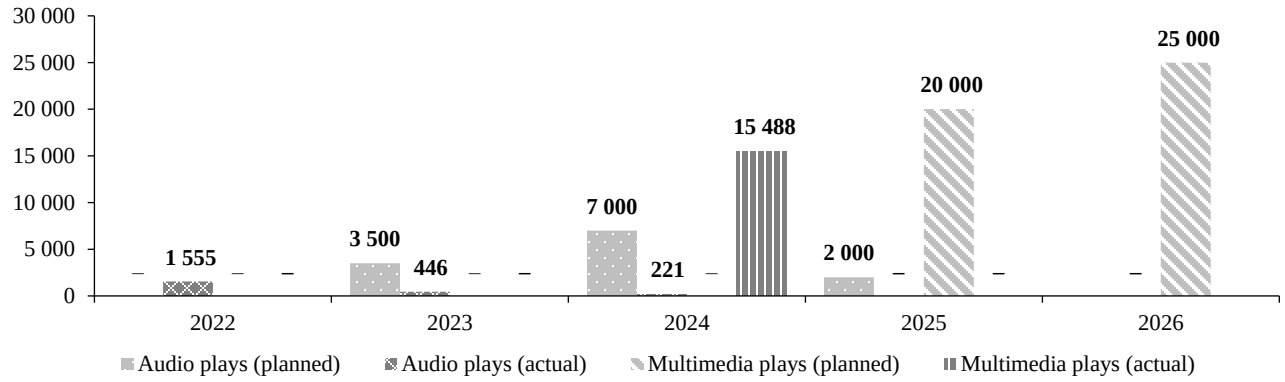
Result 1: increased awareness of the general public on peace and security issues in Africa

Programme performance in 2024 and target for 2026

11.43 The subprogramme's work contributed to 221 plays of *Africa Renewal* audio stories on peace and security issues, which did not meet the planned target of 7,000 audio plays. The target was not met as the subprogramme determined that audio plays did not fully and accurately capture consumption trends across the African continent. The subprogramme therefore pivoted to multimedia content, including videos and webinars, to increase awareness among the general public on peace and security issues in Africa, which contributed to 15,488 multimedia plays in 2024.

11.44 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 11.VI).

Figure 11.VI
Performance measure: number of plays of *Africa Renewal* audio stories on peace and security issues[a] (annual)



[a] Figures for 2024 (actual), 2025 (planned) and 2026 (planned) have been updated to also reflect the number of multimedia plays, in addition to the number of audio plays.

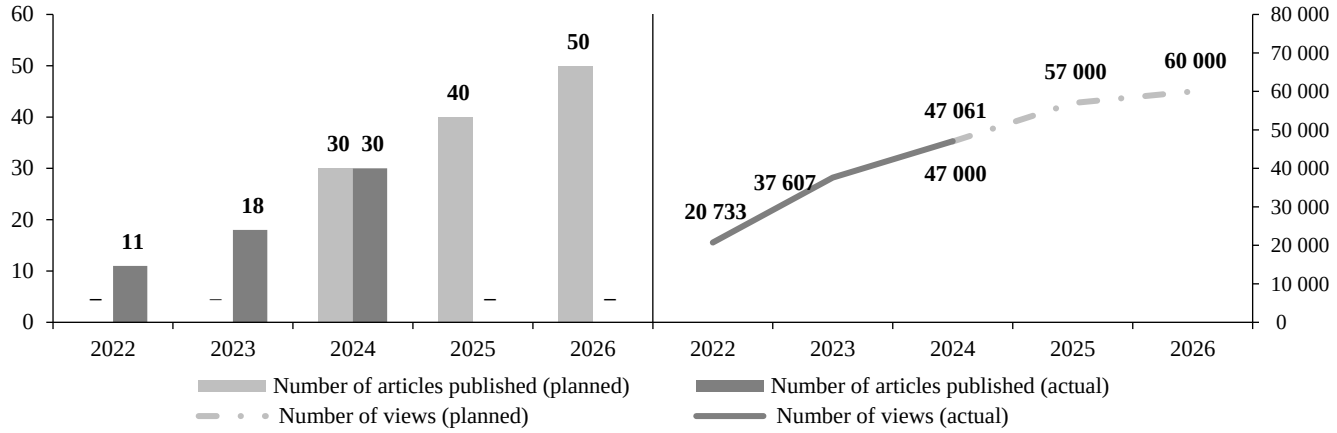
Result 2: engagement of the general public on Africa's debt burden and potential solutions

Programme performance in 2024 and target for 2026

11.45 The subprogramme's work contributed to 47,061 views generated for 30 articles and multimedia stories, which exceeded the planned target of 47,000 views.

11.46 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 11.VII).

Figure 11.VII
Performance measure: increased engagement of the general public on Africa's debt burden and potential solutions (annual)



Result 3: strengthened outreach by media partners on education, decent jobs and social protection in Africa

Proposed programme plan for 2026

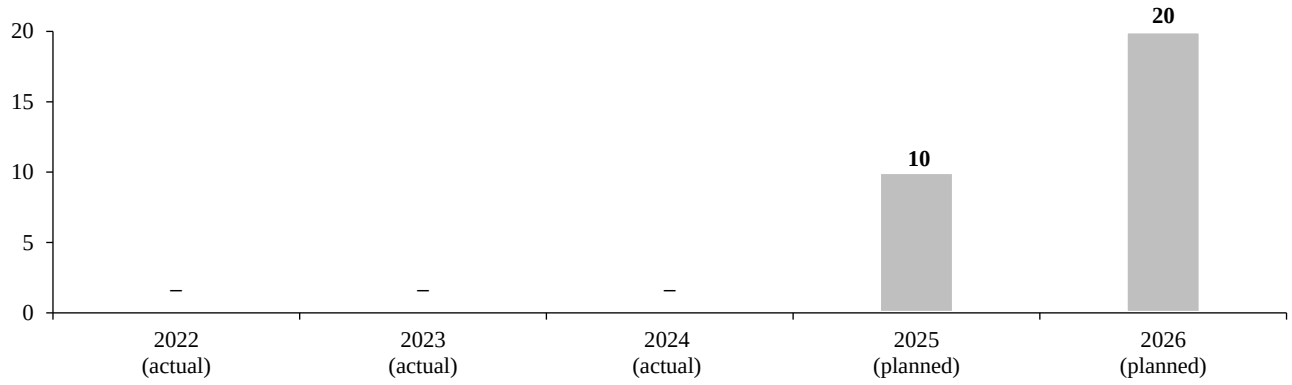
11.47 The subprogramme will work in collaboration with subprogrammes 1 and 2 and the African Union to increase awareness of policies that enable the vulnerable to be protected and to thrive while reducing inequalities among the most vulnerable, including women, especially rural women, the elderly and those living with disabilities. Through multimedia content, outreach and partnerships, the subprogramme will highlight solutions to providing equitable education for all, the need for decent jobs on the African continent and how to support domestic resource mobilization to reduce poverty, as well as social protection issues such as gender equality and access to adequate healthcare across the continent.

Lessons learned and planned change

11.48 The lesson for the subprogramme was to better target media partners to engage with content showcased on the *Africa Renewal* platform and to better tailor content for media partner digital platforms. In applying this lesson, the subprogramme will focus on engaging national, regional and international media to increase the awareness of the general public of education, decent jobs and social protection as a means to achieving a sustainable future.

11.49 Expected progress towards the objective is presented in the performance measure below (see figure 11.VIII).

Figure 11.VIII
Performance measure: number of media partners engaged in the distribution of *Africa Renewal* content



Deliverables

11.50 Table 11.8 lists all deliverables of the subprogramme.

Table 11.8
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Outreach programmes, special events and information materials: outreach to major media houses in Africa and other countries, education institutions, civil society organizations and creative communities to amplify *Africa Renewal* content for wider distribution and dissemination; 4 webinars with key stakeholders covering issues related to youth, financial architecture, gender equality, and peace and security; external communications products relating to the annual Africa Dialogue Series, the Commission on the Status of Women, the Economic and Social Council youth forum, the General Assembly and African Union flagship events; contributions to the work of the Regional Collaborative Platform for Africa and the interdepartmental task force on African affairs; and publicity in support of international, regional and local initiatives and campaigns that foster or have an impact on Africa's economic and social development.
External and media relations: media round tables; content tailored to specific media outlets interested in Africa's development for syndication or citation and in including relevant information on United Nations support for Africa in their own materials; international, regional and local initiatives and campaigns that foster or affect Africa's economic and social development; and public information material, including media advisories.
Digital platforms and multimedia content: multimedia content for the *Africa Renewal* website and social media accounts, monthly curated newsletters and a mobile phone application.

B. Proposed post and non-post resource requirements for 2026

Overview

11.51 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 11.9 to 11.11.

Table 11.9
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	7 822.8	8 885.7	71.3	–	–	71.3	0.8	8 957.0
Other staff costs	6.4	196.7	–	–	22.3	22.3	11.3	219.0
Hospitality	–	1.8	–	–	–	–	–	1.8
Consultants	17.0	102.2	–	–	(49.6)	(49.6)	(48.5)	52.6
Experts	185.3	299.3	–	–	(8.0)	(8.0)	(2.7)	291.3
Travel of staff	155.8	268.1	–	–	(1.9)	(1.9)	(0.7)	266.2
Contractual services	282.2	581.7	–	–	(20.0)	(20.0)	(3.4)	561.7
General operating expenses	49.8	37.0	–	–	–	–	–	37.0
Supplies and materials	–	4.2	–	–	(2.4)	(2.4)	(57.1)	1.8
Furniture and equipment	30.0	27.1	(2.4)	–	12.3	9.9	36.5	37.0
Improvement of premises	0.5	–	–	–	–	–	–	–
Grants and contributions	22.4	332.0	–	321.4	47.3	368.7	111.1	700.7
Total	**8 572.2**	**10 735.8**	**68.9**	**321.4**	**0.0**	**390.3**	**3.6**	**11 126.1**

Table 11.10
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	45	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 2 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL
Proposed for 2026	45	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 2 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL

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

Table 11.11
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	6	–	–	–	–	6
P-4	10	–	–	–	–	10
P-3	13	–	–	–	–	13
P-2/1	2	–	–	–	–	2
Subtotal	**35**	**–**	**–**	**–**	**–**	**35**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	8	–	–	–	–	8
LL	1	–	–	–	–	1
Subtotal	**10**	**–**	**–**	**–**	**–**	**10**
Total	**45**	**–**	**–**	**–**	**–**	**45**

11.52 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 11.12 to 11.14 and figure 11.IX.

11.53 As shown in tables 11.12 (1) and 11.13, the overall resources proposed for 2026 amount to $11,126,100, reflecting a net increase of $390,300 (or 3.6 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 11.12
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
A. Executive direction and management	1 679.3	2 776.2	68.9	321.4	–	390.3	14.1	3 166.5
B. Programme of work								
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	4 546.5	5 350.1	–	–	–	–	–	5 350.1
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	876.1	1 133.2	–	–	–	–	–	1 133.2

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
3. Public information and awareness activities in support of Agenda 2063	1 470.3	1 476.3	–	–	–	–	–	1 476.3
Subtotal, B	**6 892.9**	**7 959.6**	**–**	**–**	**–**	**–**	**–**	**7 959.6**
Subtotal, 1	**8 572.2**	**10 735.8**	**68.9**	**321.4**	**–**	**390.3**	**3.6**	**11 126.1**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Executive direction and management	434.1	441.0	–	–	441.0
B. Programme of work					
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	27.0	170.0	–	–	170.0
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	–	–	–	–	–
3. Public information and awareness activities in support of Agenda 2063	–	–	–	–	–
Subtotal, B	**27.0**	**170.0**	**–**	**–**	**170.0**
Subtotal, 2	**461.1**	**611.0**	**–**	**–**	**611.0**
Total (1+2)	**9 033.3**	**11 346.8**	**390.3**	**3.4**	**11 737.1**

Table 11.13
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

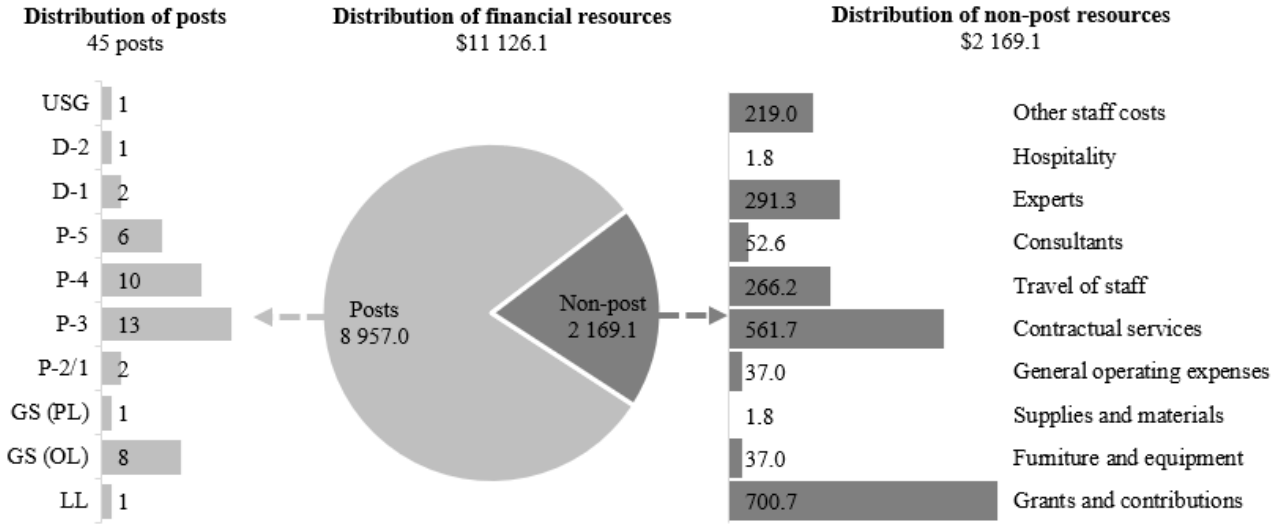
Regular budget

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Executive direction and management	13	–	–	–	–	13
B. Programme of work						
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	20	–	–	–	–	20
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	5	–	–	–	–	5
3. Public information and awareness activities in support of Agenda 2063	7	–	–	–	–	7
Subtotal, B	**32**	**–**	**–**	**–**	**–**	**32**
Total	**45**	**–**	**–**	**–**	**–**	**45**

Table 11.14
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 822.8	8 885.7	71.3	–	–	71.3	0.8	8 957.0
Non-post	749.4	1 850.1	(2.4)	321.4	–	319.0	17.2	2 169.1
Total	**8 572.2**	**10 735.8**	**68.9**	**321.4**	**–**	**390.3**	**3.6**	**11 126.1**
Post resources by category								
Professional and higher		35	–	–	–	–	–	35
General Service and related		10	–	–	–	–	–	10
Total		**45**	**–**	**–**	**–**	**–**	**–**	**45**

Figure 11.IX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

11.54 As shown in table 11.12 (1), resource changes reflect a net increase of $68,900 under executive direction and management, as follows: an increase of $71,300 under posts relates to the higher provision at continuing vacancy rates for one post of Associate Administrative Officer (P-2) established in 2025 pursuant to General Assembly resolution 78/263, which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts. The increase would be offset in part by a decrease of $2,400 under furniture and equipment, which relates

to the removal of non-recurrent provisions associated with the establishment of the post that were approved for 2025 and are no longer required in 2026.

New and expanded mandates

11.55 As shown in table 11.12 (1), resource changes reflect an increase of $321,400 under executive direction and management. The increase under grants and contributions relates to the support for the African Policy Innovation Fellowship Programme and would provide for a monthly stipend, onboarding and repatriation travel, separation grant and medical insurance for a second cohort of 10 fellows during a six-month period from January to June 2026, for a total of two cohorts of 10 fellows each (20 in total) per year from 2026 onward pursuant to General Assembly resolution 78/263.

Extrabudgetary resources

11.56 As reflected in table 11.12 (2), extrabudgetary resources amounting to $611,000 would complement regular budget resources and sustain initiatives established in 2023, 2024 and 2025. Non-post resources would be used to promote strong country systems for development, social cohesion and peace and stability in Africa, supporting digital solutions to transform financial systems and manage debt in Africa, and developing policy ecosystems to equip the African workforce in a global digital economy through activities such as the online course on developing strategies for the promotion of durable peace through sustainable development interventions, the United Nations Office of the Special Adviser on Africa academic conference, activities complementing or expanding the African Policy Innovation Fellowship Programme, and the establishment of a network to allow academics and policymakers to exchange and jointly develop knowledge products on issues of priority for the African continent.

11.57 The extrabudgetary resources under the present section are subject to the oversight of the Special Adviser on Africa on the basis of the delegated authority from the Secretary-General.

Executive direction and management

11.58 The executive direction and management component comprises the Office of the Under-Secretary-General and the Strategic Management Unit.

11.59 The main responsibilities of the executive direction and management component include:

(a) To represent the programme and facilitate the interaction of the three subprogrammes with other entities and stakeholders;

(b) To contribute to and facilitate debate among Member States, in particular those in the Group of African States, on the strategic direction of programme 9;

(c) To develop a forward-looking strategy for the activities of programme 9 to respond to emerging and foreseeable priorities of African Member States and the African Union;

(d) To coordinate joint activities related to planning and performance monitoring of programme 9 and to provide strategic guidance for the prioritization of issues within the programme;

(e) To provide strategic guidance for the development of policy for, and to provide direction for and ensure the implementation of, the programme of work of the Office, through continuous planning, monitoring and evaluation of subprogrammes performance;

(f) To promote transparency, cooperation, synergies and coherence among the three subprogrammes;

(g) To provide guidance for the mainstreaming of data analysis and management in the programme's activities;

(h) To manage all administrative issues regarding the functioning of the Office, including the African Policy Innovation Fellowship Programme, and to provide logistical and administrative support for subprogramme 1;

(i) To contribute to United Nations reform discussions, in relation to improving system-wide coherence in United Nations development work in Africa.

11.60 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue to reduce its carbon footprint by utilizing virtual platforms for strategic engagement and interaction with its stakeholders, as feasible, and by implementing measures to limit energy waste, recycling obsolete information technology equipment and raising staff awareness.

11.61 Information on the timely submission of documentation and advance booking for air travel is reflected in table 11.15. The lower compliance rate is due to late receipt of documents for travel requests or participation as part of delegations of senior officials. The Office will continue to take measures to enable the timely submission of travel requests.

Table 11.15
Compliance rate
(Percentage)

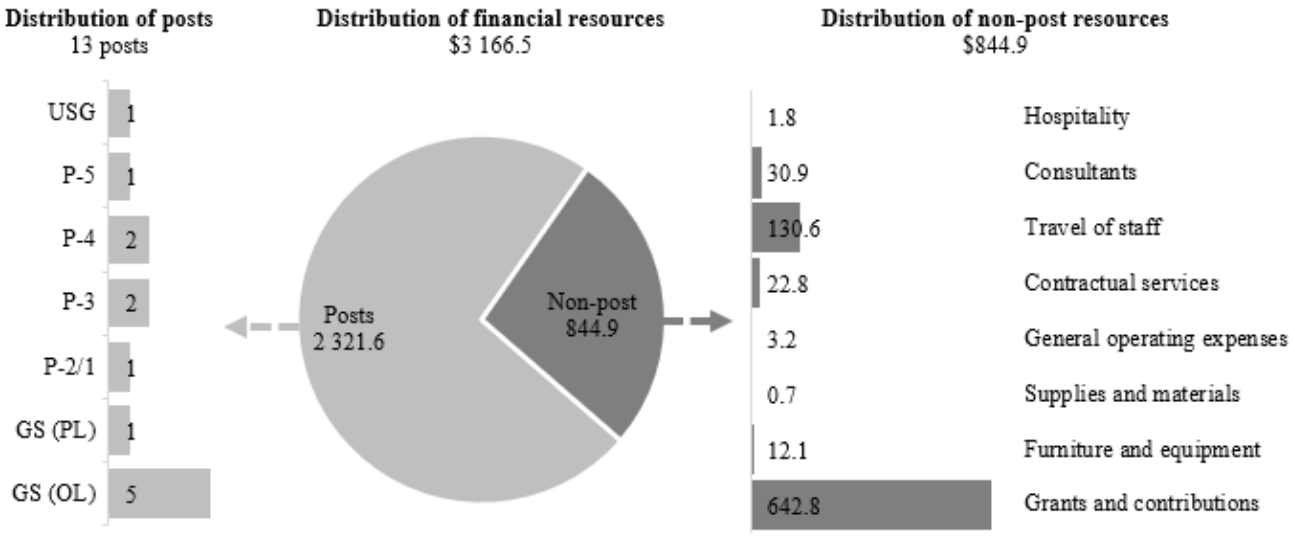
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	–	25	–	100	100
Air tickets purchased at least two weeks before the commencement of travel	47	10	49	100	100

11.62 The proposed regular budget resources for 2026 amount to $3,166,500 and reflect a net increase of $390,300 compared with the approved budget for 2025. The proposed change is explained in paragraphs 11.54 and 11.55. Additional details on the distribution of the proposed resources for 2026 are reflected in table 11.16 and figure 11.X.

Table 11.16
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 570.7	2 250.3	71.3	–	–	71.3	3.2	2 321.6
Non-post	108.6	525.9	(2.4)	321.4	–	319.0	60.7	844.9
Total	**1 679.3**	**2 776.2**	**68.9**	**321.4**	**–**	**390.3**	**14.1**	**3 166.5**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		6	–	–	–	–	–	6
Total		**13**	**–**	**–**	**–**	**–**	**–**	**13**

Figure 11.X
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

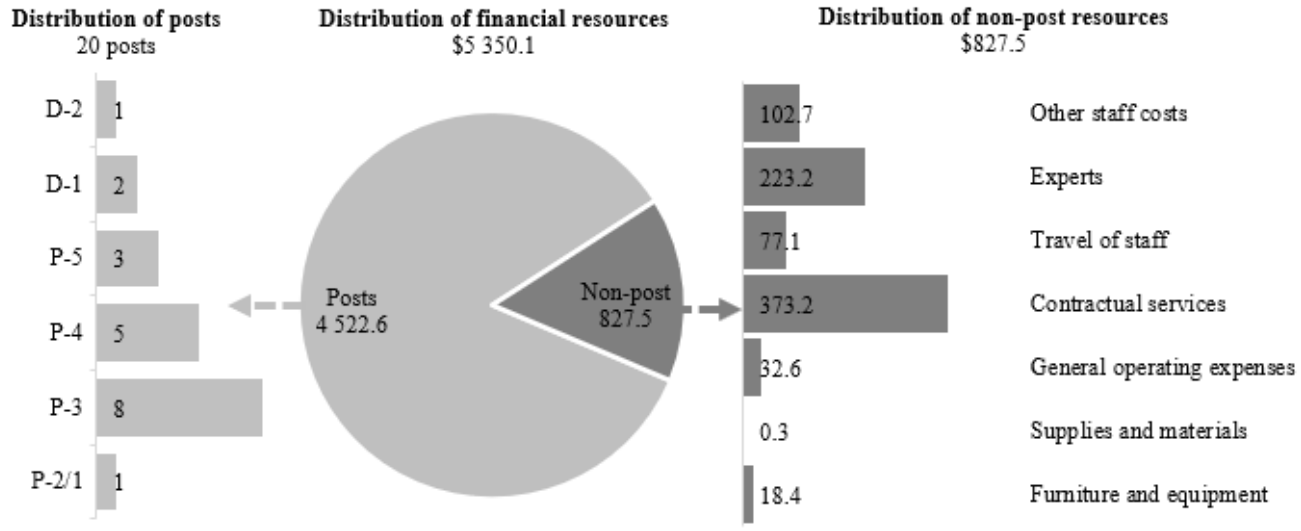
Subprogramme 1
Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063

11.63 The proposed regular budget resources for 2026 amount to $5,350,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 11.17 and figure 11.XI.

Table 11.17
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 257.3	4 522.6	–	–	–	–	–	4 522.6
Non-post	289.2	827.5	–	–	–	–	–	827.5
Total	**4 546.5**	**5 350.1**	**–**	**–**	**–**	**–**	**–**	**5 350.1**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		–	–	–	–	–	–	–
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 11.XI
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



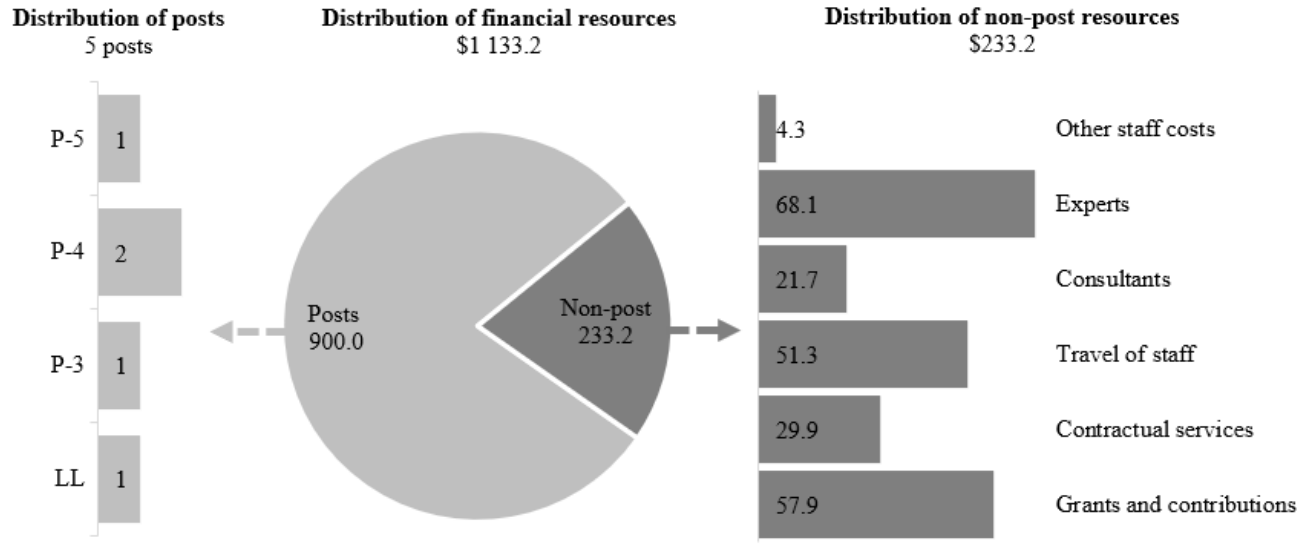
Subprogramme 2
Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063

11.64 The proposed regular budget resources for 2026 amount to $1,133,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 11.18 and figure 11.XII.

Table 11.18
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	676.1	900.0	–	–	–	–	–	900.0
Non-post	200.0	233.2	–	–	–	–	–	233.2
Total	**876.1**	**1 133.2**	**–**	**–**	**–**	**–**	**–**	**1 133.2**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		1	–	–	–	–	–	1
Total		**5**	**–**	**–**	**–**	**–**	**–**	**5**

Figure 11.XII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



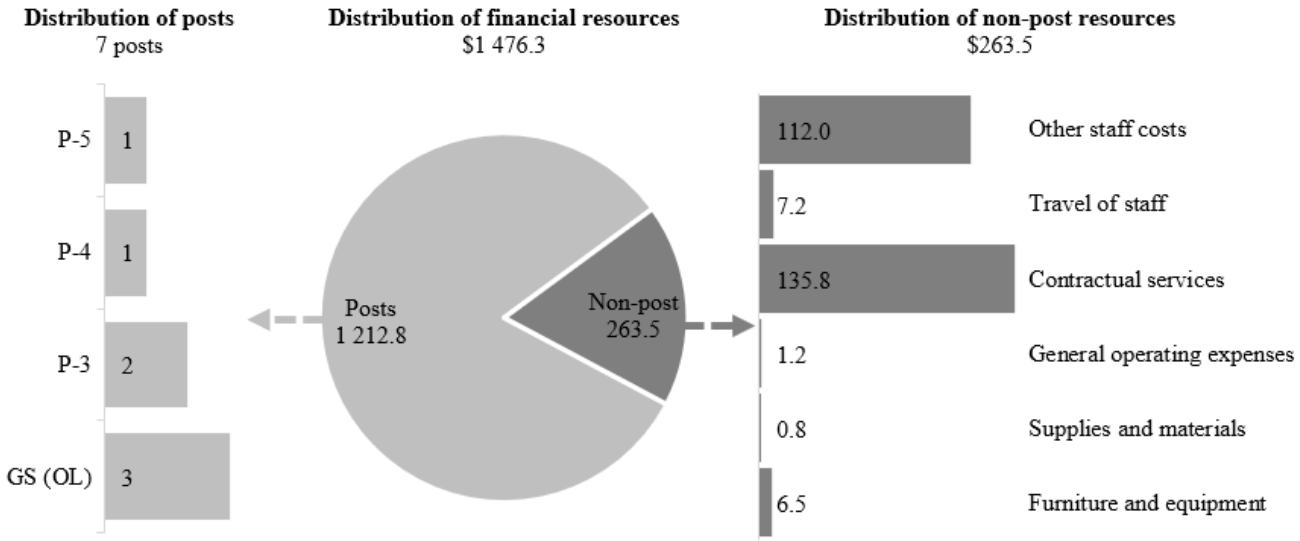
Subprogramme 3
Public information and awareness activities in support of Agenda 2063

11.65 The proposed regular budget resources for 2026 amount to $1,476,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 11.19 and figure 11.XIII.

Table 11.19
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

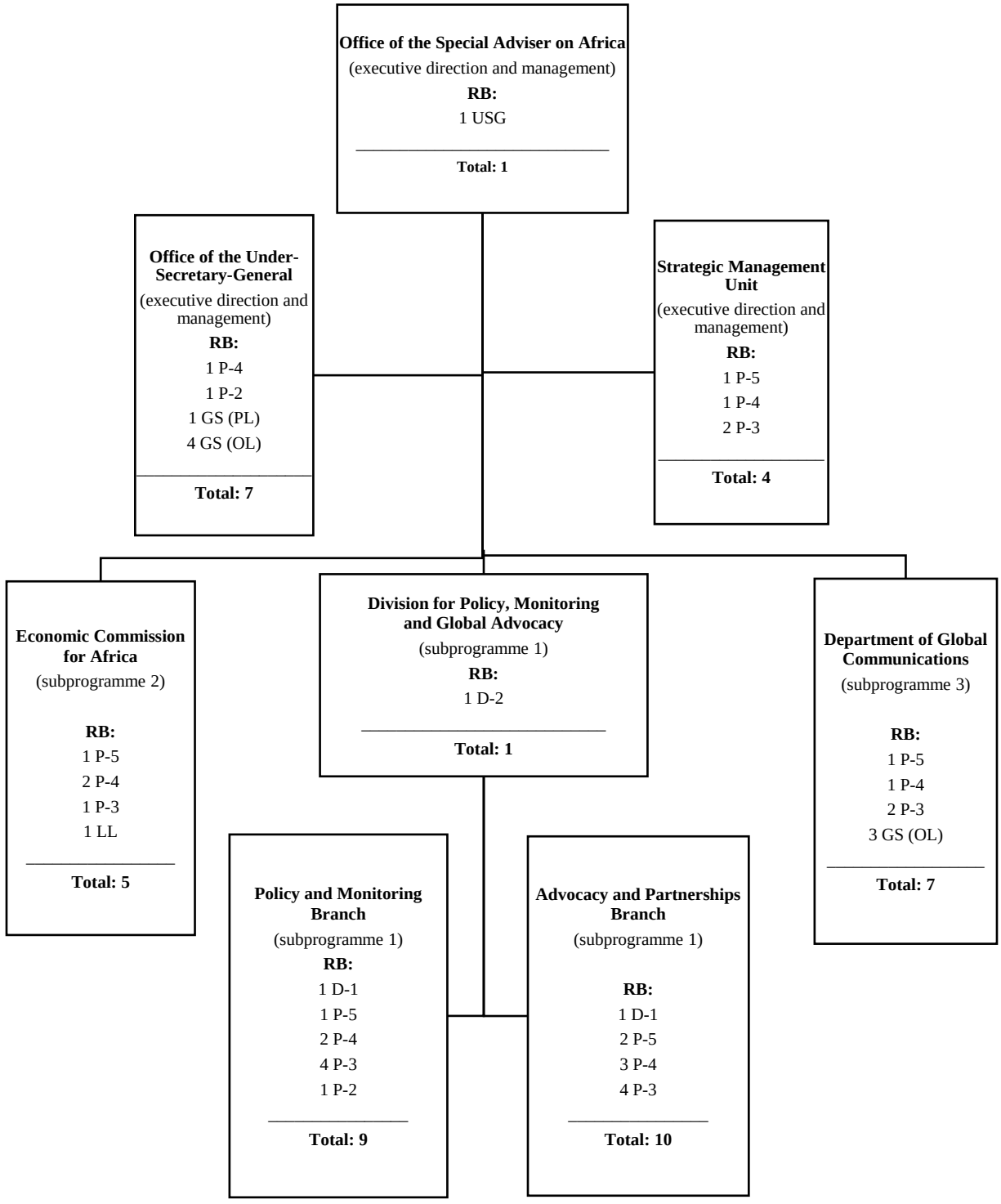
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 318.7	1 212.8	–	–	–	–	–	1 212.8
Non-post	151.6	263.5	–	–	–	–	–	263.5
Total	**1 470.3**	**1 476.3**	**–**	**–**	**–**	**–**	**–**	**1 476.3**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		3	–	–	–	–	–	3
Total		**7**	**–**	**–**	**–**	**–**	**–**	**7**

Figure 11.XIII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2026



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

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Proposed programme budget for 2026

Part IV
International cooperation for development

Section 12
Trade and development

Programme 10
Trade and development

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

12.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries in integrating beneficially into the global economy in support of inclusive, resilient and sustainable growth and development. This task is more critical than ever, in the light of the multiple current crises, the uneven impacts left behind by the pandemic and the fast changes driven by technological advancements and shifting political landscapes. The Bridgetown Covenant, the outcome document of the fifteenth quadrennial session of UNCTAD, contains calls for UNCTAD to counter the negative impact of the pandemic on the global economy and trade and to help developing countries to transform their economies through diversification, sustainability and resilience, to transform how development is financed and to strengthen multilateralism. Special attention is called for the least developed countries, landlocked developing countries, small island developing States, African countries, other structurally weak, vulnerable and small economies, and countries in conflict and post-conflict situations, while also taking account of the challenges facing middle-income countries. The Covenant also contains a reaffirmation of the role of UNCTAD as the focal point within the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. UNCTAD will also respond to a number of underlying issues for sustainable, inclusive and equitable growth and development, as mandated in the Bridgetown Covenant.

Strategy and external factors for 2026

12.2 The world faces multiple challenges: debt distress, slow growth, growing poverty and hunger, widening inequalities, risks of fragmentation of trade and investment, geopolitical tensions, armed conflicts and climate change. Therefore, fostering more inclusive and sustainable development and enhancing resilience to these challenges will continue to guide the work of UNCTAD, in accordance with the particular needs and challenges of the member States and the Bridgetown Covenant. In line with its mandate, UNCTAD will continue to rely on its three interrelated pillars of work: (a) conducting high-quality and evidence-based research and policy analysis that contribute to national, regional and international policies with the aim of generating inclusive and sustainable development under the principle of leaving no one behind; (b) providing technical cooperation to developing countries on the basis of such analysis; and (c) bringing member States together through its intergovernmental machinery to build consensus on policies that allow developing countries to maximize the opportunities of globalization and economic integration, as well as to address cross-cutting economic, social and environmental challenges.

12.3 The challenges that countries face are also interrelated. Mounting debt in low-income, and many middle-income, developing countries remains a major obstacle to the achievement of the Sustainable Development Goals. Servicing debt also constrains the ability of many developing countries to adapt to climate change and transform into low-emission economies. UNCTAD will thus continue addressing debt vulnerability and the high cost of debt, while also strengthening its support relating to how trade, investment and technology can support diversification and help the transition towards a low emission, competitive and climate-resilient and sustainable economy. UNCTAD will remain committed to addressing interrelated issues essential to all countries in attaining sustainable and equitable growth and development, including through its work on South-South and triangular cooperation and regional integration, while being particularly mindful of the needs and priorities of developing countries.

12.4 In accordance with its mandate in the interrelated areas of trade and development, and as the custodian of nine Sustainable Development Goal indicators at the global level, UNCTAD will support

the implementation, monitoring and review of the 2030 Agenda for Sustainable Development and the relevant targets of the Goals, including by continuing to develop international standards and recommending methodologies for monitoring Goal indicators. It will also support the implementation of the Pact for the Future, notably the reform of the international financial architecture, the work on beyond gross domestic product (GDP), interoperable data governance and making the digital economy more inclusive.

12.5 Alongside global agendas, UNCTAD will strive in particular to ensure the implementation of mandates reconfirmed and reinforced at its fifteenth session as outlined in the Bridgetown Covenant. UNCTAD will be guided by four major transformations to move to a more resilient, inclusive and sustainable world: transforming economies through diversification; transforming to a more sustainable and more resilient economy; transforming how development is financed; and transforming multilateralism. UNCTAD will also adapt to any mandate that is adopted at its sixteenth quadrennial session, to be held in October 2025.

12.6 The Bridgetown Covenant emphasized the threat of climate change and the need to decouple economic growth from environmental degradation and enhance climate resilience. UNCTAD will contribute to new global trade, financial and policy frameworks that more fully integrate inclusiveness, climate change and the environment. This work will focus on supporting the scaling up of climate finance, using the potential of trade for climate action, reducing greenhouse gas emissions of the logistics of trade and global value chains, boosting sustainable investments and supporting a transition to a low-emission, competitive and climate-resilient and sustainable economy, including through critical energy transition minerals. UNCTAD will continue to promote and advance the issue of the integrated treatment of development economics in international forums, such as the annual sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change or the Conference of the Parties to the Convention on Biological Diversity. UNCTAD will ensure organizational coherence across subprogrammes through an established cross-divisional environment and climate change working group.

12.7 To support its member States in promoting structural transformation, in accordance with the Bridgetown Covenant, UNCTAD will continue to support developing countries in making more accurate diagnostics and to inform policy choices by measuring productive capacities. UNCTAD will remain at the forefront of understanding the impact of technological advancements and continue its work to make digitalization, a key driver for transforming economies, a force of inclusivity. UNCTAD will align its activities with the strategy to support small island developing States that was developed to address the specific challenges and vulnerabilities of this group of countries.

12.8 The UNCTAD Statistics Service will continue to provide timely and high-quality statistical information and indicators in the interrelated areas of trade and development. UNCTAD will treat data as an integrated and cross-cutting resource and ensure coordinated statistical capacity development at the organizational level. The Service will support developing countries in building their capacity to collect and compile data and measure progress in sustainable, inclusive and equitable trade, growth and development. The Service will strive to further develop its databases and make use of novel methods, such as enhancing nowcasts by combining the power of artificial intelligence and official statistics, or using data collected and reported by countries of the South within their own frameworks to measure South-South cooperation and inform global debates on development support. The Service will continue to report on developments relating to the Sustainable Development Goals by providing an update on the evolution of a selection of official indicators and complementary data and statistics and an update on progress in the development of new concepts and methodologies.

12.9 As requested in the Bridgetown Covenant, UNCTAD will continue to support countries, through technical cooperation, in building their resilience to future economic shocks by building productive capacities, and to develop the capacity of Governments to formulate and implement policies on financing for development, investment, international trade, science and technology and logistics.

12.10 With regard to cooperation with other entities at the global, regional, national and local levels, UNCTAD will continue to combine its expertise with the reach and in-country presence of partners.

Regionally, UNCTAD will continue to work closely with partner organizations, such as the secretariat of the African Continental Free Trade Area through its Regional Office for Africa, as well as regional economic communities, business communities and strategic development partners, to foster regional economic integration and growth. UNCTAD will also continue to foster cooperation with international financial institutions, multilateral development banks, the Organisation for Economic Co-operation and Development and the Group of 20 to contribute to international policy debates on trade, investment and finance.

12.11 With regard to inter-agency coordination and liaison, UNCTAD will continue to collaborate with resident coordinator offices, including through involvement in the preparation of common country assessments and United Nations Sustainable Development Cooperation Frameworks. UNCTAD will continue to work with the World Trade Organization (WTO) and the International Trade Centre (ITC) in a complementary manner to support developing countries in their efforts to be integrated into and benefit from the multilateral trading system. UNCTAD will lead the inter-agency dialogue on monitoring and accountability of the means for the implementation of targets through the dedicated follow-up to the Addis Ababa Action Agenda commitments and participation in the Inter-Agency Task Force on Financing for Development. UNCTAD will adapt its role as decided in the outcome document of the Fourth International Conference on Financing for Development in 2025. UNCTAD will continue to support the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in "delivering as one" operational activities at the country level. UNCTAD will continue to support the implementation of outcomes related to science, technology and innovation of the 2030 Agenda and the Pact for the Future, including the Technology Facilitation Mechanism, the Technology Bank for the Least Developed Countries and the multi-stakeholder working group on data governance. Furthermore, for the implementation of the Pact for the Future, UNCTAD will collaborate with the Department of Economic and Social Affairs and the United Nations Development Programme on Beyond GDP and the reform of the international financial architecture, with the United Nations Office on Drugs and Crime and the Department of Economic and Social Affairs on illicit financial flows, and with the Statistical Commission of the United Nations on South-South cooperation. In coordination with the United Nations Environment Programme and the Climate Action Team, UNCTAD will continue to lead implementation of the actionable recommendations of the United Nations Secretary-General's Panel on Critical Energy Transition Minerals.

12.12 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Up-to-date and accurate economic and financial information and data at the country and regional levels continue to be available and cooperation continues with relevant entities on the production of statistics;

(b) Extrabudgetary funding continues to be available for technical cooperation programmes, and conditions and capacities exist in member States to adopt and implement policies and strategies;

(c) There is political will to achieve consensus in intergovernmental meetings on matters related to UNCTAD;

(d) Member States will provide the necessary support for any new mandate for UNCTAD adopted at its quadrennial session in October 2025.

12.13 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, in line with the Bridgetown Covenant. It will continue to strengthen the capacity of member States to design and implement policies and establish institutions, frameworks and/or mechanisms that support women's economic empowerment, economic security and rights and enhance their economic and digital skills and opportunities. UNCTAD will continue to work on the links between gender equality, women's and girls' empowerment and trade and development through its women-focused programmes, and to advocate for gender-sensitive policy responses. UNCTAD will expand its work on trade and sex-disaggregated statistics and on measuring the ways in which women and men

participate in and benefit from trade. Organizational coherence across divisions will be further increased through the interdivisional committee providing strategic guidance.

12.14 In line with the United Nations Disability Inclusion Strategy, UNCTAD will continue to incorporate disability inclusion considerations into the design and evaluation of technical cooperation projects. UNCTAD will also advance the work of the Inter-Agency Technical Working Group on Trade and Disability Inclusion established in conjunction with the International Labour Organization, ITC and WTO to integrate and enhance disability inclusion in trade and development agendas. Access by delegates and participants to UNCTAD meetings organized at the headquarters is managed and ensured by the United Nations Office at Geneva. For meetings serviced outside the duty station, UNCTAD strives to ensure that all venues and conference facilities are accessible to persons with disabilities.

Legislative mandates

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

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
66/288	The future we want
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
73/241	International migration and development
73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
76/258	Doha Programme of Action for the Least Developed Countries
76/264	State of global food insecurity
78/135	Unilateral economic measures as a means of political and economic coercion against developing countries
78/162	Development cooperation with middle-income countries
78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
79/1	The Pact for the Future
79/195	International trade and development
79/196	International financial system and development
79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
79/219	Follow-up to the Third United Nations Conference on Landlocked Developing Countries
79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
79/223	Women in development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034	79/235	Promotion of inclusive and effective international tax cooperation at the United Nations
79/234	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development	79/236	South-South cooperation

Economic and Social Council resolutions

2021/30	Open-source technologies for sustainable development	2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem		

United Nations Conference on Trade and Development reports

TD/442, TD/442/Corr.1 and TD/442/Corr.2	Report of the United Nations Conference on Trade and Development on its twelfth session	TD/519/Add.2 and TD/519/Add.2/Corr.1	Report of the United Nations Conference on Trade and Development on its fourteenth session: Nairobi Maafikiano
TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate	TD/541/Add.2	Report of the United Nations Conference on Trade and Development on its fifteenth session: the Bridgetown Covenant

Subprogramme 1
Globalization, interdependence and development

General Assembly resolutions

66/188	Addressing excessive price volatility in food and related financial and commodity markets	77/22	Committee on the Exercise of the Inalienable Rights of the Palestinian People
72/227	Role of the United Nations in promoting development in the context of globalization and interdependence	79/141	Assistance to the Palestinian people
		79/197	External debt sustainability and development
74/205	Financial inclusion for sustainable development	79/215	Towards a New International Economic Order

Subprogramme 2
Investment and enterprise

General Assembly resolutions

79/201	Entrepreneurship for sustainable development	79/198	Promoting investments for sustainable development

Subprogramme 3
International trade and commodities

General Assembly resolutions

35/63	Restrictive business practices	78/133	Promoting creative economy for sustainable development
70/186	Consumer protection	78/138	Commodities
71/312	Our ocean, our future: Call for action	79/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
74/198	International Year of Creative Economy for Sustainable Development, 2021		
74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development		

Subprogramme 4
Technology and logistics

General Assembly resolutions

60/252	World Summit on the Information Society	75/17	International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	75/316	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	78/160	Science, technology and innovation for sustainable development
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	79/194	Information and communications technologies for sustainable development
72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals		

Economic and Social Council resolutions

2015/26; 2020/12; 2023/3; 2024/13	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society	2024/21	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2024/14	Science, technology and innovation for development		

Subprogramme 5
Africa, least developed countries and special programmes

General Assembly resolutions

67/221	Smooth transition for countries graduating from the list of least developed countries	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
68/18	Graduation of countries from the least developed country category		
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation		

Economic and Social Council resolutions

2020/10	Report of the Committee for Development Policy on its twenty-second session	2023/10	Report of the Committee for Development Policy on its twenty-fifth session
2021/11	Report of the Committee for Development Policy on its twenty-third session	2024/7	Report of the Committee for Development Policy on its twenty-sixth session
2022/8	Report of the Committee for Development Policy on its twenty-fourth session	2024/18	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

Deliverables

12.16 Table 12.1 lists all cross-cutting deliverables of the programme.

Table 12.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**10**	**10**	**10**	**10**
1. Conference room paper for the Trade and Development Board	1	1	1	1
2. Report on the follow-up to the major United Nations conferences and summits in the areas of UNCTAD expertise	1	1	1	1
3. Report on matters requiring action by the Trade and Development Board in relation to the fifteenth session of UNCTAD	1	1	1	1
4. Conference room papers and working papers prepared for the Working Party on the Programme Plan and Programme Performance	4	4	4	4
5. Overview of the external evaluations of UNCTAD programmes and projects	1	1	1	1
6. Report on the external evaluation of an UNCTAD subprogramme	1	1	1	1
7. Review of the technical cooperation activities of UNCTAD and their financing	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**107**	**112**	**111**	**107**
Meetings of:				
8. The Trade and Development Board, including annual, special and executive sessions of the Board and its subsidiary bodies	92	92	88	92
9. The Working Party on the Programme Plan and Programme Performance	12	14	12	12
10. The Advisory Committee on Administrative and Budgetary Questions	1	2	1	1
11. The Fifth Committee	1	3	1	1
12. The Committee for Programme and Coordination	1	1	1	1
13. The sixteenth quadrennial session of UNCTAD	–	–	8	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**3**	**1**	**2**
14. On statistics related to trade and development	1	3	1	2
Seminars, workshops and training events (number of days)	**24**	**25**	**28**	**24**
15. Seminars on topics to be determined by the Secretary-General of UNCTAD, in consultation with member States	3	3	3	3
16. Seminars, including with civil society and member States, to generate and transfer knowledge in connection with the work programme of UNCTAD	2	2	2	2
17. Seminar on topical trade and development issues	1	1	1	1
18. Seminar on topical international trade and development issues	1	1	1	1
19. Seminars to advance the trade and development agenda through international cooperation	2	2	2	2
20. Seminar on the coordination of national development strategies oriented towards sustainable development	1	2	1	1
21. Workshops with academia, civil society and youth	14	14	18	14
Publications (number of publications)	**3**	**3**	**3**	**3**
22. *UNCTAD Handbook of Statistics*	1	1	1	1
23. *SDG Pulse*	1	1	1	1
24. UNCTAD annual report	1	1	1	1
Technical materials (number of materials)	**12**	**11**	**11**	**11**
25. Policy briefs on trade and development issues	3	2	2	2
26. Reports on independent evaluations (including reports on evaluations of United Nations Development Account projects and reports of external evaluations)	5	4	5	5

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
27. Economic and maritime statistical country profiles	2	2	2	2
28. Statistical papers, including on international trade and development	2	3	2	2

C. Substantive deliverables

Databases and substantive digital materials: UNCTAD civil society database and civil society electronic alerts and UNCTAD Youth Network; UNCTAD statistical data centre; UNCTAD Data Insights, complementing the Handbook of Statistics with a live statistical feed; UNCTAD trade-in-services statistics information system; UNCTAD global data set of indicators on gender equality in trade.

Consultation, advice and advocacy: policy advice to policymakers for statistical capacity in the area of trade and development.

D. Communication deliverables

Outreach programmes, special events and information materials: integrated marketing strategy through a client relationship management tool and strategic outreach programme; "UNCTAD at a Glance"; press kits, media briefs and flyers for flagship publications; news briefs and opinion pieces; public information materials, including brochures and posters; and at least 10 specialized information sessions for media students, delegates, academics and youth visiting UNCTAD and, upon request, in other locations, including online outreach.

External and media relations: around 10 press conferences, 25 press releases in all 6 official United Nations languages, 30 media alerts and information notes.

Digital platforms and multimedia content: UNCTAD website and social media content, including podcasts and blogs about UNCTAD meetings, events and publications, including policy briefs; UNCTAD digital monthly newsletter; UNCTAD Data Hub, showcasing UNCTAD data and statistics.

Evaluation activities

12.17 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) UNCTAD subprogramme 3, International trade and commodities;

(b) Four evaluations on United Nations Development Account projects related to a range of trade, transport and economic development issues.

12.18 In response to the results of the evaluations referenced above, UNCTAD is refining its results framework with more comprehensive indicators to capture long-term outcomes and impact. On the sustainability of interventions, UNCTAD will engage national consultants who can act as local champions for continued results and use communication strategies to widen outreach and impact. UNCTAD will also deepen collaboration with resident coordinator offices, regional commissions, civil society and development partners to leverage expertise and funding. UNCTAD will further integrate considerations related to gender equality, disability and environment into programmes and projects by conducting sector-specific analysis, reflecting diverse stakeholder needs and interests.

12.19 The following evaluations are planned for 2026:

(a) Independent evaluation of subprogramme 4, Technology and logistics;

(b) Independent evaluation of subprogramme 5, Africa, least developed countries and special programmes (to be submitted in 2027);

(c) Five independent evaluations of completed projects covering various subprogrammes.

Programme of work

Subprogramme 1
Globalization, interdependence and development

Objective

12.20 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, sustained growth, full employment and decent work for all through evidence-based economic policies and strategies at the national, regional and international levels and to achieve progress towards durable solutions on debt, economic resilience and poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation.

Strategy

12.21 To contribute to the objective, the subprogramme will identify specific needs and measures arising from the interdependence of trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through the three pillars of work of UNCTAD referred to in paragraph 12.2 above. Specifically, the subprogramme will:

(a) Support developing countries in their efforts to formulate development strategies and practical policy options and recommendations at all levels, including through technical cooperation, training and the dissemination of best practices;

(b) Promote cooperation at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management, in accordance with its mandate and complementing the work done by other relevant stakeholders;

(c) Focus on the challenges in short- and long-term debt sustainability in developing countries;

(d) Support countries in the mobilization of sustainable domestic and international finance for development, which will help member States to make progress towards the achievement of Sustainable Development Goals 16 and 17;

(e) Support countries in engaging in international forums and negotiations on issues including debt and the international financial architecture, by equipping them with relevant analysis and information;

(f) Undertake research and analysis on trends in the global economy and prospects for closer cooperation and integration among developing countries and inform their development strategies, including on specific ways in which South-South cooperation can enhance development effectiveness;

(g) Provide technical assistance and research and analysis to support the Palestinian people, in line with paragraph 127 (bb) of the Bridgetown Covenant and responding to the request of the General Assembly in its resolutions 77/22, on the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and 77/30, on assistance to the Palestinian people;

(h) Analyse the relationship between trade and development and the environment and propose sustainable development policies, in line with paragraph 75 of the Bridgetown Covenant, which requires enhancing the ability of countries and economies to adapt to higher temperatures.

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

(a) Increased coherence between international economic rules, practices and processes and national policies and development strategies;

(b) Strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States;

(c) Strengthened national capacities for effective debt management and an increased understanding at the international level of debt issues and debt sustainability;

(d) Increased understanding by developing countries of the global economic environment and of policy choices for inclusive and sustained development;

(e) Trade and development policies that are responsive to the challenges posed by climate change and the type of support and action needed.

Programme performance in 2024

Small island developing States diagnose funding gaps for the achievement of climate-related Sustainable Development Goals

12.23 The harmful impact of the recent pandemic and further cascading crises on progress towards achieving the Sustainable Development Goals has been recognized by the General Assembly in its resolution 78/1. The scale of the impact is especially acute in small island developing States, making them more vulnerable to economic and financial shocks than other developing countries, which is further compounded by limited financial, technological and policy design capacities. The path to a more sustainable and equitable recovery requires addressing underlying structural fragilities, including the development finance gap, which is also in line with the UNCTAD strategy to support small island developing States. The subprogramme has been working to strengthen the national capacities of selected small island developing States in Africa and Latin America and the Caribbean to mobilize affordable external financial resources for climate resilience and sustainable development, thereby simultaneously achieving climate-related priorities and external financial sustainability. The work in this area includes the development of a sustainable development finance assessment framework for target countries, considering the funding gaps related to the climate-related Goals, and supporting these countries in implementing a national external financial strategy and enhancing their development finance management capacity.

12.24 Progress towards the objective is presented in the performance measure below (see table 12.2).

Table 12.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Member States have access to the first version of the extended and enhanced UNCTAD Sustainable Development Finance Assessment framework based on needs and requirements related to small island developing States	Enhanced understanding in Belize, Cabo Verde, the Comoros and Saint Vincent and the Grenadines on the funding gaps for achieving the climate-related Sustainable Development Goals while ensuring external financial sustainability, and on changes required to adopt innovative financial instruments in each country

Planned results for 2026

Result 1: developing countries are equipped with policy proposals and measures to develop sustainable industrialization strategies to establish more resilient economies

Programme performance in 2024 and target for 2026

12.25 The subprogramme's work contributed to building consensus among a subgroup of Latin American countries (Brazil, Colombia, Dominican Republic and Honduras) on priority industrial policy measures at the national and regional levels to favour the development of sustainable regional value chains, which met the planned target.

12.26 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.3).

Table 12.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States had access to a vast array of sustainable industrial policy options and ideas to mobilize resources to finance sustainable industrialization through the UNCTAD Division on Globalization and Development Strategies publication entitled "South-South cooperation for climate adaptation and sustainable development"	The Bolivarian Republic of Venezuela identified its priority sustainable value chains and Brazil and Honduras started the identification process and definition of the overall integration strategy to be pursued over the period 2024–2027	Consensus reached by Brazil, Colombia, the Dominican Republic and Honduras on priority industrial policy measures to deploy at the national and regional levels to favour the development of sustainable regional value chains	At least two countries in Latin America are prepared and have the capacity to implement the priority industrial policies	Increased capacities of policymakers and other stakeholders from at least five developing countries to formulate sustainable industrial and structural transformation policies

Result 2: enhanced debt data transparency of developing countries

Programme performance in 2024 and target for 2026

12.27 The subprogramme's work contributed to enhanced understanding in developing countries of the interlinkages between debt data transparency and the role of credit rating agencies in determining the cost of sovereign borrowing, which did not meet the planned target of at least three developing countries agreeing to participate in the pilot transparency initiative and guidelines on the implementation of the initiative being made available to the fiscal authorities of the three selected countries. The target was not met due to the request by member States to refocus the subprogramme's work on improving their understanding of the internal functioning and data requirements of credit rating agencies.

12.28 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.4).

Table 12.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
New approach to increase debt transparency available to member States	Informal discussions and consultations resulting in at least three countries expressing interest in being involved in the pilot initiative	Enhanced understanding by 16 developing countries of the interlinkages between debt data transparency and the role of credit rating agencies, including their data requirements	Improved data collection, monitoring and transparency on public debt in three developing countries	Improved interactions between at least three developing countries and credit rating agencies

Result 3: developing economies design sustainable industrial and structural transformation policies through South-South and triangular cooperation

Proposed programme plan for 2026

12.29 The Bridgetown Covenant highlights the close link between developing countries' ability to pursue viable development strategies and the impact of climate change on their structural transformation efforts. South-South cooperation is an essential element of multilateral negotiations on climate change adaptation and mitigation. Thus, the subprogramme has supported developing countries in Asia in assessing the status of their capacities to design industrial policies that foster sustainable structural transformation through South-South and triangular cooperation.

Lessons learned and planned change

12.30 The lesson for the subprogramme was that informal policy networks and partnerships established at the regional level for South-South cooperation can have a beneficial impact on advancing sustainable industrialization and climate resilience. In applying the lesson, the subprogramme will increase its efforts and participation in these networks and will further use its advanced toolkit to help to advance sustainable industrialization policies in developing countries through regional cooperation, including by extending its work to the Africa and Latin America regions.

12.31 Expected progress towards the objective is presented in the performance measure below (see table 12.5).

Table 12.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Capacity gaps and binding constraints for sustainable industrialization policies in Türkiye are identified	Capacity gaps and binding constraints for sustainable industrialization policies in Pakistan are identified	Capacity gaps and binding constraints for sustainable industrialization policies identified in Kazakhstan and Malaysia	Enhanced capacity of four developing countries in Asia to design and implement integrated policies for sustainable transformation and industrialization	A regional South-South policy platform is established in Latin America to facilitate peer-to-peer policy coordination, synergies and learning on

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
			A regional network to strengthen South-South cooperation on sustainable industrialization is established and used regularly by policymakers from at least four countries in Asia	sustainable industrialization At least four countries in Africa join South-South cooperation platforms on sustainable industrialization in Asia and Latin America

Deliverables

12.32 Table 12.6 lists all deliverables of the subprogramme.

Table 12.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**6**	**6**	**7**	**6**
1. Reports for the General Assembly, including on external debt sustainability and development and the economic cost of occupation for the Palestinian people	2	2	2	2
2. Reports for the Trade and Development Board, including on financing for development issues and on UNCTAD assistance to the Palestinian people	2	2	2	2
3. Reports for the sixteenth quadrennial session of UNCTAD	–	–	1	–
4. Reports for the Trade and Development Commission and the Investment, Enterprise and Development Commission	1	1	1	1
5. Reports for the Intergovernmental Group of Experts on Financing for Development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**19**	**14**	**30**	**27**
Meetings of:				
6. The General Assembly (Second Committee) and the Economic and Social Council and its subsidiary bodies	4	2	4	4
7. The Trade and Development Board	3	2	3	3
8. The Working Party on the Programme Plan and Programme Performance	2	2	2	2
9. The sixteenth quadrennial session of UNCTAD, including preparatory meetings	–	–	12	–
10. The Trade and Development Commission and related multi-year expert meetings	3	2	3	6
11. The Intergovernmental Group of Experts on Financing for Development	6	6	6	6
12. The Debt Management Conference	1	–	–	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**16**	**16**	**16**	**11**
13. Enhancing public, private and/or international capacity related to assistance to the Palestinian people	1	–	1	1
14. Installation, update and maintenance of the Debt Management and Financial Analysis System	15	16	15	10

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**142**	**168**	**142**	**162**
15. Seminars and workshops for policymakers, including on formulating development strategies and policy recommendations; sovereign borrowing and lending; and globalization, trade and development	22	43	22	20
16. Seminars on inclusive growth and the Sustainable Development Goals, including ad hoc expert discussions on the interdependence between trade, finance, investment, technology and macroeconomic policies	5	5	5	2
17. Training events on Debt Management and Financial Analysis System for administrators and debt auditors from selected countries in recording debt data, reporting, debt statistics, debt analysis and debt auditing	115	120	115	140
Publications (number of publications)	**6**	**7**	**6**	**5**
18. *Trade and Development Report* and its overview	1	2	1	2
19. Studies on external debt, resource mobilization, South-South cooperation, regional integration and Palestinian economic development	5	5	5	3
Technical materials (number of materials)	**7**	**5**	**7**	**10**
20. On macroeconomic, development, financing and debt, structural transformation and South-South cooperation issues	4	2	4	5
21. Debt Management and Financial Analysis System documentation and software	3	3	3	5

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to policymakers, including on domestic resource mobilization, structural transformation, growth policy (Group of 20), debt renegotiation at the Paris Club, financial instability and debt sustainability.

Databases and substantive digital materials: UNCTAD financial database; world economic macro-level modellers database; financial stress and debt sustainability indicators.

D. Communication deliverables

Outreach programmes, special events and information materials: lectures and presentations on external debt, development finance and macroeconomic and development policy issues; newsletters and brochures on the Debt Management and Financial Analysis System and the Virtual Institute.

External and media relations: press releases, press conferences and interviews, including on developing country debt and external financing, South-South cooperation and regional integration and assistance to the Palestinian people.

Digital platforms and multimedia content: Debt Management and Financial Analysis System; Virtual Institute.

Subprogramme 2
Investment and enterprise

Objective

12.33 The objective, to which this subprogramme contributes, is to advance inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification and job creation.

Strategy

12.34 To contribute to the objective, the subprogramme will:

(a) Assist member States through research, policy analysis and technical assistance in designing and implementing policies to scale up mobilization of public and private finance and enhanced investment and entrepreneurship for sustainable development;

(b) Monitor, assess and analyse regional and global trends and prospects in international investment and prepare the annual World Investment Report and other analytical publications on international investment for development;

(c) Conduct reviews of national investment policies and backstop policy dialogue on the international investment agreement regime and support and design new international investment agreements that are better aligned with nationally and internationally agreed development objectives;

(d) Provide policy advice to Governments on investment promotion, including on incentives in the context of the global tax reform implications for developing countries, and support with the implementation of business practices and investment facilitation for development agreements, including through digital government tools;

(e) Promote innovative financing for the Sustainable Development Goals, including through stock exchanges and institutional funds, as well as incentives in the context of the global tax reform implications for developing countries;

(f) Support enhancement of the international competitiveness of member States' enterprises through advice on policies aimed at stimulating enterprise development, including mobilizing global efforts in financing and investment in micro-, small and medium-sized enterprises to support their sustainable development transformation, as well as by promoting best practices in corporate social responsibility, accounting and sustainability reporting;

(g) Foster dialogue and an exchange of best practices related to investment and enterprise development issues through consensus-building mechanisms and the World Investment Forum;

(h) Provide an assessment of the impact of multiple and cascading challenges on investment, global value chains and enterprise development, as well as policy advice, frameworks and tools for recovery.

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

(a) Increased capacity of member States to close the gaps related to Sustainable Development Goal investment, especially with regard to climate change mitigation and adaptation, in particular for countries that are most vulnerable to the adverse impacts of climate change;

(b) Improved ability of countries to leverage policies, innovations and tools, and to address key and emerging issues related to investment and investment policies that promote development, including policies on international investment agreements and on the opportunities of remittances and diaspora investment for development;

(c) Member States collecting, analysing and reporting on foreign direct investment and multinational enterprise data and formulating development-oriented investment policies;

(d) Additional resources leveraged and channelled towards global investment development objectives and addressing concerns pertaining to "SDG washing" and "greenwashing";[1]

(e) Increased productive capacity, including through attracting investment capital, growing business linkages with multinational enterprises and participating in global and regional value chains;

(f) Mitigation of the effect of multiple and cascading challenges on the ability of member States to attract and benefit from investment for development and in fostering private sector recovery;

(g) Progress by member States towards the achievement of Sustainable Development Goals 1, 4, 5, 8, 9, 10, 12, 13, 16 and 17.

[1] The terms "SDG washing" and "greenwashing" refer to products and strategies presented as sustainable without making a meaningful contribution to sustainable development, including the achievement of the Sustainable Development Goals.

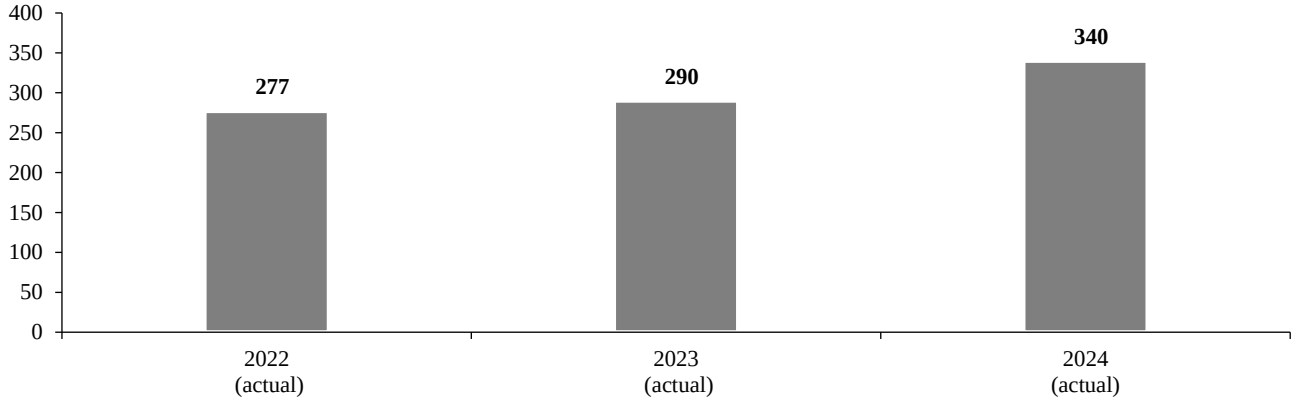
Programme performance in 2024

Improved sustainability practices in investment and finance ecosystems

12.36 The mobilization of funds for Sustainable Development Goal investment through sustainable finance products in global capital markets continues to grow, though at a slower pace, due to increasing concerns regarding greenwashing. Greenwashing poses a significant challenge to the sustainable fund market and an obstacle to tackling climate change, as it promotes false solutions to the climate change crisis that distract from and delay concrete, credible action. To improve sustainability practices in investment, the subprogramme has been providing policy guidance and tools to member States. In 2024, this included launching new tools such as the Sustainability Integration Framework for Institutional Investors, conducting capacity-building activities for regulators, stock exchanges and institutional investors and raising awareness through instruments such as the sustainable funds database, the Sustainable Finance Regulations Platform and the Asset Owner Rankings. All this work contributed to increased transparency and the promotion of credible action to improve sustainability practices.

12.37 Progress towards the objective is presented in the performance measure below (see figure 12.I).

Figure 12.I
Performance measure: number of stakeholders using tools and instruments developed by the United Nations Conference on Trade and Development to promote sustainable investment finance (cumulative)



Planned results for 2026

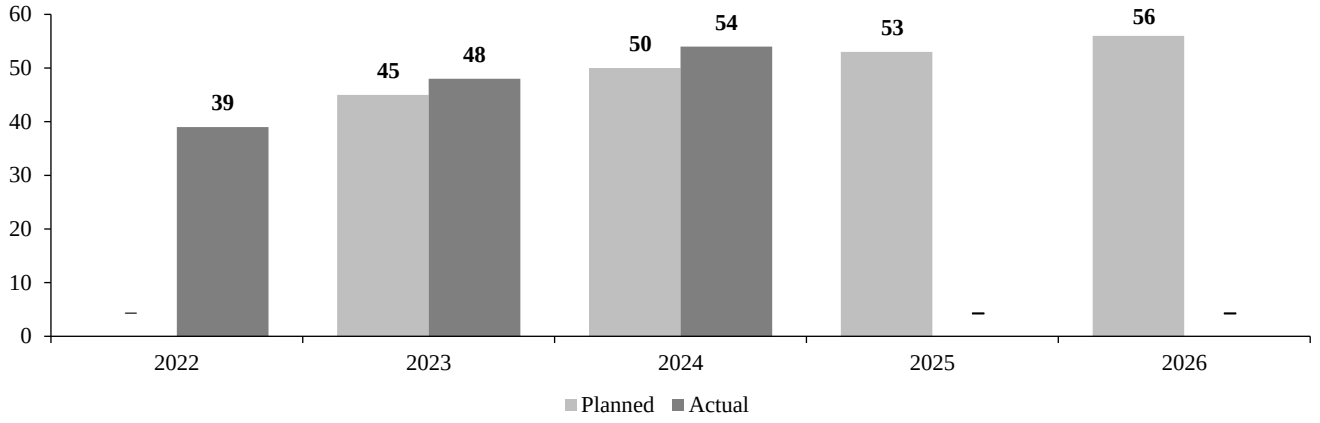
Result 1: investment financing strategies and tools to decouple economic growth from environmental degradation

Programme performance in 2024 and target for 2026

12.38 The subprogramme's work contributed to 54 member States adopting UNCTAD financing strategies and tools in support of the attainment of climate and environmental goals of the 2030 Agenda, which exceeded the planned target of 50 member States.

12.39 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 12.II).

Figure 12.II
Performance measure: number of member States adopting United Nations Conference on Trade and Development investment financing strategies and tools in support of the attainment of the climate and environmental goals of the 2030 Agenda (cumulative)



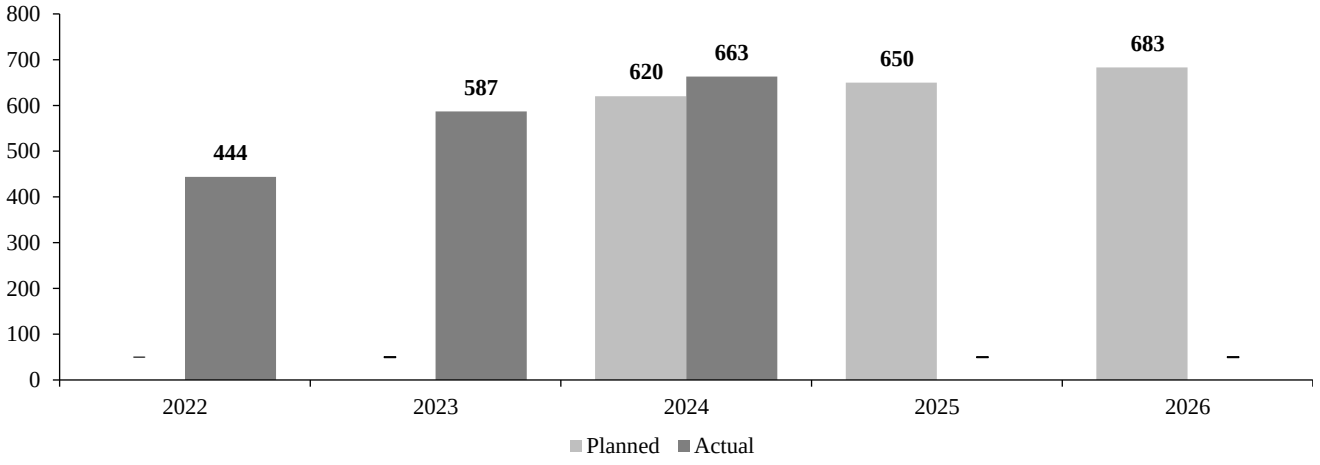
Result 2: accelerated Sustainable Development Goal investment

Programme performance in 2024 and target for 2026

12.40 The subprogramme's work contributed to 663 investment-development stakeholders adopting recommendations from the set of priority actions identified by UNCTAD to accelerate investment in the Sustainable Development Goals, which exceeded the planned target of 620 investment-development stakeholders.

12.41 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 12.III).

Figure 12.III
Performance measure: number of investment-development stakeholders that have adopted recommendations from the set of priority actions to accelerate investment in the Sustainable Development Goals (cumulative)



Result 3: member States foster conducive business and investment climate

Proposed programme plan for 2026

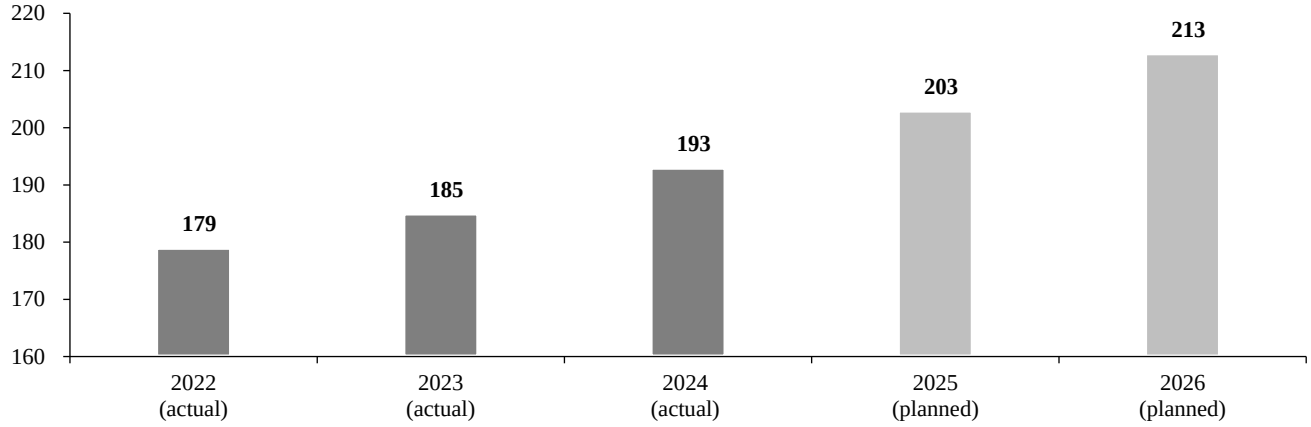
12.42 In 2024, UNCTAD reported a 26 per cent fall in international project finance. Therefore, further efforts are required to promote and facilitate investment for development. The development of smart industrial policies at the national and regional levels, a conducive business environment, with clear and predictable investment rules, and the development of absorptive capacities, including through a resilient and competitive micro-, small and medium-sized enterprise sector, are a prerequisite for building a more sustainable and resilient economy. The subprogramme has supported member States in promoting and facilitating investment for development, including by offering digital tools to facilitate the provision of information, transparent rules and regulations and streamlined administrative procedures. In 2024, out of the 193 instruments adopted in support of a better business environment, a total of 102 electronic business facilitation platforms were implemented by member States with the support of the subprogramme, documenting over 4,000 procedures and reducing business registration steps by 80 per cent.

Lessons learned and planned change

12.43 The lesson for the subprogramme was that it could augment the nature and scope of the support provided to member States, given that digital investment facilitation should go beyond investment procedures and become a stepping stone for wider digital government implementation, thereby addressing governance challenges that often undermine investor confidence. In applying the lesson, the subprogramme will support member States in reaping the benefits of digital government for the promotion of investment in sustainable and inclusive development through the formulation of specific recommendations and the development of instruments in support of a better business environment.

12.44 Expected progress towards the objective is presented in the performance measure below (see figure 12.IV).

Figure 12.IV
Performance measure: number of instruments adopted by member States in support of a better business environment (cumulative)



Deliverables

12.45 Table 12.7 lists all deliverables of the subprogramme.

Table 12.7
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**9**	**10**	**8**	**8**
Reports of:				
1. The Secretary-General to the General Assembly on investment and entrepreneurship for sustainable development	2	2	1	2
2. The sixteenth quadrennial session of UNCTAD on investment and enterprise for development	–	–	1	–
3. The Trade and Development Board on investment for development	1	1	1	1
4. The Investment, Enterprise and Development Commission and related expert meetings	4	4	3	3
5. The Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	2	3	2	2
Substantive services for meetings (number of three-hour meetings)	**22**	**25**	**58**	**18**
Meetings of:				
6. The Trade and Development Board	2	2	2	2
7. The sixteenth quadrennial session of UNCTAD, including preparatory meetings	–	–	20	–
8. The Working Party on the Programme Plan and Programme Performance	2	3	2	2
9. The Investment, Enterprise and Development Commission and related expert meetings	12	14	8	8
10. The Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	6	6	6	6
11. The World Investment Forum	–	–	20	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**72**	**55**	**67**	**58**
12. On regional investment issues	3	3	3	4
13. On investment policy reviews	8	7	6	5
14. On policy options in investment for development, including public-private partnerships	5	3	4	2
15. On special economic zones, including piloting Sustainable Development Goals model zones	2	1	2	1
16. On international investment regimes	10	8	10	8
17. On investment promotion and facilitation, including investment-ready and impactful Sustainable Development Goal projects	3	1	3	2
18. On business facilitation initiatives, including digital government solutions	13	12	12	12
19. On enterprise development initiatives, including micro-, small and medium-sized enterprise and start-up financing and business linkages	3	1	3	2
20. On the Entrepreneurship Development Programme (EMPRETEC), including financial technology (fintech) and technology-related education programmes	10	8	10	8
21. On accounting and reporting, with a particular focus on sustainability reporting	3	4	3	3
22. On the contribution of foreign direct investment to inclusive growth and the Sustainable Development Goals, including on climate change mitigation and adaptation for least developed countries, landlocked developing countries and small island developing States	5	1	6	6
23. On sustainable financing and investing, including impact investing	7	6	5	5
Seminars, workshops and training events (number of days)	**200**	**212**	**199**	**201**
24. On foreign direct investment, its development dimension and the themes of the *World Investment Report*	12	13	12	12

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
25. On best practices in national and international policies related to investment, including best practices in taxation related to investment policy and in sustainable energy transition	5	4	5	5
26. On investment policy reviews, follow-up and investment facilitation enhancement (national)	14	29	14	14
27. On international investment statistics and survey methodologies	6	3	5	5
28. On key issues in investment for development, including concerns about "greenwashing" and "SDG washing"	3	4	4	6
29. On investment promotion and facilitation for policymakers, investment promotion officials and diplomats	30	29	10	8
30. On business facilitation procedures	–	–	20	22
31. On the negotiation, implementation and reform of international investment agreements	15	18	15	15
32. On investment policies for sustainable development, including public-private partnerships in support of Sustainable Development Goal financing sectors	4	4	6	6
33. On enterprise development policies and entrepreneurship, including leveraging sustainable technology	46	46	40	35
34. On the development of youth entrepreneurship for sustainable development	–	–	–	5
35. On accounting and sustainability reporting, including climate-related disclosures	12	15	20	20
36. On responsible investment issues, including those related to intellectual property and impact investment	40	34	35	35
37. On the development of small and medium-sized enterprises and start-ups	6	7	6	6
38. On institutional investors and sustainable development	4	3	4	4
39. On family businesses and offices in support of financing Sustainable Development Goal sectors	3	3	3	3
Publications (number of publications)	**19**	**15**	**18**	**15**
40. *World Investment Report* and its overview	2	2	2	2
41. On investment issues for development, including the *Transnational Corporations Journal*, best practices and lessons learned in foreign direct investment in the least developed countries, and studies on responsible and sustainable investment	6	5	6	5
42. On investment policies for development, including *Investment Policy Reviews* and studies on policy options on investment for development	5	5	5	4
43. On investment promotion and facilitation, including on investing in Sustainable Development Goal sectors and Sustainable Development Goal model zones development	2	1	2	2
44. On enterprise development and entrepreneurship policy support	2	1	2	1
45. On the International Standards of Accounting and Reporting	2	1	1	1
Technical materials (number of materials)	**17**	**17**	**16**	**15**
46. *Global Investment Trends Monitor*, including the *Sustainable Development Goals Investment Trends Monitor*	4	4	3	3
47. *Global Investment Policy Monitor*	3	3	3	2
48. Investment promotion and facilitation with a focus on Sustainable Development Goal-related sectors	2	1	2	2
49. On measures affecting international investment	2	2	2	2
50. International investment agreement issues notes	3	3	3	3
51. On responsible and impact investment for sustainable development	1	–	2	2
52. On enterprise development and entrepreneurship policy support	2	4	1	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to developing countries, including on policies to attract foreign direct investment; advice on statistics and international investment, including responsible investment; advice to all member States, upon request, on national policies and international investment agreements and sustainable development, as well as investment promotion and facilitation, entrepreneurship and enterprise development and business facilitation, with a focus on the most vulnerable, and on accounting and reporting standards; and advocacy and advisory services to some 200 investment promotion agencies, over 5,000 special economic zones and other stakeholders in the global investment chain and some 50 EMPRETEC centres.

Databases and substantive digital materials: databases on foreign direct investment, national policies, international investment agreements and related databases; sustainable finance and gender equality databases.

D. Communication deliverables

External and media relations: International Standards of Accounting and Reporting updates, electronic EMPRETEC newsletters for more than 2,000 subscribers and newsletters, booklets and newsflashes on responsible investment; World Investment Forum report for more than 8,000 recipients; development and maintenance of the World Investment Network of over 18,000 recipients.

Digital platforms and multimedia content: Global Enterprise Registration portal; Investment Policy Hub; other digital platforms pertaining to investment and enterprise for development.

Subprogramme 3
International trade and commodities

Objective

12.46 The objective, to which this subprogramme contributes, is to ensure that international trade and commodities enable the economic diversification, sustainable and resilient economy and multilateralism transformations needed to create a more inclusive, resilient, sustainable and prosperous world through the participation of all member States.

Strategy

12.47 To contribute to the objective, the subprogramme will:

(a) Support developing countries in fostering structural transformation through economic diversification towards a more sustainable and resilient economy;

(b) Enhance the participation of developing countries in the multilateral and regional trading systems, ensuring that developing countries' participation in trade in goods and services at all levels of the value chain, including through broader UNCTAD support for the analysis and utilization of the relevant data, works as a driver for inclusive and sustainable development;

(c) Support the adoption of, improvement in and enforcement of national and regional competition and consumer protection legislation, through best practices, guidelines and peer reviews;

(d) Strengthen the capacity of trade policymakers to make well-informed policy decisions through improved understanding of and transparency in international trade and trade policy trends and trade-related regulations, and build private sector capacities to cope with policy and market requirements;

(e) Foster the mainstreaming of gender equality into trade policies and build the capacity of member States through research findings, training workshops and policy dialogues to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade;

(f) Contribute to research on international trade as an engine for development in the report of the Inter-Agency Task Force on Financing for Development, *The Sustainable Development Goals Report*, *World Tariff Profiles* and *World Economic Situation and Prospects*;

(g) Monitor and report on current trade trends and policies and their impact on inclusive, sustainable and resilient development to provide policy recommendations to member States;

(h) Examine the effects of climate change in terms of trade on developing countries, and how environmental sustainability can promote global trade and inclusive development, including through trade policies facilitating global energy transition and supporting the competitiveness of developing countries in the production and trade of renewable and low-emission energy;

(i) Support member States, through research, capacity-building activities and the fostering of policy dialogue, in their efforts to break away from commodity dependence and realize trade and economic diversification gains, including for critical minerals, by adding value to their commodities and strengthening non-commodity activities.

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

(a) Enhanced understanding and policy response regarding current trends in the global economy, including ongoing environmental degradation, and improved ability of member States to benefit from international trade and foster the recovery of the trade sectors;

(b) Member States designing and implementing trade-policy responses to climate change from a development perspective;

(c) Member States identifying and addressing the trade barriers and supply-side obstacles that disproportionately affect women and girls;

(d) Member States and the international community understanding and addressing the cost and market access impacts of non-tariff measures, as well as their beneficial use for inclusive and sustainable development policies;

(e) Member States achieving positive development outcomes in relation to increased trade integration and activity;

(f) Member States seizing opportunities emerging from commodity trade and enhanced international and regional cooperation;

(g) Member States' increased adoption, revision and/or effective implementation of competition and consumer protection legislation and institutional frameworks;

(h) Member States harnessing opportunities related to trade in environmentally sustainable products, and increasing capacities to assess the economic potential of the ocean, biodiversity and plastic substitutes-related sectors, and devising integrated sustainable use and trade action plans;

(i) Member States creating an enabling environment for the promotion of services and the creative economy to leapfrog into new, high-growth sectors of the world economy;

(j) Progress by member States towards the achievement of Sustainable Development Goals 1, 2, 3, 5, 7, 8, 9, 12, 13, 14 and 17.

Programme performance in 2024

Improved competition and consumer laws and policies in developing countries

12.49 Competition law and policies stimulate innovation, productivity and competitiveness, contributing to an effective business environment and thereby generating economic growth and employment. The subprogramme has been supporting Portuguese-speaking countries in fostering a culture of competition law and policy and establishing a framework for ongoing regional cooperation. The

subprogramme contributed to increased knowledge of emerging competition issues among competition and sectoral regulatory experts by conducting four training events with government officials from six countries, including representatives of Brazil and Portugal. Further, the subprogramme has supported the drafting of the competition law of Timor-Leste as part of its WTO accession (2024), the development of the new Mozambique leniency programme to facilitate the enforcement of laws against anti-competitive practices, and ongoing assessments of the competition and consumer protection laws of Guinea-Bissau. Furthermore, Guinea-Bissau, Sao Tome and Principe and Timor-Leste have integrated competition policy into their development strategies.

12.50 Progress towards the objective is presented in the performance measure below (see table 12.8).

Table 12.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Timor-Leste competition law drafted	Enhanced cross-border collaboration and enforcement capacity of member States through the conclusion of seven bilateral memorandums of understanding on competition among Portuguese-speaking African member States, Brazil and Portugal	Guinea-Bissau and Mozambique revised their competition and consumer protection legal frameworks Mozambique leniency programme implemented

Planned results for 2026

Result 1: enhanced policymaking to facilitate economic diversification through increased data capacities in services trade

Programme performance in 2024 and target for 2026

12.51 The subprogramme's work contributed to Iraq and Uzbekistan implementing services trade-related policies informed by better data collection and use, which did not meet the planned target of at least three additional countries adopting, revising or implementing services trade-related policies. The target was not met as the subprogramme's planned work to support the State of Palestine could not be undertaken in 2024.

12.52 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.9).

Table 12.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States benefit from the establishment of an open-ended and time-bound working group on data for services trade and development policies	Angola and Uzbekistan revised their services trade-related policies informed by better data collection and use	Iraq and Uzbekistan implemented services trade-related policies informed by better data collection and use	At least four additional countries adopt, revise or implement services trade-related policies	At least two additional countries adopt, revise or implement services trade-related policies

Result 2: strengthened implementation of nationally determined contributions through trade policies by developing countries

Programme performance in 2024 and target for 2026

12.53 The subprogramme's work contributed to recommendations on trade-related measures for reducing greenhouse gas emissions in nationally determined contributions and a framework for the increased use of trade measures in nationally determined contributions being made available to member States, which met the planned targets.

12.54 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.10).

Table 12.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Preliminary mapping of trade-related measures in nationally determined contributions, and a pilot analysis on fishing fleets and the energy transition, were available to member States	Recommendations on trade-related measures for reducing greenhouse gas emissions in nationally determined contributions made available to member States A framework for the increased use of trade measures in nationally determined contributions made available to member States	At least one pilot country increases the integration of trade policies in its nationally determined contributions Trade and development policy capacity of 100 decision makers and stakeholders is increased	At least two pilot countries increase the integration of trade policies in their nationally determined contributions Trade and development policy capacity of 200 decision makers and stakeholders is increased

Result 3: member States harness critical energy transition minerals for sustainable development

Proposed programme plan for 2026

12.55 Global demand is soaring for critical energy transition minerals such as copper, lithium, nickel and cobalt. Developing countries hold most of the world's critical mineral reserves, with African countries accounting for about 25 per cent of global reserves. This is an opportunity to create jobs, diversify economies and boost revenues. To allow these countries to move beyond raw material supply, the subprogramme has been supporting them in identifying issues related to trade in critical minerals, climate action and sustainable development, and in exploring pathways for economic diversification in commodity-dependent developing countries. Furthermore, in 2024 the United Nations Secretary-General's Panel on Critical Energy Transition Minerals outlined key principles and actionable recommendations that will be used by the subprogramme to assist countries.

Lessons learned and planned change

12.56 The lesson for the subprogramme was that African economies, particularly least developed countries, require increased support in order to harness critical energy transition minerals for sustainable development through benefit-sharing, value addition and economic diversification. In applying the lesson, the subprogramme will support member States in understanding their comparative and competitive advantages in value chains and their institutional readiness. The subprogramme will assist developing countries endowed with critical energy transition minerals with a rapid assessment of their: (i) strategic positioning in selected value chains; (ii) diversification endowment; and (iii) institutional strengths and weaknesses. It will also enhance policymakers' capacity to improve regulatory and institutional frameworks and to collect and use data.

12.57 Expected progress towards the objective is presented in the performance measure below (see table 12.11).

Table 12.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Pathways to economic diversification in commodity-dependent developing countries endorsed by member States in the context of the 2022 Multi-year Expert Meeting on Commodities and Development	Critical energy transition minerals issues are further advanced through the adoption by the General Assembly of resolution 78/138 on commodities	Member States have access to principles and recommendations on benefit-sharing, value addition and economic diversification through the report issued by the United Nations Secretary-General's Panel on Critical Energy Transition Minerals	At least two countries adopt, revise or implement policies for harnessing critical energy transition minerals for sustainable development	At least two additional countries adopt, revise or implement policies for harnessing critical energy transition minerals for sustainable development

Deliverables

12.58 Table 12.12 lists all deliverables of the subprogramme.

Table 12.12
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**19**	**18**	**21**	**17**
1. Reports to the General Assembly on international trade and development and world commodity trends and prospects	1	1	2	1
2. Background documentation for the sixteenth quadrennial session of UNCTAD	–	–	1	–
3. Reports for the Trade and Development Board	3	3	3	1
4. Background documentation for the Trade and Development Commission	6	6	6	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
5. Background documentation for the Multi-year Expert Meeting on Commodities and Development	–	–	–	3
6. Background documentation for the Multi-year Expert Meeting on Trade, Services and Development	–	–	–	2
7. Reports of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	9	8	9	9
Substantive services for meetings (number of three-hour meetings)	**33**	**34**	**46**	**30**
8. Meetings of the General Assembly (Second Committee)	2	2	2	1
9. Meetings of the sixteenth quadrennial session of UNCTAD	–	–	15	–
10. Annual and executive sessions of the Trade and Development Board	2	2	2	2
11. Meetings of the Working Party on the Programme Plan and Programme Performance	2	4	2	3
12. Meetings of the annual sessions of the Trade and Development Commission and related expert meetings	16	15	14	2
13. Meetings of the annual sessions of the Multi-year Expert Meeting on Commodities and Development	–	–	–	6
14. Meetings of the annual sessions of the Multi-year Expert Meeting on Trade, Services and Development	–	–	–	6
15. Meetings of the annual sessions of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
16. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	1	1	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**20**	**19**	**20**	**18**
17. On trade, a gender perspective and development	1	–	1	1
18. On assisting developing countries in acceding to WTO, on generalized and global systems of trade preferences, on services, regional and multilateral trading negotiations, on strengthening the creative economy, and on dispute settlement and commercial diplomacy	6	6	6	5
19. On competition and consumer protection laws and policies	4	5	3	3
20. On trade, the environment and development	4	3	4	3
21. On collecting, monitoring, reporting on and disseminating data on non-tariff measures, on formulating development-oriented trade policies, and on sustainability standards	3	5	4	4
22. On assistance to commodity-dependent countries in achieving greater diversification and value addition	2	–	2	2
Seminars, workshops and training events (number of days)	**156**	**165**	**170**	**167**
23. On the World Integrated Trade Solution, the Trade Analysis and Information System and non-tariff measures, and sustainability standards	27	26	31	30
24. On preferential trading arrangements, WTO accession, services policies and frameworks, emerging development challenges in the international trading system and trade, international trade negotiations, and the creative economy	39	40	44	42
25. On trade, a gender perspective and development	12	9.5	12	11
26. On trade, the environment and development	29	45	29	35
27. On competition and consumer protection laws and policies	27	30	33	31
28. On supporting commodity-dependent developing countries to formulate strategies and policies and harness development gains, and respond to the challenges and opportunities of commodity markets	14	10.5	10	10
29. On challenges and opportunities of international trade for the promotion of sustainable development, and on the changing international trade landscape and trade costs	3	3	6	4

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
30. Ad hoc expert discussions on the role of competition law and policy, and on consumer protection law and policy	1	1	1	1
31. Geneva Trade and Development Workshop series, held jointly by UNCTAD, WTO, the University of Geneva and the Graduate Institute of International and Development Studies	4	–	4	–
32. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	–	–	–	3
Publications (number of publications)	**26**	**29**	**17**	**22**
33. On trade and the environment	4	6	4	5
34. On trade, a gender perspective and development	3	1	2	2
35. On trade, services, the international trading system and the creative economy	4	6	3	3
36. On trade trends and policy in the international context	8	10	3	6
37. On trade, market efficiency and consumer welfare and on competition and consumer protection policies	4	3	2	3
38. On trade, commodities, economic diversification and value addition	3	3	3	3
Technical materials (number of materials)	**13**	**17**	**12**	**16**
39. Global Trade Update	–	–	–	3
40. Reports on UNCTAD work on competition and consumer protection policies and on the Global Commodities Forum	2	6	2	2
41. Handbooks and policy briefs on classification of non-tariff measures, the Generalized System of Preferences and effective competition and/or consumer protection agencies	3	3	3	3
42. *Manual on Consumer Protection*	1	1	1	1
43. Model law on competition	1	1	1	1
44. On competition and consumer protection under the UNCTAD Research Partnership Platform	1	1	1	1
45. UNCTAD, WTO and ITC publication *World Tariff Profiles*	1	1	1	1
46. Trade-related aspects of the *Sustainable Development Goals Report*	1	1	1	1
47. United Nations Forum on Sustainability Standards	1	1	–	1
48. On topics in international trade negotiations	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advice on trade-related decision-making to five member States and two regional South-South economic integration groupings; advice on integration into the global economy and participation in regional and multilateral trade agreements; advice on integration of trade concerns into national trade and services policies; consultation on cooperation and partnerships for inclusive growth and sustainable development; advice on trade and a gender perspective; advice on developing competition and consumer protection frameworks; consultation on trade and environment issues and creative economy potential for sustainable development.

Databases and substantive digital materials: World Integrated Trade Solution and Trade Analysis and Information System; online training courses on non-tariff measures for approximately 300 people and on negotiating regional trade agreements for trade in times of crisis and pandemic; a teaching package on trade and a gender perspective.

D. Communication deliverables

Outreach programmes, special events and information materials: multi-stakeholder meeting on commodities and development; BioTrade Congress; event on trade and a gender perspective; event on the creative economy; lectures and exhibits on issues related to the work of the subprogramme; newsletters, brochures, flyers, booklets and fact sheets related to the work of the subprogramme.

External and media relations: news items, press releases, op-ed pieces and media appearances, including podcasts.

Digital platforms and multimedia content: interactive tools related to national competition and consumer protection laws, commercial diplomacy and dispute settlement; UNCTAD, WTO and ITC website on trade-related Sustainable Development Goals and indicators.

Subprogramme 4
Technology and logistics

Objective

12.59 The objective, to which this subprogramme contributes, is to harness innovation and technology, including e-commerce and the digital economy, improve trade logistics and increase human capacities for inclusive and sustainable trade and development in developing countries and economies in transition.

Strategy

12.60 To contribute to the objective, the subprogramme will:

(a) Provide research and analysis and policy recommendations for capturing value in the digital economy and generating more inclusive outcomes, including through the flagship publication *Digital Economy Report*, and support developing countries in measuring e-commerce and the digital economy;

(b) Foster and ensure that the interests of developing countries are identified and integrated into international policy dialogues on e-commerce and the digital economy, including through the Intergovernmental Group of Experts on E-commerce and the Digital Economy and UNCTAD eWeek;

(c) Assist developing countries in systematically assessing the state of play and readiness to engage and integrate into the digital economy, through eTrade Readiness Assessments, e-commerce strategies and action plans, as well as by providing sustained support for their implementation, including through the eTrade Reform Tracker, to facilitate the coordination, monitoring and follow-up of national e-commerce policy reform actions;

(d) Ensure that international debates on science, technology and innovation incorporate the perspectives and priorities of developing countries through the Commission on Science and Technology for Development and the Technology Facilitation Mechanism, among others;

(e) Inform policies and deliberations on science, technology and innovation for development, especially on frontier technologies, through research and analysis, such as the flagship publication *Technology and Innovation Report* and other reports analysing policy options, including for the Inter-Agency Task Force on Financing for Development;

(f) Develop the knowledge of policymakers on various aspects of trade policies and interrelated issues of finance, investment and technology and sustainable development, and build the capacities of member States in science, technology and innovation for development, including through science, technology and innovation policy reviews, technology assessment and foresight exercises;

(g) Support implementation of trade facilitation reforms, in particular the WTO Agreement on Trade Facilitation, and enhance its support for the development and implementation of appropriate legal and regulatory frameworks that reduce trade transaction costs, as well as supporting trade facilitation reforms and automation through the Automated System for Customs Data;

(h) Provide technical assistance, data and policy recommendations and promote the sharing of best practices on the formulation and integration of strategic national policies of developing countries into regional and global supply and value chains and transport networks, through the flagship publication *Review of Maritime Transport* and other research products, legislative frameworks and capacity-building, including the Training Development in the Field of International Trade (TrainForTrade) programme on port management;

(i) Foster international policy dialogue on trade logistics issues, ensuring that the interests and specific challenges facing developing countries are addressed in relevant regional and international forums, and in this context continue to address specific trade logistics challenges affecting small island developing States and landlocked developing countries;

(j) Mainstream the cross-cutting issue of gender equality and the empowerment of women and girls across the three pillars of the subprogramme, with a special focus on empowering women digital entrepreneurs and enhancing their digital skills and opportunities.

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

(a) Improved capacity and policy formulation at the national, regional and global levels on e-commerce and digital economy for sustainable and inclusive development;

(b) Improved coordination among Governments, together with development partners, civil society and the private sector, to implement policies on e-commerce and the digital economy that work for sustainable and inclusive development;

(c) Improved knowledge and understanding of policy options by policymakers and international consensus on emerging challenges and opportunities in science, technology and innovation for sustainable and inclusive development, as well as increased capacity of policymakers to assess, analyse and formulate policies on key issues on the international economic agenda;

(d) Member States implementing the outcomes of the World Summit on the Information Society and of the Technology Facilitation Mechanism;

(e) Member States harnessing science, technology and innovation for their national development strategies;

(f) Countries addressing key and emerging issues in trade logistics, including maritime transport policies and port management;

(g) Member States implementing trade facilitation reforms, including the WTO Agreement on Trade Facilitation;

(h) Enhanced capacity of member States to design and implement policies and action aimed at improving the efficiency of trade transactions, as well as the management of transport operations, including through the Automated System for Customs Data programme.

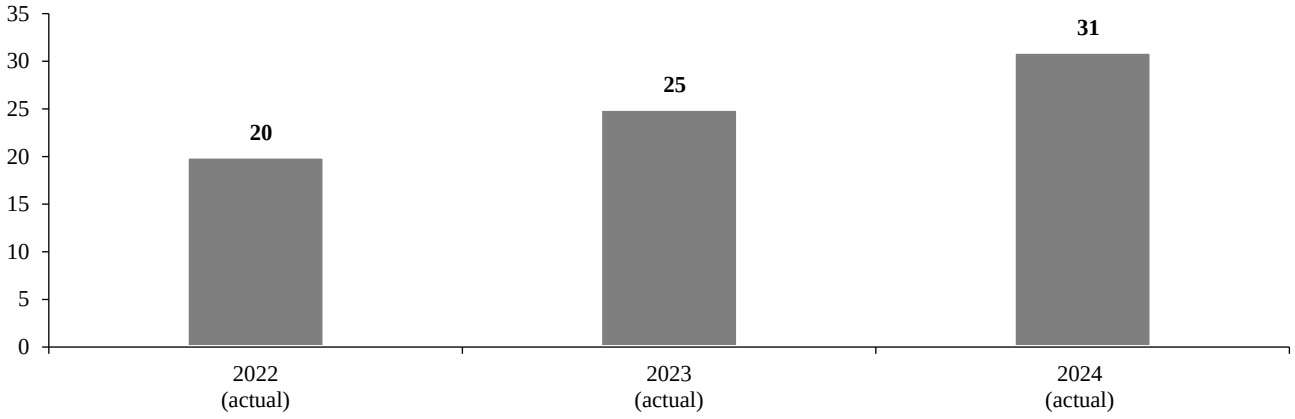
Programme performance in 2024

Enhanced capacity of young women scientists to leverage science, technology and innovation for sustainable economic development

12.62 Training young female scientists from developing countries in science, technology, engineering and mathematics fields can advance gender equality and the achievement of Sustainable Development Goal 5, and enable scientific progress, economic development and global cooperation while adding more diverse voices in research and innovation worldwide. The subprogramme and Okayama University in Japan joined forces to build the capacity of women researchers in developing countries through the Young Female Scientist Programme, an initiative under the Commission on Science and Technology for Development. In addition to training, mentorship and development in science, technology, engineering and mathematics fields, in 2024 the programme provided a platform for female researchers and entrepreneurs to network and share experiences on development issues in their areas of expertise.

12.63 Progress towards the objective is presented in the performance measure below (see figure 12.V).

Figure 12.V
Performance measure: number of young women scientists from developing countries completing the training in science, technology, engineering and mathematics fields (cumulative)



Planned results for 2026

Result 1: efficient and resilient port management in developing countries for their integration into regional and global supply chains

Programme performance in 2024 and target for 2026

12.64 The subprogramme's work contributed to eight additional port entities in seven countries adopting policy measures to improve resilience resulting from increased skills and capacities of 1,325 port practitioners from 142 port communities related to ports management during pandemics and disruptions, which exceeded the planned targets of at least five additional port entities and 1,200 port practitioners from 130 port communities.

12.65 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.13).

Table 12.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Increased essential skills and capacities of 1,000 port practitioners from 112 port communities related to ports management during pandemics and disruptions	12 port entities in 12 countries (Bolivia (Plurinational State of), Cameroon, Ecuador, Ghana, Namibia, Pakistan, Philippines, Senegal, Solomon Islands, Somalia, Togo and United Republic of Tanzania) adopted policy measures to improve resilience by delivering more	Eight additional port entities in Bolivia (Plurinational State of), Côte d'Ivoire, Dominican Republic, Gambia, Haiti, Mauritania and Papua New Guinea adopted policy measures to improve resilience resulting from increased essential skills and capacities of 1,325 port	At least 10 port entities adopted policy measures identified in the compendium on building port resilience against pandemics	The lessons learned and experiences of new policy measures shared among 100 port entities

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
	efficient port management in order to increase trade flows and by creating port networks	practitioners from 142 port communities related to ports management during pandemics and disruptions		

Result 2: improved availability of digital economy statistics in developing countries

Programme performance in 2024 and target for 2026

12.66 The subprogramme's work contributed to 23 member States participating in developing internationally agreed guidelines and recommendations on measuring e-commerce value, which met the planned target.

12.67 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.14).

Table 12.14
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	Establishment of the international task group on measuring e-commerce value	23 member States participated in developing internationally agreed guidelines and recommendations on measuring e-commerce value	At least two countries start using the internationally agreed guidelines	An additional two countries start using the guidelines

Result 3: enhanced efficiency and sustainability of trade procedures

Proposed programme plan for 2026

12.68 Harnessing digital technologies is becoming ever more critical for tackling the effects of climate change. While the Sustainable Development Goals have defined measurable targets for member States to assess their transition to a climate-resilient and sustainable economy, many developing countries are facing a tougher burden from the crisis of climate change and are lagging behind in the transition due to a lack of financial and technological resources. To ensure that trade is part of the solution, the subprogramme has been working closely with developing countries through its Automated System for Customs Data, which helps countries to increase public revenues, reduce costs and ease trade while eliminating the use of paper, promoting sustainable transport and improving supply chain efficiency, as supported by data on the ground showing a reduction in paper use by up to 90 per cent and reduced emissions in the clearance processes.

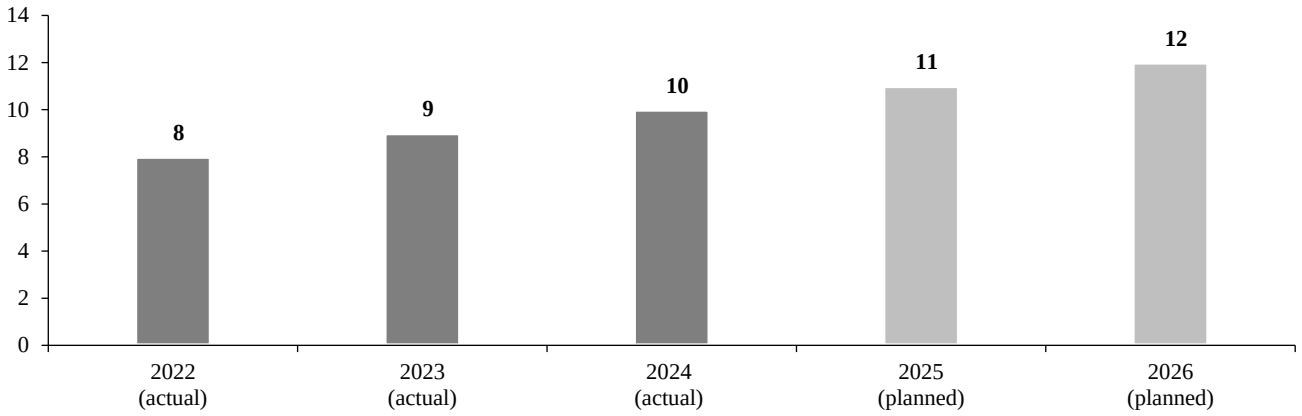
Lessons learned and planned change

12.69 The lesson for the subprogramme was that there was a need for targeted support to facilitate the alignment of regulatory practices in many government agencies participating in the customs clearance processes as a first step in transitioning towards digitalized procedures and automated processes. In applying the lesson, the subprogramme will ensure that its assistance is both

multifaceted and coherent and takes into consideration regulatory aspects and the needs of all stakeholders. In this context, the subprogramme will support government agencies in the review and alignment of regulatory practices by digitally connecting government agencies responsible for approving the release of consignments.

12.70 Expected progress towards the objective is presented in the performance measure below (see figure 12.VI).

Figure 12.VI
Performance measure: number of government agencies transitioning from paper-based procedures to digitalized procedures through the implementation of the Automated System for Customs Data (cumulative)



Deliverables

12.71 Table 12.15 lists all deliverables of the subprogramme.

Table 12.15
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**19**	**17**	**21**	**21**
1. Reports to the General Assembly on the outcomes of the World Summit on the Information Society, and on science and technology for development	1	1	3	3
2. Reports to the Commission on Science and Technology for Development and its intersessional panels	6	5	6	6
3. Reports and background documentation for the sixteenth quadrennial session of UNCTAD	–	–	1	–
4. Background notes and reports for the Trade and Development Board	2	2	2	2
5. Note by the UNCTAD secretariat and reports for the Investment, Enterprise and Development Commission and related expert meetings on issues related to science, technology and innovation	2	1	1	2
6. Note by the UNCTAD secretariat and reports for the Trade and Development Commission and related expert meetings	4	4	4	4
7. Note by the UNCTAD secretariat and reports for the Intergovernmental Group of Experts on E-commerce and the Digital Economy	2	2	2	2
8. Note by the UNCTAD secretariat and reports for the Working Group on Measuring E-commerce and the Digital Economy	2	2	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Substantive services for meetings (number of three-hour meetings)	**47**	**43**	**56**	**48**
9. Meetings of the General Assembly (Second Committee) and the Economic and Social Council on the follow-up to the World Summit on the Information Society	2	2	2	2
10. Meetings of the sixteenth quadrennial session of UNCTAD, including preparatory sessions	–	–	4	–
11. Annual session and intersessional expert panels of the Commission on Science and Technology for Development	16	14	16	16
12. Annual and executive sessions of the Trade and Development Board	3	2	3	3
13. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
14. Annual sessions of the Investment, Enterprise and Development Commission and related expert meetings	3	3	4	4
15. Annual sessions of the Trade and Development Commission and related expert meetings on transport, trade logistics and trade facilitation	7	6	7	7
16. Meetings of the Intergovernmental Group of Experts on E-commerce and the Digital Economy	6	6	6	6
17. Meetings of the Working Group on Measuring E-commerce and the Digital Economy	4	4	4	4
18. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism	2	2	2	2
19. Meetings for UNCTAD eWeek	1	1	6	1
20. Meetings of the Global Supply Chain Forum	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**26**	**40**	**26**	**26**
21. Training Development in the Field of International Trade (TrainForTrade) capacity-building programme: port management; issues related to trade, including e-commerce and statistics; pedagogical methodology	1	6	1	1
22. National, regional and interregional projects on transport and related services, including the Automated System for Customs Data	22	22	22	22
23. Transport, trade facilitation and trade logistics	2	11	2	2
24. E-commerce and the digital economy programme	1	1	1	1
Seminars, workshops and training events (number of days)	**398**	**443**	**417**	**417**
25. TrainForTrade seminars, workshops and training sessions	300	300	300	300
26. Seminars, workshops, fellowships and training events on transport, trade logistics and trade facilitation	33	61	52	52
27. Ad hoc expert discussions on transport, trade logistics and trade facilitation	1	1	1	1
28. Seminar on the role of technology and innovation in development, including for the operationalization of technology transfer, including ad hoc expert discussions	1	1	1	1
29. Seminars, workshops and training events on e-commerce and the digital economy for development, including on information economy statistics, economic, technical, legal and regulatory aspects of e-commerce and the digital economy for development and e-commerce, and measuring the digital economy and eTrade for Women	12	12	12	12
30. Training courses on key issues on the international economic agenda (paragraph 166 of the Bangkok Plan of Action), regional and short courses	36	36	36	36
31. Seminars, workshops and training events on science, technology and innovation and development	15	32	15	15
Publications (number of publications)	**14**	**14**	**14**	**15**
32. *Technology and Innovation Report* and its overview	1	–	1	2
33. *Digital Economy Report* and its overview	–	2	–	2
34. *Review of Maritime Transport* and its overview	1	2	1	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
35. Reports on science, technology and innovation policy reviews	1	1	1	1
36. E-commerce strategies	2	2	2	2
37. *Current Studies on Science, Technology and Innovation* series	1	1	1	1
38. Transport and trade logistics and transport and trade facilitation series	2	1	2	2
39. Thematic reports on e-commerce and the digital economy, including statistics, cyberlaw and a gender perspective	1	2	2	1
40. TrainForTrade *Port Management* series	2	2	1	1
41. eTrade Readiness Assessments	3	1	3	3
Technical materials (number of materials)	**13**	**15**	**13**	**13**
42. Policy briefs on the following topics: science, technology and innovation; e-commerce and the digital economy; and trade logistics	4	1	4	4
43. Automated System for Customs Data annual report	1	1	1	1
44. *Year in Review* of the e-commerce and the digital economy programme	1	1	1	1
45. Technical notes on information and communications technology for development	2	1	2	2
46. Technical notes on trade facilitation	1	1	1	1
47. Background notes for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	1	1	1
48. Economic and maritime country profiles	1	1	1	1
49. Report of the UNCTAD TrainForTrade Advisory Group on Strengthening Training Capacity and Human Resource Development	1	1	1	1
50. Technical note on science, technology and innovation for development	1	7	1	1

C. Substantive deliverables

Consultation, advice and advocacy: UNCTAD eWeek; advisory services in the area of e-commerce and the digital economy; multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals; sessions of the UNCTAD TrainForTrade Advisory Group on Strengthening Training Capacity and Human Resource Development; policy advice on science, technology and innovation policies for development and consultations on policy and practical aspects of e-commerce and the digital economy, transport policies and international legal instrument standards and rules related to the facilitation of international trade, transport and transport security for port operators and the eTrade for All initiative.

Databases and substantive digital materials: UNCTAD platform for learning and capacity-building managed by the TrainForTrade programme, which trains approximately 1,500 beneficiaries per year; port performance statistics platform; online repository on national trade facilitation committees; Global Cyberlaw Tracker; online e-learning modules for the courses on key issues on the international economic agenda, for 200 users annually; online platform for sustainable freight transport; eTrade for All online platform; digital economy statistics in the UNCTADstat database.

D. Communication deliverables

Outreach programmes, special events and information materials: newsletters on the Automated System for Customs Data and eTrade for All for more than 5,000 subscribers; transport and trade facilitation newsletter for more than 6,000 recipients; newsletter on science, technology and innovation; brochures, flyers and information kits on the work of the subprogramme.

External and media relations: press releases, press briefings, interviews, press conferences and news items related to the issuance of major publications under the subprogramme and the organization of important events.

Digital platforms and multimedia content: TrainForTrade; Commission on Science and Technology for Development; Automated System for Customs Data and paragraph 166 of the Bangkok Plan of Action website; eTrade for All platform; online platforms for innovation policy learning.

Subprogramme 5
Africa, least developed countries and special programmes

Objective

12.72 The objective, to which this subprogramme contributes, is to enhance the effective integration of Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through fostering sustainable structural transformation, reducing vulnerabilities and developing domestic productive capacities in the targeted groups.

Strategy

12.73 To contribute to the objective, the subprogramme will:

(a) Carry out research and technical cooperation activities to diversify the exports, foster the productive capacities and explore the financing structures of the above-mentioned countries, including through contributions to reports of the Secretary-General to the General Assembly and the reports on the implementation and follow-up of relevant agendas and programmes of action;

(b) Implement technical cooperation programmes and develop strategic evidence- and policy-based options to promote sustainable structural economic transformation through productive capacity-building, diversification and support aimed at addressing vulnerability and building resilience, in particular for developing countries;

(c) Advocate consensus in the international development community regarding the policy measures that best address the sustainable development problems of least developed countries, small island developing States and landlocked developing countries, including at the multilateral level, through the identification of new policy approaches and methodologies, training and capacity-building workshops, as well as greater interaction with research institutes in least developed countries and with development partners;

(d) Strengthen efforts to provide domestic policy support and capacity-building to the targeted groups derived from its innovative research and analysis, development of analytical tools and technical support;

(e) Provide technical support to least developed countries that are either in the process of graduation or recently graduated from the least developed country category, including through the provision of General Assembly-mandated vulnerability profiles, as applicable, to ensure their graduation with momentum and a smooth transition towards their new status;

(f) Broaden its country-based technical support to include aspects such as national strategies for the development of productive capacities and structural economic transformation, regional trade integration, rules of origin, inequality, poverty and vulnerability, enhanced market access and preference utilization, value addition in strategic products and geographical indications;

(g) Support member States in addressing the socioeconomic impact of external shocks on economies in target countries, through research work and technical cooperation, in order to facilitate specific, data-driven policy design and implementation aimed at building resilience;

(h) Support African countries in addressing their special concerns and needs, including as articulated in the New Partnership for Africa’s Development and in Agenda 2063: The Africa We Want, and in implementing the Agreement Establishing the African Continental Free Trade Area through research, technical cooperation and targeted policy advice;

(i) Deliver training, capacity-building activities and ad hoc research on market access, the productive capacities index, trade preferences and rules of origin to support the WTO least developed countries group to identify and negotiate in line with the needs of the least developed countries result-oriented common positions for the relevant WTO committee meetings.

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

(a) Enhanced role of productive capacities in fostering structural transformation for inclusive growth and development in beneficiary countries;

(b) Enhanced capacity of member States to develop and implement policies and programmes to deepen domestic and regional markets and accelerate industrialization and socioeconomic transformation;

(c) Improved development policy formulation and implementation capacities in countries with specific needs for more effective technical cooperation;

(d) Enhanced implementation of the African Continental Free Trade Area by member States;

(e) Greater participation by member States in multilateral forums dedicated to enhanced trade through transparent, predictable and simple rules of origin;

(f) Improved development policy formulation, implementation and monitoring capacities of member States, including greater policy coherence, and capacities to account for current and future shocks, reduce exposure to external shocks and build resilience;

(g) Progress by member States, in particular least developed countries and other groups of countries in special situations, towards the achievement of Sustainable Development Goals 9 and 17.

Programme performance in 2024

Least developed countries have access to options for enhancing policies on intellectual property rights

12.75 Innovation and technological upgrading can play a central role in accelerating the economic growth and structural transformation necessary to tackle development challenges in least developed countries. However, systematic assessment of how least developed countries can use intellectual property protection strategically to stimulate innovation and development and craft regimes and systems for intellectual property rights that help to build productive capacities, enable technological upgrading, boost trade and investment and drive economic transformation has thus far not been made available. The subprogramme worked on the provision of evidence-based insights to help create an enabling environment for intellectual property rights and equipped policymakers in least developed countries with options on how to use them strategically to unlock innovation, boost trade, attract investment and promote technological upgrading.

12.76 Progress towards the objective is presented in the performance measure below (see table 12.16).

Table 12.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
¬	Enhanced knowledge of least developed countries on intellectual property rights through assessment of existing intellectual property rights regimes and their potential application to facilitate technological upgrading, foster innovation and increase trade	Least developed countries have access to specific policy options on how intellectual property rights can be harnessed to stimulate creativity, attract investment and promote technological advancement to support economic transformation and development

Planned results for 2026

Result 1: least developed countries are able to graduate through the development of comprehensive strategies and policies for a graduation with momentum and beyond

Programme performance in 2024 and target for 2026

12.77 The subprogramme's work contributed to two least developed countries (Comoros and Senegal) using industrial policy more effectively for graduation with momentum, which met the planned target.

12.78 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.17).

Table 12.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Least developed countries have access to policy guidance on the development of a strategy for "graduation with momentum"	Three least developed countries (Cambodia, Senegal and Zambia) that have qualified for graduation have taken steps towards the drafting of a strategy for "graduation with momentum"	Senegal adopted a systemic transformation strategy and the Comoros formulated a road map for structural transformation, concordant with the priorities articulated by the vulnerability profiles and with a view to graduating with momentum	At least two least developed countries implement industrial policy measures as articulated in the vulnerability profile At least two least developed countries have engaged in new trade initiatives to adjust their trade policies as a result of graduation	At least two least developed countries adopt industrial policy initiatives aimed at the structural transformation of their economies

Result 2: enhanced statistical capacity of least developed countries and other developing countries, to help embrace a paradigm shift in the formulation of holistic economic diversification policies

Programme performance in 2024 and target for 2026

12.79 The subprogramme's work contributed to Ethiopia and Nigeria referring to productive capacities, including the productive capacities index, in their national development strategies, to the availability for member States of the updated database on rates of utilization of the Generalized System of Preferences (gsp.unctad.org) and to statistical training for representatives of 11 least developed countries, which met the planned targets.

12.80 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 12.18).

Table 12.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Capacities of national statisticians in nine least developed countries (Bangladesh, Bhutan, Cambodia, Ethiopia, Kenya, Lao People's Democratic Republic, Nepal, Timor-Leste and Zambia) were enhanced on the use of the productive capacities index for policymaking and on the database on rates of utilization of the Generalized System of Preferences	Second generation of the productive capacities index was made available to member States	Ethiopia and Nigeria referred to productive capacities in their national development strategies, including the productive capacities index Member States have access to the updated database on rates of utilization of the Generalized System of Preferences Representatives of 11 least developed countries benefited from statistical training	At least two least developed countries or other most vulnerable countries apply the statistical tools, including the productive capacities index, to monitor trade and development progress, contributing to structural economic transformation	At least four least developed countries or other vulnerable countries develop holistic programmes to foster productive capacities using the productive capacities index

Result 3: enhanced capacity of small island developing States to build productive capacities

Proposed programme plan for 2026

12.81 The Antigua and Barbuda Agenda for Small Island Developing States emphasizes the importance of productive capacities for small island developing States in advancing sustainable development and recognizes the need for capacity-building to strengthen their data governance and management, including in measuring and benchmarking productive capacities. The subprogramme has been supporting developing countries, including small island developing States, in assessing the status of their productive capacities and identifying ways to improve them through its innovative tools and methodologies, which will allow for the formulation of holistic strategies for their sustainable development and structural transformation.

Lessons learned and planned change

12.82 The lesson for the subprogramme was that the approach to fostering productive capacities needs to be reoriented towards strategies specifically aimed at creating new, and expanding existing, capacities necessary for economic transformation in small island developing States. In applying the lesson, the subprogramme will enhance the capacity of small island developing States to formulate evidence-based policies to build domestic productive capacities by strengthening their statistical capacity in the measurement of productive capacities, and their capacity to identify their gaps and challenges in order for those to be effectively addressed.

12.83 Expected progress towards the objective is presented in the performance measure below (see table 12.19).

Table 12.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Haiti has access to National Productive Capacities Gap Assessments	The Comoros has access to National Productive Capacities Gap Assessments	Increased understanding of Antigua and Barbuda, Maldives and Saint Vincent and the Grenadines on how productive capacities contribute to building socioeconomic resilience and on the role of the productive capacities index in supporting integration into global and regional value chains	Enhanced statistical capacity in productive capacities index methodology and its use in at least two small island developing States At least two small island developing States apply the productive capacities index in their national statistics	At least two small island developing States use the productive capacities index to identify productive capacity-enabling policies in selected relevant sectors

Deliverables

12.84 Table 12.20 lists all deliverables of the subprogramme.

Table 12.20
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**4**	**5**
1. Reports for the Economic and Social Council, including on vulnerability profiles	1	1	1	3
2. Reports for the Trade and Development Board on UNCTAD-wide activities for least developed countries and UNCTAD-wide activities in favour of Africa	2	2	2	2
3. Reports and background documentation for the sixteenth quadrennial session of UNCTAD	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**14**	**8**
4. Meetings of the General Assembly and the Economic and Social Council and its Committee for Development Policy	1	1	1	1
5. Meetings of the sixteenth quadrennial session of UNCTAD, including preparatory sessions	–	–	6	–
6. Annual and executive sessions of the Trade and Development Board	5	5	5	5
7. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**4**	**1**	**2**
8. On trade, finance, transit and development to build national capacity	3	4	1	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**30**	**41**	**50**	**46**
Workshops:				
9. On trade issues relevant to least developed and African countries, including on duty-free and quota-free market access, structural transformation and support for least developed country graduation	10	14	22	20
10. On the implementation of the new initiatives that will replace the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the Antigua and Barbuda Agenda for Small Island Developing States, issues of thematic or sectoral relevance to landlocked developing countries, the Doha Programme of Action for the Least Developed Countries for the decade 2022–2031, national productive gap assessments and holistic development programmes, and trade and poverty	14	21	20	20
11. On matters relevant to development in least developed countries and Africa	6	6	8	6
Publications (number of publications)	**13**	**13**	**12**	**9**
12. *The Least Developed Countries Report* and its overview	2	2	2	2
13. *The Economic Development in Africa Report* and its overview	2	2	2	2
14. Report on building and measuring productive capacities	1	1	1	–
15. Report on enhancing coherence between trade and industrial strategies for poverty alleviation in Africa and a special issues paper on Africa	2	2	1	1
16. Analytical studies on duty-free and quota-free market access and rules of origin	1	1	1	–
17. Lessons learned on geographical indications and related analysis for least developed countries	1	–	1	–
18. Sectoral, statistical and thematic issues of interest for developing countries: policy implications for fostering productive capacities and structural economic transformation and on the national productive capacities gap assessments	1	2	2	2
19. Research papers on economic development issues in least developed countries and Africa	3	3	2	2
Technical materials (number of materials)	**5**	**5**	**7**	**6**
20. Technical material on trade and poverty	2	1	1	1
21. Technical material on trade and development in vulnerable economies, including small island developing States	3	3	5	4
22. Technical material on transit, transport and trade facilitation	–	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to ministries of trade, transport and planning on the new programme of action that will replace the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and to national statistical offices on measuring productive capacities for targeted groups of countries; advice on strategies for graduation with momentum for graduating and graduated least developed countries; advice on trade and development issues for small island developing States, landlocked developing countries and African countries; advice for least developed countries on trade issues relevant to them; consultations on UNCTAD activities related to the New Partnership for Africa's Development; and consultations with United Nations partner agencies and African countries for the implementation of the Third Industrial Development Decade for Africa.

D. Communication deliverables

Outreach programmes, special events and information materials: lectures on issues related to least developed countries and African development, trade policy, globalization, trade development strategies and policy coherence for the benefit of member States, for a minimum of 100 participants; and policy briefs related flagship reports.

External and media relations: press releases, press conferences and interviews and opinion pieces on flagship reports and other topical research, including policy recommendations.

B. Proposed post and non-post resource requirements for 2026

Overview

12.85 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 12.21 to 12.23.

Table 12.21
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	76 141.2	80 619.9	516.8	–	–	516.8	0.6	81 136.7
Other staff costs	1 956.6	2 351.1	(1 277.6)	340.5	–	(937.1)	(39.9)	1 414.0
Hospitality	1.5	10.2	–	–	–	–	–	10.2
Consultants	516.4	1 020.6	(539.7)	–	–	(539.7)	(52.9)	480.9
Experts	71.8	690.5	–	–	–	–	–	690.5
Travel of representatives	133.2	213.1	–	–	–	–	–	213.1
Travel of staff	533.7	1 112.2	(538.9)	14.7	–	(524.2)	(47.1)	588.0
Contractual services	1 342.7	1 006.3	13.0	–	133.2	146.2	14.5	1 152.5
General operating expenses	857.2	2 336.0	(240.8)	–	–	(240.8)	(10.3)	2 095.2
Supplies and materials	49.1	211.0	–	–	(120.0)	(120.0)	(56.9)	91.0
Furniture and equipment	220.7	424.1	(7.8)	–	–	(7.8)	(1.8)	416.3
Grants and contributions	22.8	–	–	–	–	–	–	–
Improvement of premises	0.1	–	–	–	–	–	–	–
Total	**81 847.1**	**89 995.0**	**(2 075.0)**	**355.2**	**13.2**	**(1 706.6)**	**(1.9)**	**88 288.4**

Table 12.22
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	392	1 USG, 1 ASG, 5 D-2, 20 D-1, 52 P-5, 68 P-4, 78 P-3, 37 P-2/1, 10 GS (PL), 120 GS (OL)
Proposed for 2026	392	1 USG, 1 ASG, 5 D-2, 20 D-1, 52 P-5, 68 P-4, 78 P-3, 37 P-2/1, 10 GS (PL), 120 GS (OL)

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

Table 12.23
Overall: proposed posts by category and grade[a]
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	5	–	–	–	–	5
D-1	20	–	–	–	–	20
P-5	52	–	–	–	–	52
P-4	68	–	–	–	–	68
P-3	78	–	–	–	–	78
P-2/1	37	–	–	–	–	37
Subtotal	**262**	**–**	**–**	**–**	**–**	**262**
General Service and related						
GS (PL)	10	–	–	–	–	10
GS (OL)	120	–	–	–	–	120
Subtotal	**130**	**–**	**–**	**–**	**–**	**130**
Total	**392**	**–**	**–**	**–**	**–**	**392**

[a] Includes nine temporary posts (1 Senior Economic Affairs Officer (P-5), 2 Economic Affairs Officers (P-4), 1 Statistician (P-4), 1 Data Engineer (P-4), 1 Data Engineer (P-3), 1 Economic Affairs Officer (P-3), 1 Associate Statistician (P-2) and 1 Associate Programme Management Officer (P-2)).

12.86 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 12.24 to 12.26 and figure 12.VII.

12.87 As shown in tables 12.24 (1) and 12.25 (1), the overall resources proposed for 2026 amount to $88,288,400, reflecting a net decrease of $1,706,600 (or 1.9 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 12.24
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	152.9	415.2	–	233.8	–	233.8	56.3	649.0
B. Executive direction and management								
1. Executive direction and management	9 288.0	10 856.9	431.3	121.4	–	552.7	5.1	11 409.6
2. Memorandum of Understanding	1 442.8	2 514.3	(2 514.3)	–	–	(2 514.3)	(100.0)	–
Subtotal, B	**10 730.8**	**13 371.2**	**(2 083.0)**	**121.4**	**–**	**(1 961.6)**	**(14.7)**	**11 409.6**

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
C. Programme of work								
1. Globalization, interdependence and development	9 113.3	10 190.3	8.0	–	–	8.0	0.1	10 198.3
2. Investment and enterprise	14 228.4	15 967.8	–	–	–	–	–	15 967.8
3. International trade and commodities	16 917.7	17 508.2	–	–	–	–	–	17 508.2
4. Technology and logistics	11 172.2	11 066.4	–	–	–	–	–	11 066.4
5. Africa, least developed countries and special programmes	6 032.0	6 521.6	–	–	–	–	–	6 521.6
Subtotal, C	**57 463.6**	**61 254.3**	**8.0**	**–**	**–**	**8.0**	**0.0**	**61 262.3**
D. Programme support	13 499.9	14 954.3	–	–	13.2	13.2	0.1	14 967.5
Subtotal, 1	**81 847.1**	**89 995.0**	**(2 075.0)**	**355.2**	**13.2**	**(1 706.6)**	**(1.9)**	**88 288.4**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management					
1. Executive direction and management	2 080.2	2 080.2	–	–	2 080.2
2. Memorandum of Understanding	–	–	–	–	–
Subtotal, B	**2 080.2**	**2 080.2**	**–**	**–**	**2 080.2**
C. Programme of work					
1. Globalization, interdependence and development	6 105.2	6 105.2	–	–	6 105.2
2. Investment and enterprise	6 067.5	6 067.5	–	–	6 067.5
3. International trade and commodities	2 997.4	2 997.4	–	–	2 997.4
4. Technology and logistics	36 594.5	36 594.5	–	–	36 594.5
5. Africa, least developed countries and special programmes	840.7	840.7	–	–	840.7
Subtotal, C	**52 605.3**	**52 605.3**	**–**	**–**	**52 605.3**
D. Programme support	5 613.5	5 613.5	–	–	5 613.5
Subtotal, 2	**60 299.0**	**60 299.0**	**–**	**–**	**60 299.0**
Total (1+2)	**142 146.1**	**150 294.0**	**(1 706.6)**	**(1.1)**	**148 587.4**

Table 12.25
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management						
1. Executive direction and management	54	–	–	–	–	54
2. Memorandum of Understanding	–	–	–	–	–	–
Subtotal, B	**54**	**–**	**–**	**–**	**–**	**54**
C. Programme of work						
1. Globalization, interdependence and development	45	–	–	–	–	45
2. Investment and enterprise	75	–	–	–	–	75
3. International trade and commodities	82	–	–	–	–	82
4. Technology and logistics	52	–	–	–	–	52
5. Africa, least developed countries and special programmes	29	–	–	–	–	29
Subtotal, C	**283**	**–**	**–**	**–**	**–**	**283**
D. Programme support	55	–	–	–	–	55
Subtotal, 1	**392**	**–**	**–**	**–**	**–**	**392**

(2) *Extrabudgetary*

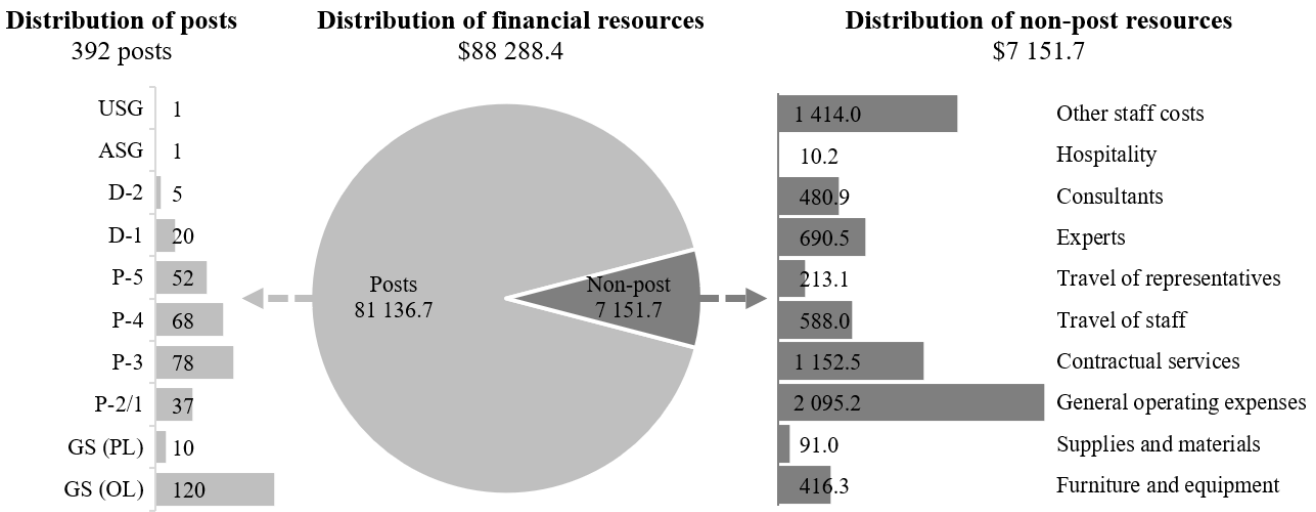
Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management			
1. Executive direction and management	1	–	1
2. Memorandum of Understanding	–	–	–
Subtotal, B	**1**	**–**	**1**
C. Programme of work			
1. Globalization, interdependence and development	–	–	–
2. Investment and enterprise	–	–	–
3. International trade and commodities	–	–	–
4. Technology and logistics	1	–	1
5. Africa, least developed countries and special programmes	–	–	–
Subtotal, C	**1**	**–**	**1**

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
D. Programme support	**13**	–	**13**
Subtotal, 2	**15**	**–**	**15**
Total (1+2)	**407**	**–**	**407**

Table 12.26
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	76 141.2	80 619.9	516.8	–	–	516.8	0.6	81 136.7
Non-post	5 705.9	9 375.1	(2 591.8)	355.2	13.2	(2 223.4)	(23.7)	7 151.7
Total	**81 847.1**	**89 995.0**	**(2 075.0)**	**355.2**	**13.2**	**(1 706.6)**	**(1.9)**	**88 288.4**
Post resources by category								
Professional and higher		262	–	–	–	–	–	262
General Service and related		130	–	–	–	–	–	130
Total		**392**	–	–	–	–	–	**392**

Figure 12.VII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

12.88 As shown in table 12.24 (1), resource changes reflect a net decrease of $2,075,000, as follows:

(a) **Executive direction and management** (net increase of 431,300). The proposed net increase relates to the following:

(i) The increase of $430,800 under posts, reflecting the delayed impact of the establishment of five temporary posts in 2025, which were subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

(ii) The increase of $13,000 under contractual services, reflecting a full-year provision for the requirements relating to administrative and information and communications technology-related services for the five temporary posts established in 2025;

(iii) The decrease of $12,500, reflecting the removal of non-recurrent provisions associated with General Assembly resolutions 79/1, 79/236 and 79/234 that were approved for 2025 and are no longer required in 2026. The amounts fall under travel of staff ($4,700) and furniture and equipment (7,800);

(b) **Executive direction and management: Memorandum of Understanding between the Russian Federation and the Secretariat of the United Nations on promoting Russian food products and fertilizers to the world markets** (decrease of $2,514,300). The proposed decrease relates to the removal of all requirements to support the Memorandum of Understanding, which is scheduled to expire on 22 July 2025. The amounts fall under other staff costs ($1,213,600), consultants ($539,700), travel of staff ($520,200) and general operating expenses ($240,800);

(c) **Subprogramme 1, Globalization, interdependence and development** (net increase of $8,000). The proposed net increase relates mainly to the delayed impact of the establishment in 2025 of one post of Economic Affairs Officer (P-3), which was subject to a 50 per cent vacancy rate in accordance with the established practice for new posts ($86,000), offset in part by the decrease under other staff costs ($64,000) and travel of staff ($14,000) reflecting the removal of non-recurrent provisions associated with General Assembly resolution 79/1 that were approved for 2025 and are no longer required in 2026.

New mandates

12.89 As shown in table 12.24 (1), resource changes reflect a non-recurrent increase of $355,200, as follows:

(a) **Policymaking organs** (increase of $233,800). The proposed non-recurrent increase under other staff costs would provide for one general temporary assistance position of Economic Affairs Officer (P-4) based in Geneva for one year to provide specialized substantive support to the working group on data governance for implementation of the request contained in paragraph 48 of the Global Digital Compact (annex I to General Assembly resolution 79/1 entitled “The Pact for the Future”);

(b) **Executive direction and management** (increase of $121,400). The proposed increase reflects additional non-recurrent requirements needed for implementation of the request contained in paragraphs 81 (a) and 81 (b) of General Assembly resolution 79/1, entitled “The Pact for the Future”, as follows:

(i) The increase of $106,700 under other staff costs would provide for an additional six months of one position of Data Scientist (P-4) for the provision of substantive, technical and analytical backstopping support to the independent high-level expert group

developing recommendations for a limited number of country-owned and universally applicable indicators of sustainable development that complement and go beyond GDP; and to the United Nations-led intergovernmental process to be initiated following completion of the work of the independent high-level expert group;

(ii) The increase of $14,700 under travel of staff would provide for in-person and interactive direct dialogue with member States and partner institutions on the recommendations developed by the independent high-level expert group.

Other changes

12.90 As shown in table 12.24 (1), resource changes reflect an increase of $13,200, which relates to an increase under programme support that reflects a higher standard price for the core software package for non-field personnel outside of United Nations Headquarters. Other changes also reflect the cost-neutral redeployment of resources between supplies and materials and contractual services within the programme support component.

Extrabudgetary resources

12.91 As reflected in tables 12.24 (2) and 12.25 (2), extrabudgetary resources amount to $ 60,299,000. The resources would complement regular budget resources and would be used to provide for 15 posts (1 D-2, 1 P-5, 2 P-4, 2 P-3 and 9 General Service (Other level)) to perform mainly the administrative functions related to the extrabudgetary activities. In addition, non-post resources would be used to perform various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects.

12.92 The extrabudgetary resources under the present section are subject to the oversight of the Secretary-General of UNCTAD, who has delegated authority from the Secretary-General of the United Nations.

Policymaking organs

12.93 The resources proposed under this component would provide for the policymaking organs as shown in table 12.27.

Table 12.27
Policymaking organs
(Thousands of United States dollars)

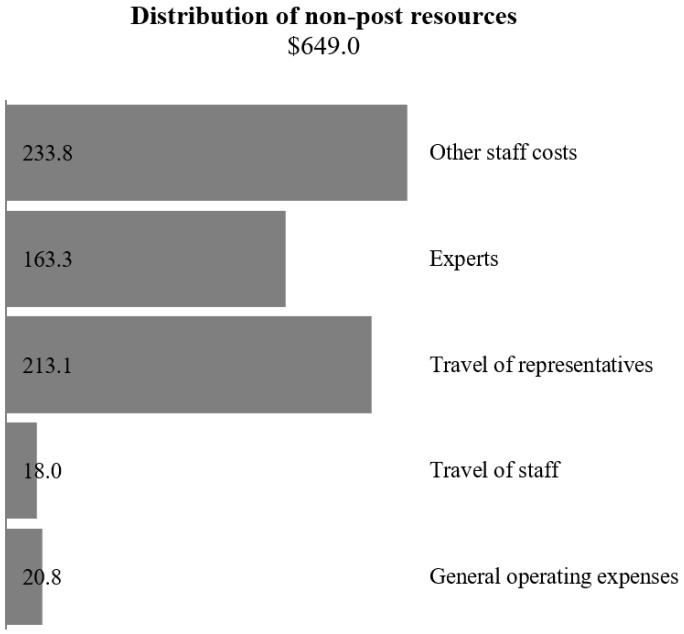
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Commission on Science and Technology for Development	Mandate: General Assembly resolution 46/235. Membership: 43 government experts One session per year One intersessional panel per year One session per year of the working group on data governance	359.4	593.2
Investment, Enterprise and Development Commission	Mandate: General Assembly resolution 49/130 TD/442, TD/442/Corr.1 and TD/442/Corr.2 (Accra Accord), para. 202 Membership: 16 experts One session per year	37.8	37.8
Quadrennial session of UNCTAD	Mandate: General Assembly resolution 1995 (XIX), para. 2 Held every four years	18.0	18.0
Total		**415.2**	**649.0**

12.94 The proposed regular budget resources for 2026 amount to $649,000 and reflect an increase of $233,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 12.89 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.28 and figure 12.VIII.

Table 12.28
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	152.9	415.2	–	233.8	–	233.8	56.3	649.0
Total	**152.9**	**415.2**	**–**	**233.8**	**–**	**233.8**	**56.3**	**649.0**

Figure 12.VIII
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

1. Executive direction and management

12.95 The Office of the Secretary-General of UNCTAD coordinates cross-cutting institutional processes, such as the systematic inclusion of gender equality aspects in all areas of the work of UNCTAD and reaching gender parity in staff. To that end, the Office of the Secretary-General of UNCTAD will continue to coordinate the Gender Task Force, which is chaired by the Deputy Secretary-General of UNCTAD and is mandated to improve and better coordinate gender mainstreaming activities, including by appointing, for each UNCTAD subprogramme, gender focal points whose responsibilities include reviewing and clearing trust fund project documents from a gender mainstreaming perspective. The Statistics Coordination Task Force, chaired by the Deputy Secretary-General of UNCTAD, which has the mandate to improve the coordination of statistical activities in UNCTAD and to exploit synergies, sets strategic priorities for UNCTAD statistics and coordinates statistical activities, including production, dissemination and capacity development.

12.96 In addition, the Office of the Secretary-General of UNCTAD undertakes communication and external relations activities, which include the planning and delivery of UNCTAD media outreach and external relations activities, web content management, civil society liaison and implementation of the communications strategy, including the production and dissemination of information and media products targeted to specific audiences. It also promotes cooperation and working relationships with civil society organizations, including non-governmental organizations (NGOs), trade unions, academia and intergovernmental organizations, and carries out fundraising and intergovernmental liaison activities in respect of civil society work.

12.97 Furthermore, the Office of the Secretary-General of UNCTAD coordinates and conducts evaluation activities that serve to ensure and enhance the quality and resonance of UNCTAD programmes and projects, by providing internal oversight, including oversight and management of external evaluations mandated by the Trade and Development Board, oversight and management of project evaluations funded by the United Nations Development Account and external evaluations required by contribution agreements, thus providing strategic support and advice to management on oversight, self-assessments and self-evaluations.

12.98 In addition, the work of enhancing outreach and promoting UNCTAD objectives at United Nations Headquarters and with relevant actors based in New York and Washington, D.C., including enhancing coordination with all United Nations system entities, funds and specialized programmes, diplomatic missions, the press corps, research institutions, NGOs and technical assistance agencies in the areas of trade, investment, technology and development, is undertaken by the liaison office in New York under the direct guidance of the Office of the Secretary-General of UNCTAD.

12.99 The Statistics Service is responsible for supporting the coordination, standardization and coherence of statistical activities throughout the organization and conducting independent quality assurance on UNCTAD statistics. The cross-organizational Service provides relevant and timely statistics and indicators on trade and development, cutting across the areas of work of UNCTAD, including the interrelated issues of finance, technology, transport, investment and sustainable development, for enhanced and data-driven research, analysis and policy action, and, by implementing the UNCTAD Statistics Quality Assurance Framework, aligning the organization’s overall statistical requirements to enable better planning, more synergies and quality controls. The Service coordinates data and statistical activities in UNCTAD by developing methods, standards and tools for the collection, compilation, dissemination and use of high-quality statistics adhering to international standards. The Service also contributes to the development of national statistical capacity and global statistics, supports countries’ efforts to strengthen their national statistical capacity and develops statistics with international collaboration on topics related to the UNCTAD mandate.

12.100 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly

resolution 72/219, UNCTAD is integrating environmental management practices into its operations. UNCTAD will continue to reduce its carbon footprint by reviewing all air travel at the senior management level to ensure that all alternatives are considered and substituting air travel through the use of information and communications tools whenever possible. As a non-resident entity housed within the premises of the United Nations Office at Geneva, the UNCTAD carbon footprint comprises mostly air travel-related emissions.

12.101 Information on the timely submission of documentation and advance booking for air travel is reflected in table 12.29. UNCTAD will continue to make efforts to further increase the compliance rate, including by monitoring advance ticket purchase compliance in the Management Information System (UNCTAD management dashboard) and reporting to senior management once a month. The Mission Travel Portal, which identifies requests that are not compliant with the advance air ticket purchase policy and sends automated warnings to senior managers, is used by staff members to clear their travel requests with senior management before initiating travel requests in Umoja. In addition, UNCTAD continues to make efforts to raise awareness among staff members and to encourage early planning of meetings and conferences, whenever possible.

Table 12.29
Compliance rate
(Percentage)

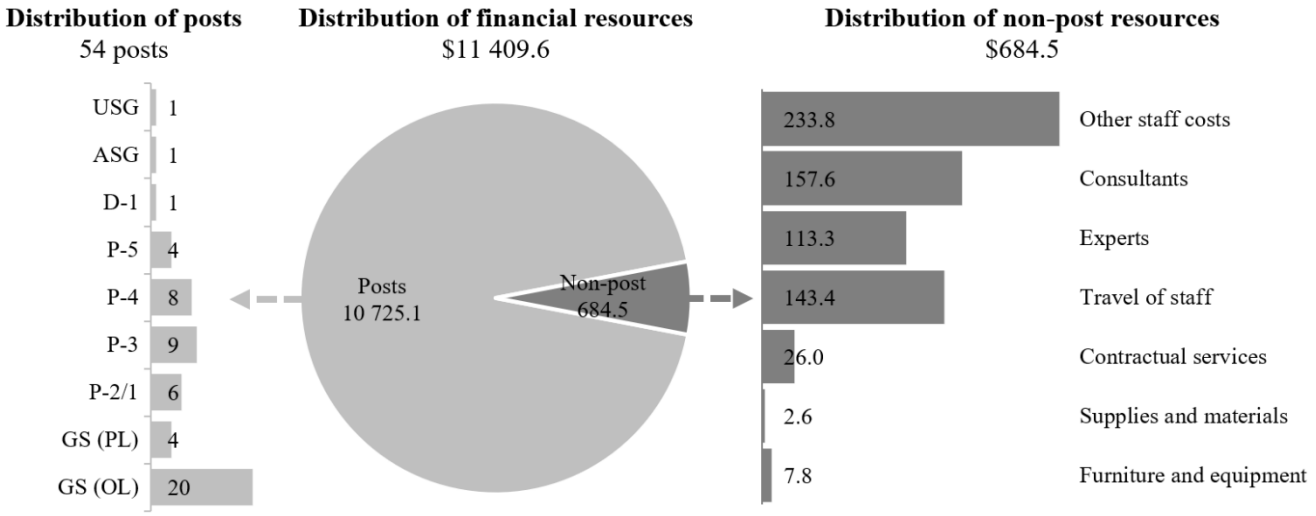
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	52	72	77	100	100

12.102 The proposed regular budget resources for 2026 amount to $11,409,600 and reflect an increase of $552,700 compared with the approved budget for 2025. The proposed change is explained in paragraphs 12.88 (a) and 12.89 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.30 and figure 12.IX.

Table 12.30
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 176.5	10 294.3	430.8	–	–	430.8	4.2	10 725.1
Non-post	111.5	562.6	0.5	121.4	–	121.9	21.7	684.5
Total	**9 288.0**	**10 856.9**	**431.3**	**121.4**	**–**	**552.7**	**5.1**	**11 409.6**
Post resources by category								
Professional and higher		30	–	–	–	–	–	30
General Service and related		24	–	–	–	–	–	24
Total		**54**	**–**	**–**	**–**	**–**	**–**	**54**

Figure 12.IX
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



2. Memorandum of Understanding between the Russian Federation and the Secretariat of the United Nations on promoting Russian food products and fertilizers to the world markets

12.103 No regular budget resources are being proposed for 2026, which reflects a decrease of $2,514,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 12.88 (b). Additional details are reflected in table 12.31.

Table 12.31
Memorandum of Understanding: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	1 442.8	2 514.3	(2 514.3)	–	–	(2 514.3)	(100.0)	–
Total	**1 442.8**	**2 514.3**	**(2 514.3)**	**–**	**–**	**(2 514.3)**	**(100.0)**	**–**

Programme of work

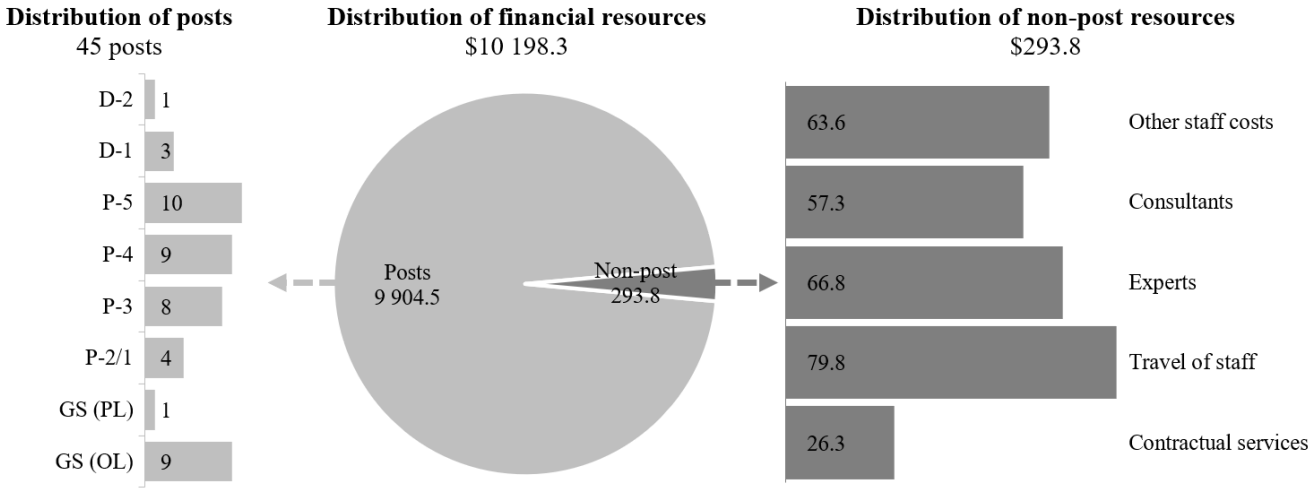
Subprogramme 1
Globalization, interdependence and development

12.104 The proposed regular budget resources for 2026 amount to $10,198,300 and reflect a net increase of $8,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 12.88 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.32 and figure 12.X.

Table 12.32
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	8 922.2	9 818.5	86.0	–	–	86.0	0.9	9 904.5
Non-post	191.1	371.8	(78.0)	–	–	(78.0)	(21.0)	293.8
Total	**9 113.3**	**10 190.3**	**8.0**	**–**	**–**	**8.0**	**0.1**	**10 198.3**
Post resources by category								
Professional and higher		35	–	–	–	–	–	35
General Service and related		10	–	–	–	–	–	10
Total		**45**	**–**	**–**	**–**	**–**	**–**	**45**

Figure 12.X
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



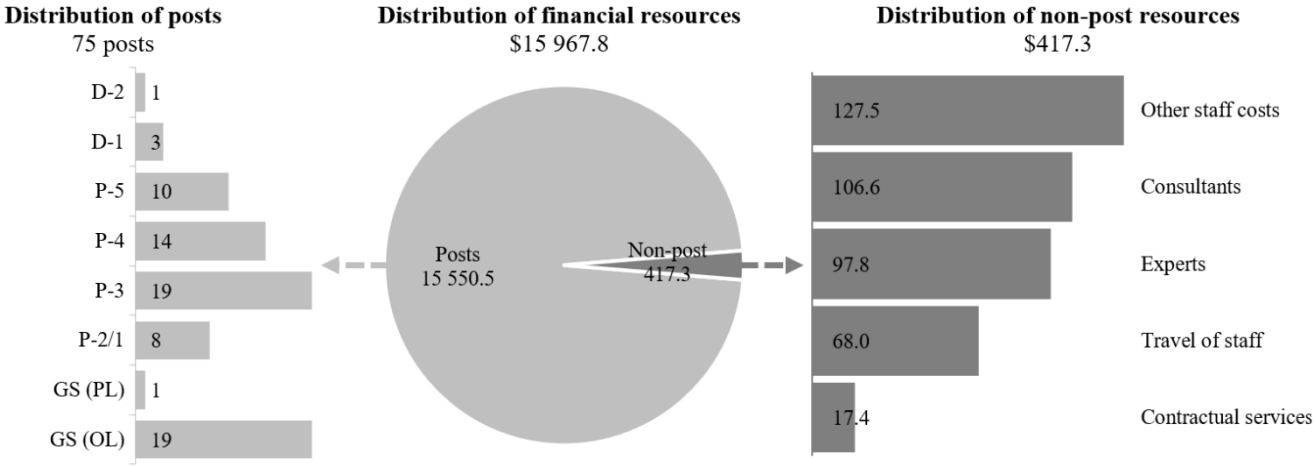
Subprogramme 2
Investment and enterprise

12.105 The proposed regular budget resources for 2026 amount to $15,967,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.33 and figure 12.XI.

Table 12.33
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	14 015.3	15 550.5	–	–	–	–	–	15 550.5
Non-post	213.1	417.3	–	–	–	–	–	417.3
Total	**14 228.4**	**15 967.8**	**–**	**–**	**–**	**–**	**–**	**15 967.8**
Post resources by category								
Professional and higher		55	–	–	–	–	–	55
General Service and related		20	–	–	–	–	–	20
Total		**75**	**–**	**–**	**–**	**–**	**–**	**75**

Figure 12.XI
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



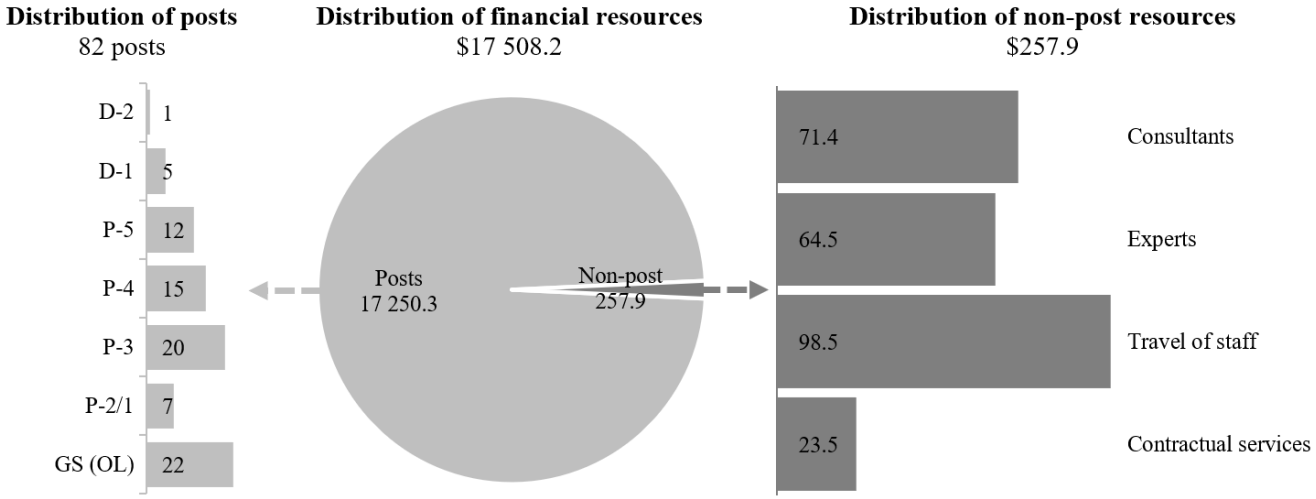
Subprogramme 3
International trade and commodities

12.106 The proposed regular budget resources for 2026 amount to $17,508,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.34 and figure 12.XII.

Table 12.34
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	16 721.9	17 250.3	–	–	–	–	–	17 250.3
Non-post	195.8	257.9	–	–	–	–	–	257.9
Total	**16 917.7**	**17 508.2**	**–**	**–**	**–**	**–**	**–**	**17 508.2**
Post resources by category								
Professional and higher		60	–	–	–	–	–	60
General Service and related		22	–	–	–	–	–	22
Total		**82**	**–**	**–**	**–**	**–**	**–**	**82**

Figure 12.XII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



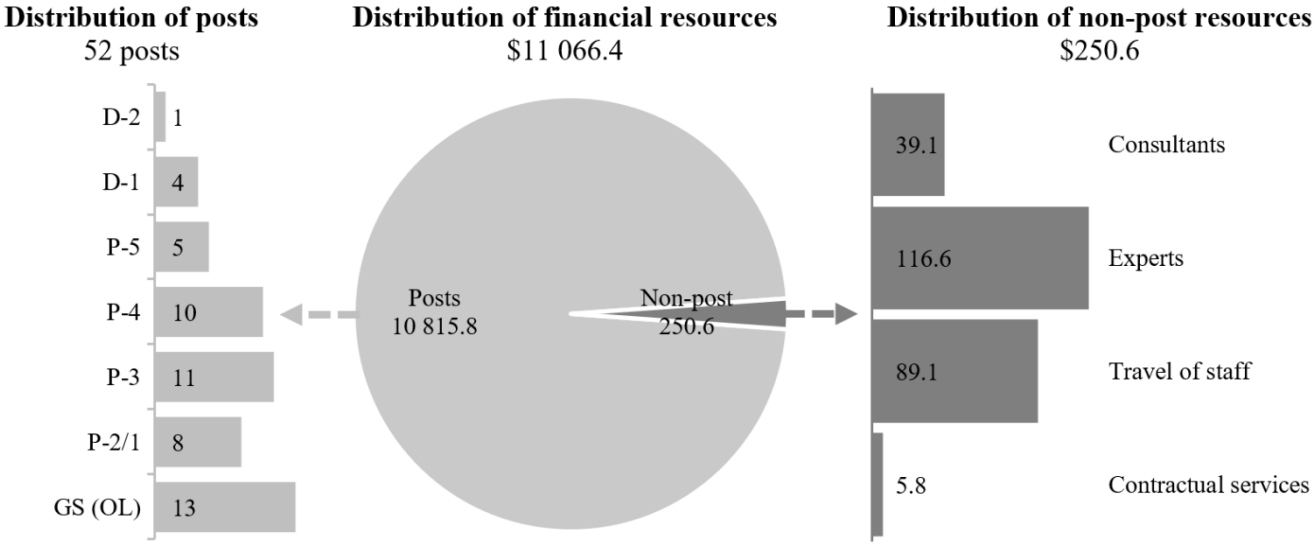
Subprogramme 4
Technology and logistics

12.107 The proposed regular budget resources for 2026 amount to $11,066,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.35 and figure 12.XIII.

Table 12.35
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	10 984.5	10 815.8	–	–	–	–	–	10 815.8
Non-post	187.7	250.6	–	–	–	–	–	250.6
Total	**11 172.2**	**11 066.4**	**–**	**–**	**–**	**–**	**–**	**11 066.4**
Post resources by category								
Professional and higher		39	–	–	–	–	–	39
General Service and related		13	–	–	–	–	–	13
Total		**52**	**–**	**–**	**–**	**–**	**–**	**52**

Figure 12.XIII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



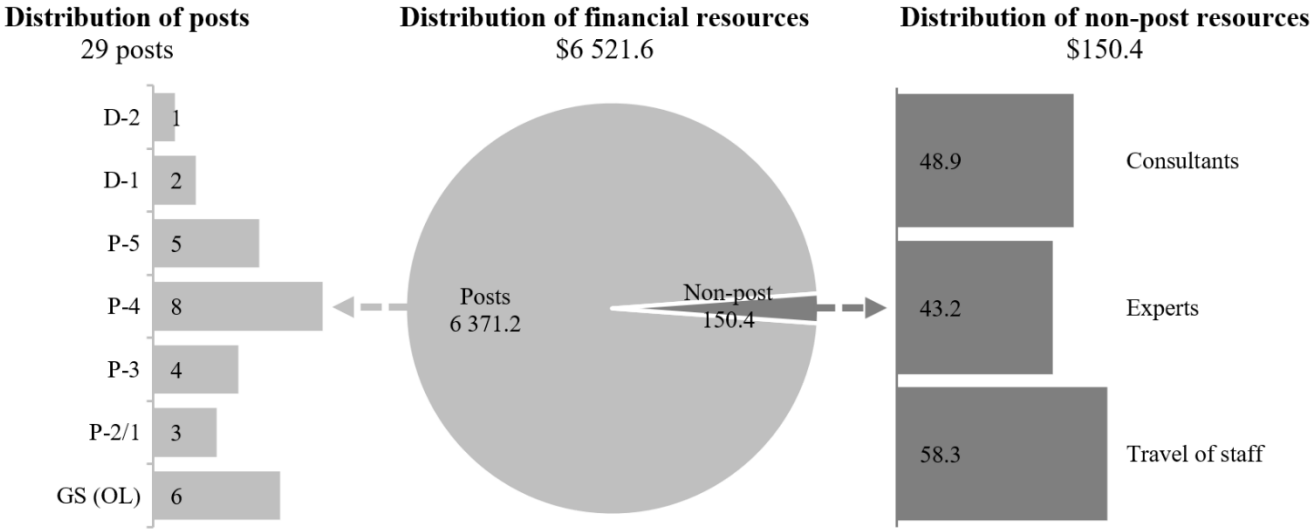
Subprogramme 5
Africa, least developed countries and special programmes

12.108 The proposed regular budget resources for 2026 amount to $6,521,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.36 and figure 12.XIV.

Table 12.36
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 917.1	6 371.2	–	–	–	–	–	6 371.2
Non-post	114.9	150.4	–	–	–	–	–	150.4
Total	**6 032.0**	**6 521.6**	**–**	**–**	**–**	**–**	**–**	**6 521.6**
Post resources by category								
Professional and higher		23	–	–	–	–	–	23
General Service and related		6	–	–	–	–	–	6
Total		**29**	**–**	**–**	**–**	**–**	**–**	**29**

Figure 12.XIV
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

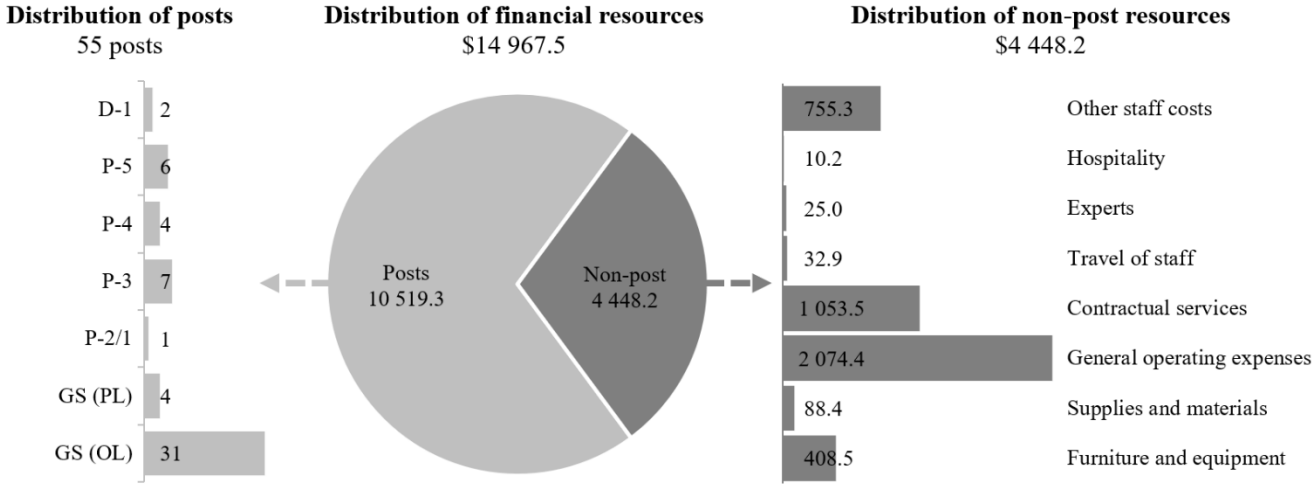
12.109 Programme support is responsible for administrative activities that support the smooth workings of the programme, including in the areas of human resources, finance and budget, programme planning, intergovernmental activities and technical cooperation.

12.110 The proposed regular budget resources for 2026 amount to $14,967,500 and reflect an increase of $13,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 12.90. Additional details on the distribution of the proposed resources for 2026 are reflected in table 12.37 and figure 12.XV.

Table 12.37
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	10 403.6	10 519.3	–	–	–	–	–	10 519.3
Non-post	3 096.3	4 435.0	–	–	13.2	13.2	0.3	4 448.2
Total	**13 499.9**	**14 954.3**	**–**	**–**	**13.2**	**13.2**	**0.1**	**14 967.5**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		35	–	–	–	–	–	35
Total		**55**	**–**	**–**	**–**	**–**	**–**	**55**

Figure 12.XV
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

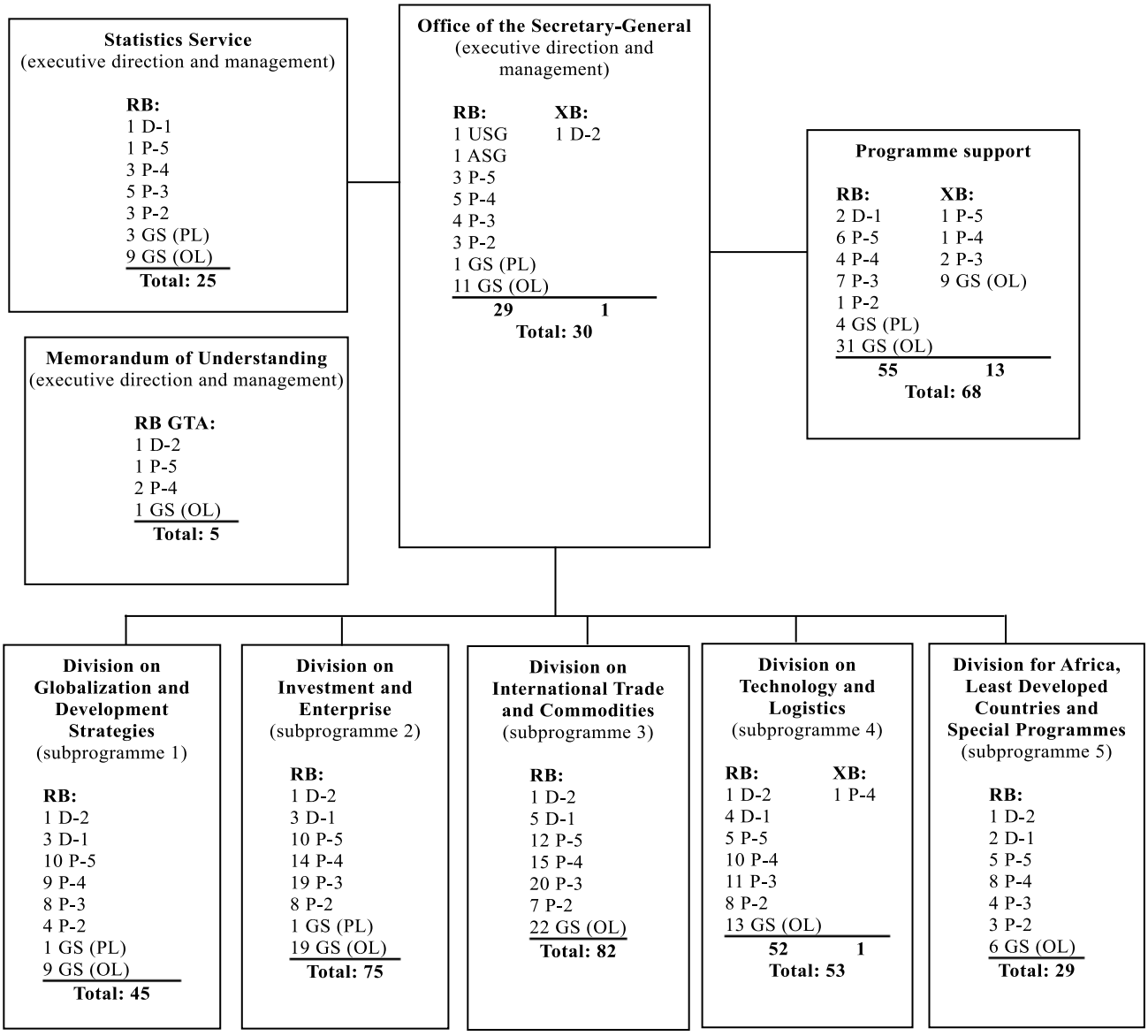
Organizational structure and post distribution for 2026

Two charts showing the organizational structure of UNCTAD are presented below. Chart A reproduces the approved organizational structure for 2025, as contained in document A/79/6 (Sect. 12) and amended to include five additional temporary posts established in 2025. Chart B presents the proposed organizational structure for 2026.

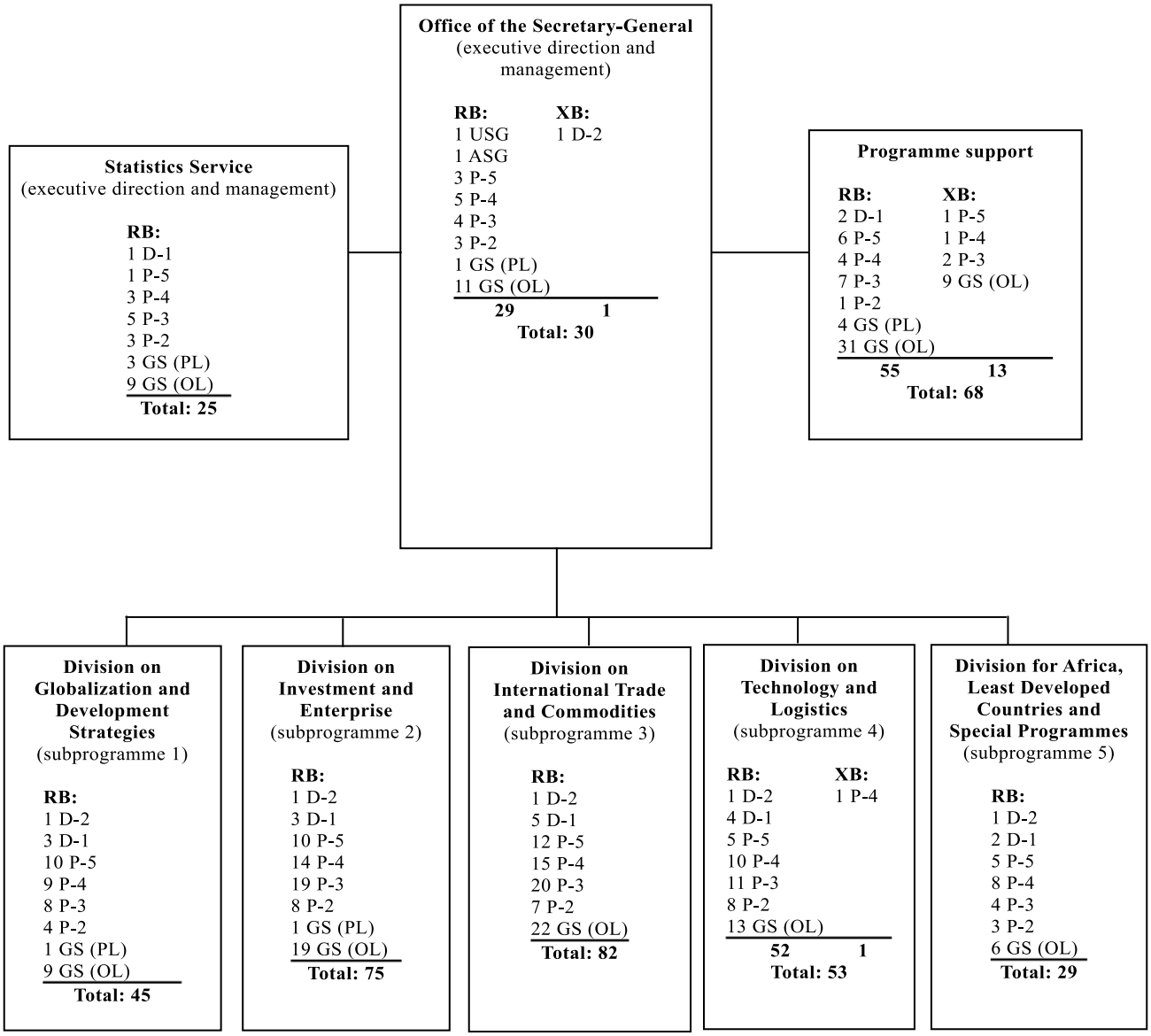
Justification for the proposed changes

The removal of the organizational unit named Memorandum of Understanding under executive direction and management reflects the removal of all requirements to support the Memorandum of Understanding between the Russian Federation and the Secretariat of the United Nations on promoting Russian food products and fertilizers to the world markets, which is scheduled to expire on 22 July 2025.

A. Approved organizational structure and post distribution for 2025



B. Proposed organizational structure and post distribution for 2026



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

United Nations A/80/6 (Sect. 13)

General Assembly

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Items 137 and 138 of the preliminary list*

Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

Section 13
International Trade Centre

Subprogramme 6 of programme 10
Trade and development

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* A/80/50.
** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.
*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

13.1 The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO). The mandate derives from the priorities established by the contracting parties to the General Agreement on Tariffs and Trade (GATT) on 19 March 1964 and the General Assembly on 12 December 1967 (Assembly resolution 2297 (XXII)). Since 1 January 1968, ITC has operated under the joint auspices of GATT/WTO and the United Nations. In its resolution 1819 (LV) of 9 August 1973, the Economic and Social Council reaffirmed the Centre's mandate as the focal point for technical assistance and cooperation activities for trade promotion within the United Nations system of assistance for developing countries.

13.2 In the context of the 2030 Agenda for Sustainable Development, Member States explicitly recognized trade as a key engine for sustainable and inclusive economic growth and poverty eradication, specifically through target 8.a of the Sustainable Development Goals, to increase Aid for Trade support, and targets 17.10 and 17.11 of the Goals, for an open, rules-based, transparent and fair trading system and a significant increase in exports from developing countries. In the Pact for the Future, Member States reiterated their commitment to a rules-based, non-discriminatory, open, fair, inclusive, equitable and transparent multilateral trading system and emphasized the promotion of export-led growth in developing countries, in line with WTO commitments.

13.3 Against the backdrop of trade tensions and the severe negative impact on trade and development caused by the coronavirus disease (COVID-19) pandemic, the General Assembly, in its resolutions 79/195 and 78/134, reiterated this position for the target beneficiaries of ITC – micro-, small and medium-sized enterprises – which make up over 90 per cent of the world's businesses, account for over two thirds of employment and form the economic backbone of every community.

Programme of work

Subprogramme 6
Operational aspects of trade promotion and export development

Objective

13.4 The objective, to which ITC contributes, is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises.

Strategy and external factors for 2026

13.5 To contribute to the objective, ITC will provide advisory services, training and awareness-building to enterprises, business support institutions and government agencies in areas that are key to the international competitiveness of micro-, small and medium-sized enterprises. In particular, ITC will:

(a) Build enterprise-level capacities in the areas of market analysis, value addition, quality, e-commerce, marketing, access to finance and investment, climate resilience and environmental risk mitigation;

(b) Provide micro-, small and medium-sized enterprises with market knowledge and new market linkage opportunities, including through initiatives related to digital and sustainable trade and the "Alliances for Action" initiative, which connect businesses to foreign markets and develop public-private partnerships in targeted value chains, strengthening existing and opening new trade channels;

(c) Enable business transactions and investment for micro-, small and medium-sized enterprises, with a focus on growing local, regional, South-South and global value chains, working with women-owned businesses, youth entrepreneurs, refugees, internally displaced persons and artisan and farmer communities, including through the ITC SheTrades initiative, the Ye! ("young entrepreneurs") community and the Refugee Empowerment through Markets Initiative;

(d) Strengthen the governance, performance, advocacy capacities, quality and scope of services of national, subnational and regional business support institutions and ecosystems, including trade and investment promotion agencies, chambers of commerce, sector associations, youth and women's business groups, cooperatives, incubators and technical and vocational training providers;

(e) Support policymakers in leading public-private dialogues and consensus-building and decision-making processes that foster the growth and internationalization of micro-, small and medium-sized enterprises, including through the promotion of the benefits of a universal, rules-based, open, predictable, inclusive, non-discriminatory and equitable multilateral trading system under WTO;

(f) Scale up its comprehensive and globally accessible trade intelligence that addresses information and knowledge gaps, including databases, such as the ITC Sustainability Map and Market Access Map, and the SME Trade Academy digital learning platform;

(g) In line with the ITC country engagement strategy, strengthen its trade advocacy, partnerships and programmatic planning through an enhanced regional and national presence.

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

(a) Increased resilience of micro-, small and medium-sized enterprises to external shocks and their enhanced competitiveness, sustainable business practices and integration into regional and international value chains that generate business transactions, investments, sustainable jobs and higher incomes, especially for women, youth and persons in vulnerable situations;

(b) Improved usefulness of services provided by business support institutions to micro-, small and medium-sized enterprises, including enhanced management and operational functioning of the service providers;

(c) Better-informed government decision makers, with options for new or improved inclusive trade-related policies, strategies and regulatory frameworks that contribute to an enabling environment for micro-, small and medium-sized enterprises to participate in international trade;

(d) Increased awareness among policymakers, business support organizations and businesses related to trade opportunities and challenges for micro-, small and medium-sized enterprises, market access conditions and sustainable business practices.

13.7 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Extrabudgetary resources will remain stable;

(b) Political, economic and social conditions in programming countries will remain conducive to development interventions;

(c) International trade and investment conditions do not deteriorate significantly compared with 2025.

13.8 With regard to cooperation with other entities at the global, regional, national and local levels, ITC will maintain and develop partnerships with the private sector, civil society, academia and trade and development organizations to support market access and provide supplier programmes for micro-, small and medium-sized enterprises in order to advance the 2030 Agenda, the Pact for the Future and the Global Digital Compact annexed thereto. ITC will focus on partnerships that contribute to the ITC Global Small and Medium-sized Enterprises Ministerial Meeting; to the operationalization of key value chains in support of the African Continental Free Trade Area; and to scalable initiatives, especially for the least developed countries, small island developing States and landlocked developing countries. ITC will also focus on partnerships that support key outcomes in areas such as digital trade, investment facilitation, women and trade, and micro-, small and medium-sized enterprises and trade in the run-up to the fourteenth WTO Ministerial Conference, to be held in Cameroon.

13.9 With regard to inter-agency coordination and liaison, ITC will continue to coordinate with United Nations entities, including through membership in the United Nations Sustainable Development Group and United Nations regional and country teams. ITC will collaborate with the United Nations Conference on Trade and Development and WTO, and with other entities and initiatives, such as the World Intellectual Property Organization, the International Telecommunication Union, the International Labour Organization, the International Organization for Migration and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.

13.10 ITC integrates a gender perspective in its operational activities, deliverables and results, as appropriate. ITC will mainstream gender equality and women's empowerment throughout its workstreams, including by catalysing reforms of government procurement frameworks to mainstream a gender perspective; changing how business support organizations and financial institutions serve women; strengthening the voice of women's organizations in the African Continental Free Trade Area; and serving more women in vulnerable situations.

13.11 In line with the United Nations Disability Inclusion Strategy, ITC will increase the attention given to disability inclusion in its programming and will implement more initiatives that foster the inclusion of persons with disabilities in trade.

Evaluation activities

13.12 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) 2024 annual evaluation synthesis report: midterm evaluation of the ITC strategic plan for the period 2022–2025;

(b) Evaluation of the ITC Ethical Fashion Initiative;

(c) Midterm evaluation of the project "Linking Ukrainian SMEs in the Fruit and Vegetables Sectors to Global and Domestic Markets and Value Chains – Phase II";

(d) Midterm evaluation of the Netherlands Trust Fund Phase V programme;

(e) Evaluation of the Systematic Mechanism for Safer Trade project.

13.13 In response to the results of the evaluations referenced above, ITC will leverage findings to enhance its impact on Member States' national development objectives, informing future approaches to maximize impact. For example, ITC will reinforce collaboration with partner institutions to sustain capacity-building for small and medium-sized enterprises. The ITC partnership and capacity-building approaches have also fostered ownership and sustainability and will be replicated by, for example, expanding private sector engagement, enhancing business-to-business matchmaking and strengthening market linkages for micro-, small and medium-sized enterprises, as well as by improving its alignment with the resident coordinator system, adapting to donor funding decentralization and deepening its country-level presence, all in line with the ITC country engagement strategy.

13.14 The following evaluations are planned for 2026:

(a) 2026 annual evaluation synthesis report;

(b) One corporate-level evaluation;

(c) One evaluation of an ITC thematic area;

(d) One large project evaluation.

Programme performance in 2024

Enhanced access to financing for women entrepreneurs in the digital economy

13.15 In developing countries, there are about 8 to 10 million formal small and medium-sized enterprises with at least one female owner. Digital trade is the fastest-growing segment of international trade, with an estimated average annual growth rate of 8 per cent since 2005 and $4.3 trillion in value. Lack of access to financing is one of the key obstacles to the growth of women's entrepreneurship in international trade. ITC launched the joint WTO-ITC Women Exporters in the Digital Economy Fund in February 2024. Operationalized through the ITC SheTrades initiative, the Fund aims to raise $50 million for thousands of women entrepreneurs in developing and least developed countries. The Fund will provide financing for women entrepreneurs, enabling them to adopt digital technologies and expand the online presence of their enterprises.

13.16 Progress towards the objective is presented in the performance measure below (see table 13.1).

Table 13.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	The WTO-ITC Women Exporters in the Digital Economy Fund mobilized over $21 million in pledges, of which $10 million is already available for kick-starting the first phase in four countries targeting at least 400 women-led small and medium-sized enterprises from 2025 onwards Over 600 business support organizations responded to a call by the Fund for applications to participate in the programme

Planned results for 2026

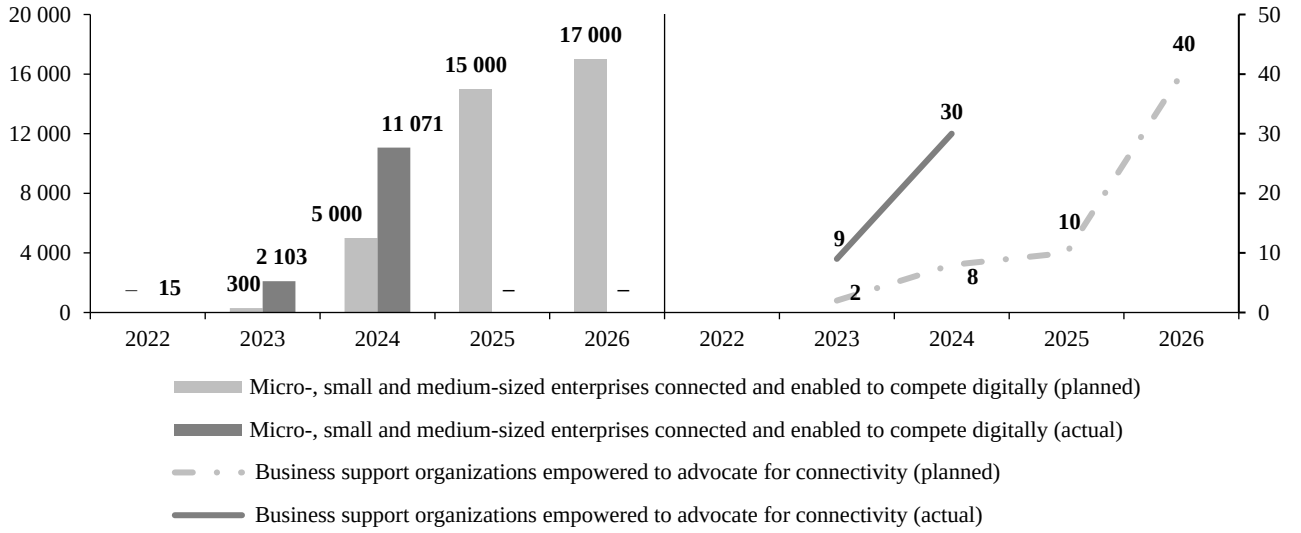
Result 1: strengthened digital trade capacity of micro-, small and medium-sized enterprises

Programme performance in 2024 and target for 2026

13.17 The Centre's work contributed to 11,071 micro-, small and medium-sized enterprises enabled to compete digitally and 30 business support organizations empowered to advocate for connectivity, which exceeded the planned target of 5,000 micro-, small and medium-sized enterprises and 8 business support organizations.

13.18 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 13.I).

Figure 13.I
Performance measure: number of micro-, small and medium-sized enterprises enabled to digitally compete and number of business support organizations empowered to advocate for connectivity (cumulative)



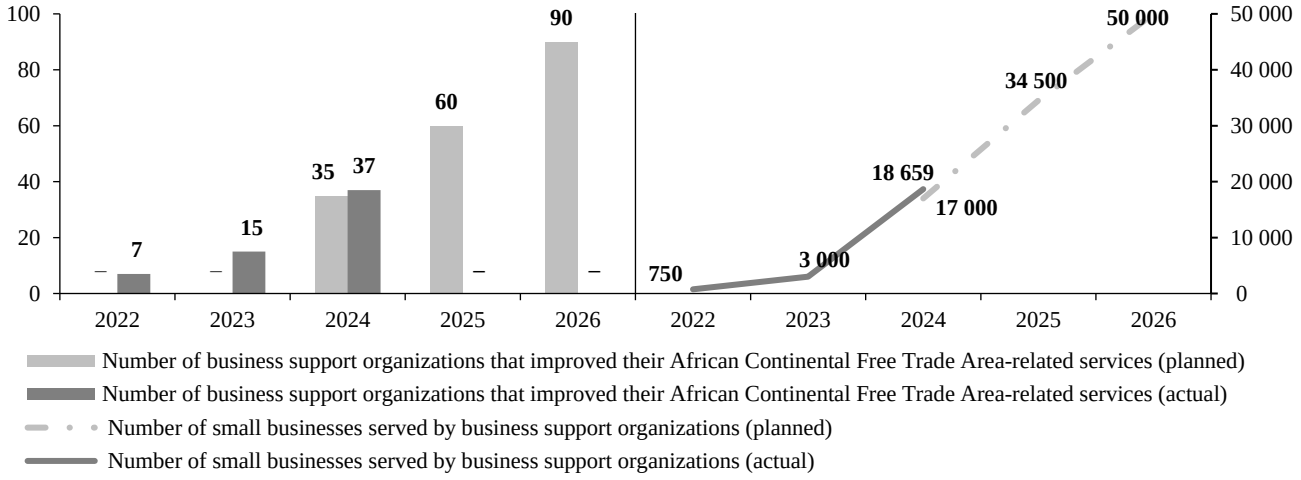
Result 2: strengthened services provided by local business support organizations to small businesses to capitalize on the African Continental Free Trade Area

Programme performance in 2024 and target for 2026

13.19 The Centre's work contributed to 37 business support organizations that improved their African Continental Free Trade Area-related services and 18,659 small businesses served by business support organizations, which exceeded the planned target of 35 business support organizations and 17,000 micro-, small and medium-sized enterprises.

13.20 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 13.II).

Figure 13.II
Performance measure: number of business support organizations that improved their African Continental Free Trade Area-related services and number of small businesses served by those business support organizations (cumulative)



Result 3: transition of textile and clothing small and medium-sized enterprises in Africa and the Asia-Pacific region to sustainable operations

Proposed programme plan for 2026

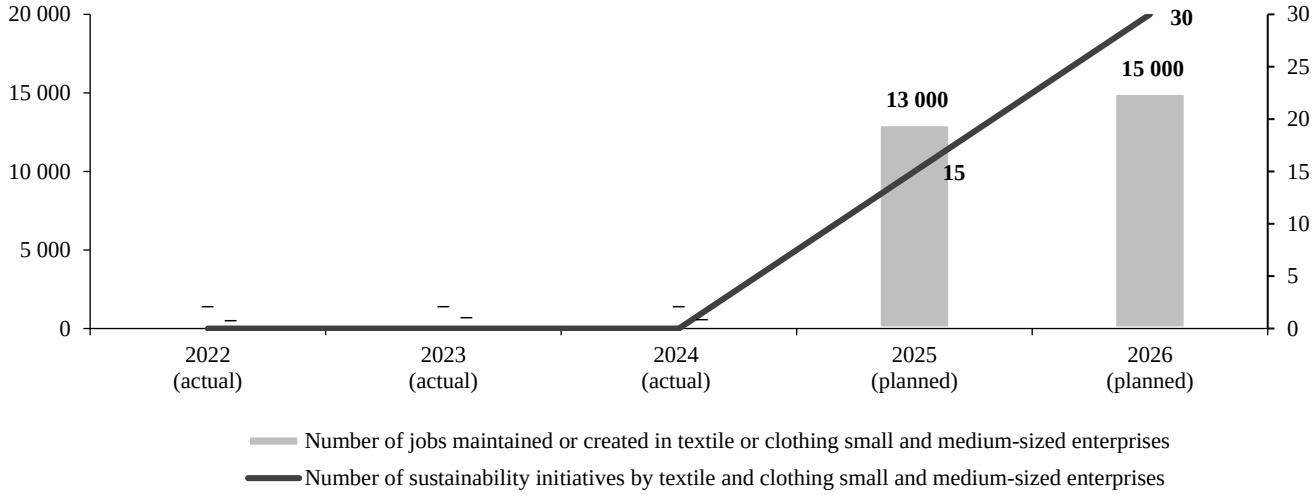
13.21 In the textile and clothing industry, the transition towards digitalization and sustainability – in particular its environmental aspects – may increase opportunities for inclusion in global value chains for small and medium-sized enterprises in developing countries. ITC has traditionally worked in textile and clothing value chains in a broad manner, addressing almost all aspects of production and trade to improve competitiveness.

Lessons learned and planned change

13.22 The lesson for ITC was that changing market requirements and industry practices made it necessary to prioritize support for small and medium-sized enterprises in the transition of the textile and clothing industry towards digitalization and sustainability. This will enable small and medium-sized enterprises to meet markets' increasing demand for more sustainable products in compliance with industry standards and forthcoming regulations. In applying the lesson, ITC will increase its focus on the competitiveness of textile and clothing small and medium-sized enterprises in identified areas and engage with policymakers and business support organizations to provide the framework for textile sustainability and foster a more effective business ecosystem. These changes are expected to enable growth, higher revenues and job creation for textile and clothing small and medium-sized enterprises, while reducing the sector's impact on the environment.

13.23 Expected progress towards the objective is presented in the performance measure below (see figure 13.III).

Figure 13.III
Performance measure: number of jobs and sustainability initiatives in textile and clothing small and medium-sized enterprises in Africa and the Asia-Pacific region (cumulative)



Legislative mandates

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

General Assembly resolutions

2297 (XXII)	International Trade Centre
66/288	The future we want
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/243; 75/233; 79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
71/279	Micro-, Small and Medium-sized Enterprises Day
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
73/195	Global Compact for Safe, Orderly and Regular Migration
73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
74/231; 76/215; 78/162	Development cooperation with middle-income countries
74/235; 77/181; 79/223	Women in development
75/211; 77/160; 79/201	Entrepreneurship for sustainable development
75/225; 77/174; 79/215	Towards a New International Economic Order
75/231; 79/222	Industrial development cooperation
76/202; 78/151; 79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
76/205; 78/153; 79/206	Protection of global climate for present and future generations of humankind
76/207; 78/155; 79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
76/213; 78/160	Science, technology and innovation for sustainable development
76/218; 77/179; 79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
76/224; 79/228	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
76/258	Doha Programme of Action for the Least Developed Countries
77/150; 78/132; 79/194	Information and communications technologies for sustainable development
77/151; 78/134; 79/195	International trade and development
77/156; 78/231; 79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
77/164; 78/152; 79/205	Disaster risk reduction
77/177; 79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
77/178; 79/220	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environmental protection
77/184; 78/166	Operational activities for development of the United Nations system
77/185; 78/167; 79/236	South-South cooperation
77/245; 78/232; 79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
77/330	Cooperation between the United Nations and the Economic Cooperation Organization
78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals
78/179	Policies and programmes involving youth
78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
79/1	The Pact for the Future
79/219	Follow-up to the Third United Nations Conference on Landlocked Developing Countries
79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes	2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

World Trade Organization ministerial declarations and decisions

WT/MIN(01)/DEC/1	Doha Ministerial Declaration	WT/MIN(15)/DEC	Nairobi Ministerial Declaration
WT/MIN(05)/DEC	Doha Work Programme: Ministerial Declaration	WT/MIN(17)/DEC	Joint Declaration on Trade and Women's Economic Empowerment
WT/MIN(11)/W/2	Elements for political guidance	WT/MIN(24)/DEC	Outcome document of the thirteenth Ministerial Conference
WT/MIN(13)/DEC	Bali Ministerial Declaration		

Deliverables

13.25 Table 13.2 lists all deliverables of ITC.

Table 13.2
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	3	3	3	3
2. Annual report on the activities of ITC to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
Meetings of:				
3. The Joint Advisory Group on the International Trade Centre and formal meetings of the Consultative Committee of the ITC trust fund	4	4	4	4
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Fifth Committee	1	1	1	1
6. The Committee for Programme and Coordination	1	1	1	1
7. The WTO Committee on Budget, Finance and Administration	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**140**	**155**	**145**	**145**
8. On trade-related technical assistance	140	155	145	145
Seminars, workshops and training events (number of days)	**5 000**	**4 886**	**5 000**	**5 000**
9. Training events on trade intelligence, policy and strategy	1 200	1 052	1 200	1 200
10. Training events on business support institutions and ecosystems	800	1 120	800	800
11. Training events on value chains and sustainability	3 000	2 714	3 000	3 000
Technical materials (number of materials)	**30**	**35**	**30**	**30**
12. *SME Competitiveness Outlook* flagship report	1	–	1	–
13. Books on trade-related subjects	4	5	4	4
14. Papers on trade-related subjects, such as inclusive and sustainable trade, trade and market intelligence, and competitiveness of micro-, small and medium-sized enterprises (including those that are women- or youth-led)	25	30	25	26

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for micro-, small and medium-sized enterprises in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among micro-, small and medium-sized enterprises, such as women- and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of micro-, small and medium-sized enterprises and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion of such enterprises and disadvantaged groups in policy and strategy processes.

Databases and substantive digital materials: databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database for over 48,000 active women entrepreneurs, "SheTrades Outlook", the ITC "SME Trade Academy", the Ye! community and platform for over 51,000 young entrepreneurs, the Benchmarking for Trade platform, the Quality for Trade platform reaching 3,700 users, the ecomConnect platform, the suite of regional integrated solutions (African Trade Observatory, West African Competitiveness Observatory, Euromed Trade Helpdesk and Eastern Partnership Trade Helpdesk), which received more than 54,000 visits from over 30,000 users in 2024, and the suite of market analysis tools (Trade Map, Market Access Map, Rules of Origin Facilitator, Export Potential Map, Investment Map, Procurement Map and Global Trade Helpdesk) accessed by more than 2.3 million users, generating over 10.3 million visits in 2024; the Strategies Implementation Management Tool with 57 registered users, the Sustainability Map, with 19,000 active users, the Standards Map, with 89,000 active users, and the ePing platform, with a total of 25,300 registered users.

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the Global Small and Medium-sized Enterprises Ministerial Meeting, the Trade for Sustainable Development Forum, and Micro-, Small and Medium-sized Enterprises Day; the *International Trade Forum* digital magazine; newsletters on trade-related subjects for over 9,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the Sustainable Development Goals.

Digital platforms and multimedia content: ITC website and social media accounts, engaging sustainable micro-, small and medium-sized enterprises and women and youth entrepreneurs.

Library services: on-demand services for ITC clients related to trade information.

B. Proposed post and non-post resource requirements for 2026

Overview

13.26 ITC carried out a spending review pursuant to paragraph 20 of General Assembly resolution 77/262, as part of its proposed budget exercise for 2026. Under the overall guidance of the Executive Director and with the engagement of all programme managers, a review was carried out for each division of ITC, including an in-depth analysis of the latest post complement and functional profiles, as well as non-post resource types and distribution, with a view to determining the optimal level and types of resources required to implement the mandates of ITC, as set out in the proposed programme plan for 2026.

13.27 The spending review process was implemented in parallel with the development of the ITC strategic plan for the period 2026–2030, which is anchored to the commitment of ITC to fostering inclusive and sustainable economic transformation in developing countries through enhanced competitiveness and trade of small and medium-sized enterprises; this provided an opportunity to align resource allocation with the Centre's renewed long-term vision. The review pointed to several opportunities for better and more efficient utilization of financial and human resources, including through the reconfiguration of staffing structures, the repurposing of existing posts and the redistribution of non-post resources. The spending review proposals support the realization of the five transformational outcome priorities identified in the strategic plan for the period 2026–2030, namely: (a) the acceleration of trade diversification and value addition; (b) the advancement of the sustainable transition for small and medium-sized enterprises; (c) the enhanced inclusion of small and medium-sized enterprises in the digital economy; (d) the achievement of transformational benefits from trade for small and medium-sized enterprises; and (e) the amplification of the contributions of small and medium-sized enterprises to global advocacy and decision-making. Through the spending review process, ITC aims to reinforce the strategic coherence of its operations and ensure that its resource base is positioned to respond to emerging priorities of Member States and unforeseen challenges over the coming period covered by the strategic plan.

13.28 The outcome of the spending review process highlighted the need for strengthening the trade advocacy, partnerships and programmatic planning of ITC in line with the ITC country engagement strategy, which envisions a more decentralized ITC with a stronger in-country and regional presence to better meet countries' needs and increase global reach. The ITC country engagement strategy is shaped by several key factors, namely: (a) the need for greater visibility and more direct engagement in country-level discussions; (b) the growing complexity of the ITC project portfolio, requiring stronger coordination at the country level; (c) the increasingly complex needs of countries; (d) the competitive Aid for Trade space, requiring ITC to demonstrate its unique value proposition; and (e) the decentralization of strategic and funding decisions by development partners.

13.29 Furthermore, ITC will launch a new flagship initiative – the Global Small and Medium-sized Enterprises Ministerial Meeting – designed to serve as a high-level platform for strategic dialogue on the development of small and medium-sized enterprises. This initiative will bring together ministers and key global stakeholders to identify and shape policy responses to the most pressing challenges faced by small and medium-sized enterprises, including limited access to finance, uneven digital connectivity and the demands of the sustainable transition. This flagship initiative will also feature a dedicated business and innovation space, aimed at fostering interaction between policymakers and private sector actors, encouraging the exchange of innovative solutions and facilitating investment opportunities in support of the growth of small and medium-sized enterprises. Funding requirements for this initiative are planned to be provided through the reconfiguration of non-post resources in line with the findings of the spending review.

13.30 The proposed regular budget resources for 2026 are reflected in table 13.3.

Table 13.3
Overall United Nations grant to ITC: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Grants and contributions[a]	21 631.7	23 376.8	–	–	–	–	–	23 376.8
Total	**21 631.7**	**23 376.8**	**–**	**–**	**–**	**–**	**–**	**23 376.8**

[a] Represents the United Nations share of the ITC full regular budget disbursed as a grant.

13.31 ITC operates, from an administrative point of view, on the basis of arrangements agreed upon between the United Nations and GATT/WTO. These arrangements were reviewed in 1998, 1999 and 2004, with the most recent consolidated version (A/79/6 (Sect. 13), annex II) approved in 2024 by the General Assembly in its resolution 79/257 and by the General Council of WTO at its meeting held on 22 and 23 July 2024. The recently approved administrative arrangements consolidate two decades of changes in the budgeting processes of both organizations into a single document, incorporating technical and administrative updates that had not previously been documented in one place; the administrative arrangements also streamline the budget format and review timeline, ensuring alignment between the annual budget cycle of the United Nations and the biennial cycle of WTO. In conformity with the administrative arrangements, the regular budget of ITC is denominated in Swiss francs and is funded equally by the United Nations and WTO. The United Nations share of the ITC full regular budget is disbursed as a grant.

13.32 In accordance with the biennial budget cycle of WTO and the administrative arrangements of ITC, the proposed biennial budget for 2026–2027, which will be submitted for review by WTO bodies, will be set at twice the amount presented in the present document.

13.33 The grant proposed for 2026 amounts to $23,376,800, reflecting no change in the resource level compared with the approved appropriation for 2025. The full regular budget requirements of ITC amount to SwF 38,431,300, net of projected miscellaneous income of SwF 200,000. The United Nations grant remains at 50 per cent of the ITC full regular budget, or SwF 19,215,700. After applying an exchange rate of SwF 0.8220 to $1.00, the United States dollar equivalent is $23,376,800. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

13.34 The total resource requirements for 2026 for ITC, comprising its planned full regular budget in Swiss francs and projected extrabudgetary resources in Swiss francs, are reflected in tables 13.4 and 13.5 and figure 13.IV. For increased clarity and transparency, details of ITC post resources to be provided for by the proposed grants from the United Nations and WTO are presented in tables 13.6 and 13.7 and annex I, notwithstanding that these posts are not part of the proposed or approved staffing table of the United Nations regular budget.

Table 13.4
Evolution of financial resources by source of funding: ITC full regular budget and extrabudgetary resources
(Thousands of Swiss francs)

(1) *Regular budget*

Component/subprogramme	*2024 expenditure*[a]	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Programme of work								
6. Operational aspects of trade promotion and export development	37 889.8	38 431.3	–	–	–	–	–	38 431.3
Subtotal, 1	**37 889.8**	**38 431.3**	**–**	**–**	**–**	**–**	**–**	**38 431.3**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Programme of work					
6. Operational aspects of trade promotion and export development	102 991.9	94 530.0	–	–	94 530.0
Subtotal, 2	**102 991.9**	**94 530.0**	**–**	**–**	**94 530.0**
Total	**140 881.7**	**132 961.3**	**–**	**–**	**132 961.3**

[a] Overall level of 2024 expenditure (net of miscellaneous income) incurred in Swiss francs, of which the United Nations share amounts to SwF 18,944,900, equivalent to $21,631,700.

Table 13.5
Evolution of financial and post resources: ITC full regular budget
(Thousands of Swiss francs/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	29 759.7	29 994.8	–	–	(25.0)	(25.0)	(0.1)	29 969.8
Non-post	8 130.1	8 436.5	–	–	25.0	25.0	0.3	8 461.5
Total	**37 889.8**	**38 431.3**	**–**	**–**	**–**	**–**	**–**	**38 431.3**
Post resources by category								
Professional and higher		91	–	–	–	–	–	91
General Service and related		69	–	–	–	–	–	69
Total		**160**	**–**	**–**	**–**	**–**	**–**	**160**

Table 13.6
Proposed posts and post changes for 2026: ITC full regular budget
(Number of posts)

	Number	*Details*
Approved for 2025	160	1 ASG, 1 D-2, 5 D-1, 21 P-5, 29 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)
Reclassification	–	1 P-5 in the Division of Country Programmes as 1 D-1 in the Division of Sustainable and Inclusive Trade
		1 P-4 as 1 P-3 in the Division of Market Development
Redeployment	–	1 D-1 from the Division of Sustainable and Inclusive Trade in Geneva to the ITC regional office in Nairobi
		1 P-3 from the Division of Country Programmes to the ITC regional office in Nairobi
Reassignment	–	1 Programme Management Officer (P-4) as Statistician, 1 Programme Management Officer (P-3) as Data Analyst and 1 Driver (GS (OL)) as General Services Assistant
Proposed for 2026	160	1 ASG, 1 D-2, 6 D-1, 20 P-5, 28 P-4, 21 P-3, 14 P-2/1, 69 GS (OL)

Table 13.7
Proposed posts for 2026 by source of funding: ITC full regular budget and extrabudgetary resources
(Number of posts)

(1) *Regular budget*

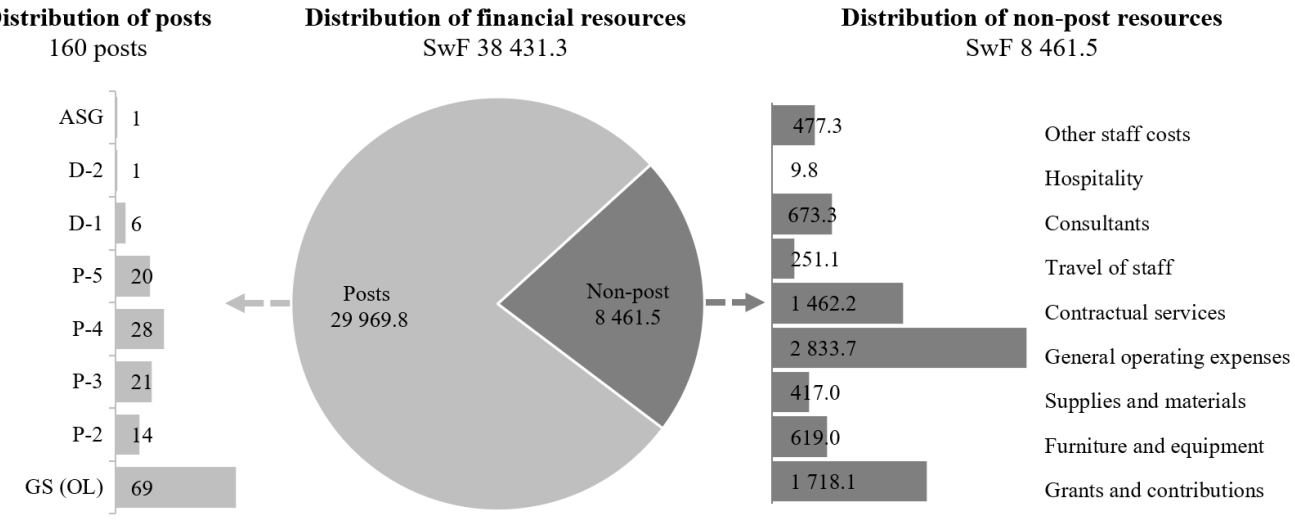
		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Programme of work						
6. Operational aspects of trade promotion and export development	160	–	–	–	–	160
Subtotal, 1	**160**	**–**	**–**	**–**	**–**	**160**

(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Programme of work			
6. Operational aspects of trade promotion and export development	20	–	20
Subtotal, 2	**20**	**–**	**20**
Total (1+2)	**180**	**–**	**180**

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

Figure 13.IV
Distribution of proposed resources for 2026: ITC full regular budget
(Number of posts/thousands of Swiss francs)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

13.35 As reflected in tables 13.5 and 13.6, planned resource changes reflect overall cost-neutral changes, as follows:

(a) Decreased requirements of SwF 25,000 under posts, reflecting:

(i) The planned redeployment of one D-1 post (formerly intended for the ITC Addis Ababa liaison office) from the Division of Sustainable and Inclusive Trade and one Programme Management Officer (P-3) post from the Division of Country Programmes, both currently located in Geneva, to the ITC regional office in Nairobi, as reflected in annex II (decreased requirements of SwF 25,000). The spending review identified the need for a geographical redeployment of resources in line with the strategic shift of ITC towards enhanced regional presence and proximity to beneficiaries, with the objective of strengthening national- and regional-level engagements, facilitating more responsive technical assistance and enhancing the impact of ITC work in sub-Saharan Africa. The planned redeployment also addresses the recommendation contained in paragraph IV.110 of the first report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2025 (A/79/7);

(ii) The planned reclassification of one Chief of Section at the P-5 level in the Division of Country Programmes as Director, Division of Sustainable and Inclusive Trade (D-1); and one Senior Trade Promotion Officer (P-4) as Trade Investment Officer (P-3) in the Division of Market Development, as reflected in annex II (cost-neutral). The spending review recognized the need for leadership at the D-1 level in the Division of Sustainable and Inclusive Trade and identified opportunities for staffing reconfiguration within existing resources while avoiding a top-heavy organizational structure;

(iii) The planned reassignment of one Programme Management Officer (P-4) as Statistician, one Programme Management Officer (P-3) as Data Analyst and one Driver (General Service (Other level)) as General Services Assistant, as reflected in annex II (cost-neutral).

Informed mainly by efforts by ITC to strengthen data management and analysis capacity, the spending review identified the need to reassign three posts for strengthening the capacity required for the customized and data-based analytical support that ITC provides to Member States, including through the global public goods platforms, and the capacity required for the provision of timely, high-quality and effective general administration-related services;

(b) An increase of SwF 25,000 under non-post resources, as follows:

(i) Decreased requirements under other staff costs (SwF 55,000), reflecting the anticipated reduction in general temporary assistance needs, mainly through optimization of the staffing arrangements during peak workload periods;

(ii) Decreased requirements under consultants (SwF 50,000), reflecting the expenditure trend and the anticipated reduction in the need for consultant requirements through small additions to the work assignments of staff members who had worked closely with consultants;

(iii) Increased requirements under travel of staff (SwF 17,200) to facilitate missions of the staff of the newly established ITC regional office in Nairobi for the provision of technical assistance at the national level, direct stakeholder engagement and representation in key intergovernmental and regional events;

(iv) Increased requirements under contractual services (SwF 218,700), reflecting the resources required to support the organization of flagship events, including a high-level ministerial meeting, and digitalization efforts of ITC, including the development and enhancement of online normative tools, policy frameworks and digital platforms, such as the global public goods platforms, and their dissemination to a broader range of stakeholders;

(v) Increased requirements under general operating expenses (SwF 35,000), reflecting increased requirements of SwF 115,000 for operating expenses, including the rental and maintenance of premises for the ITC regional office in Nairobi, which will be located in the United Nations Office at Nairobi complex, offset in part by decreased requirements of SwF 80,000 for postage and pouch services, mainly through the use of digital dissemination methods for publications;

(vi) Decreased requirements under supplies and materials (SwF 40,000), reflecting the recent expenditure trends and digitalization efforts of ITC;

(vii) Decreased requirements under grants and contributions (SwF 100,900), reflecting mainly the planned strategic rationalization in the use by ITC of joint administrative services through the optimization of internal processes and redesigned workflows for the more efficient deployment of existing staff capacity.

Extrabudgetary resources

13.36 As reflected in table 13.4 (2), extrabudgetary resources amount to SwF 94,530,000. The extrabudgetary resources would complement regular budget resources and would be used to provide for 20 posts (1 P-5, 3 P-4, 3 P-3, 1 P-2/1 and 9 General Service (Other level) in Geneva and 1 P-3 and 2 General Service (Other level) in the ITC regional office in Nairobi) to perform functions such as human resources management, financial management, monitoring and evaluation, and information and communications technology functions, and similar activities related to the implementation of extrabudgetary projects. In addition, the non-post resources, including project personnel, would be used to implement technical cooperation projects, complementing and leveraging the core expertise and global offering of ITC provided through regular budget resources, at the request of Member States. Extrabudgetary projects will focus on sustainable and resilient value chains, inclusive trade, sustainable trade, digital trade and regional integration, including South-South trade and investment, to illustrate how ITC is transforming trade to drive sustainable development, particularly in an increasingly fragile global landscape. ITC continues to negotiate with donors for the funding of large-scale integrated projects.

13.37 The extrabudgetary resources under the present section are subject to the oversight of ITC, in accordance with the delegation of authority by the Secretary-General, and their use is guided by the Financial Regulations and Rules of the United Nations.

Other information

13.38 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Centre will continue to integrate environmental management practices into its operations. ITC offsets its carbon footprint, which includes emissions from travel and building operations, by purchasing carbon certificates through the United Nations carbon offset platform. This initiative is aligned with the Climate Neutral Now programme of the United Nations Framework Convention on Climate Change secretariat. ITC calculates its greenhouse gas emissions annually and actively seeks ways to reduce them. However, despite these efforts, there remain residual emissions, and, to achieve climate neutrality, ITC purchases an equivalent amount of carbon credits.

13.39 Information on the timely submission of documentation and advance booking for air travel is reflected in table 13.8. All ITC personnel receive a monthly newsletter containing compliance rates and the category of non-compliance justifications, as recorded in the enterprise resource planning system, by division, and all managers receive compliance rates on a weekly basis.

Table 13.8
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	67	62	68	100	100

Annex I

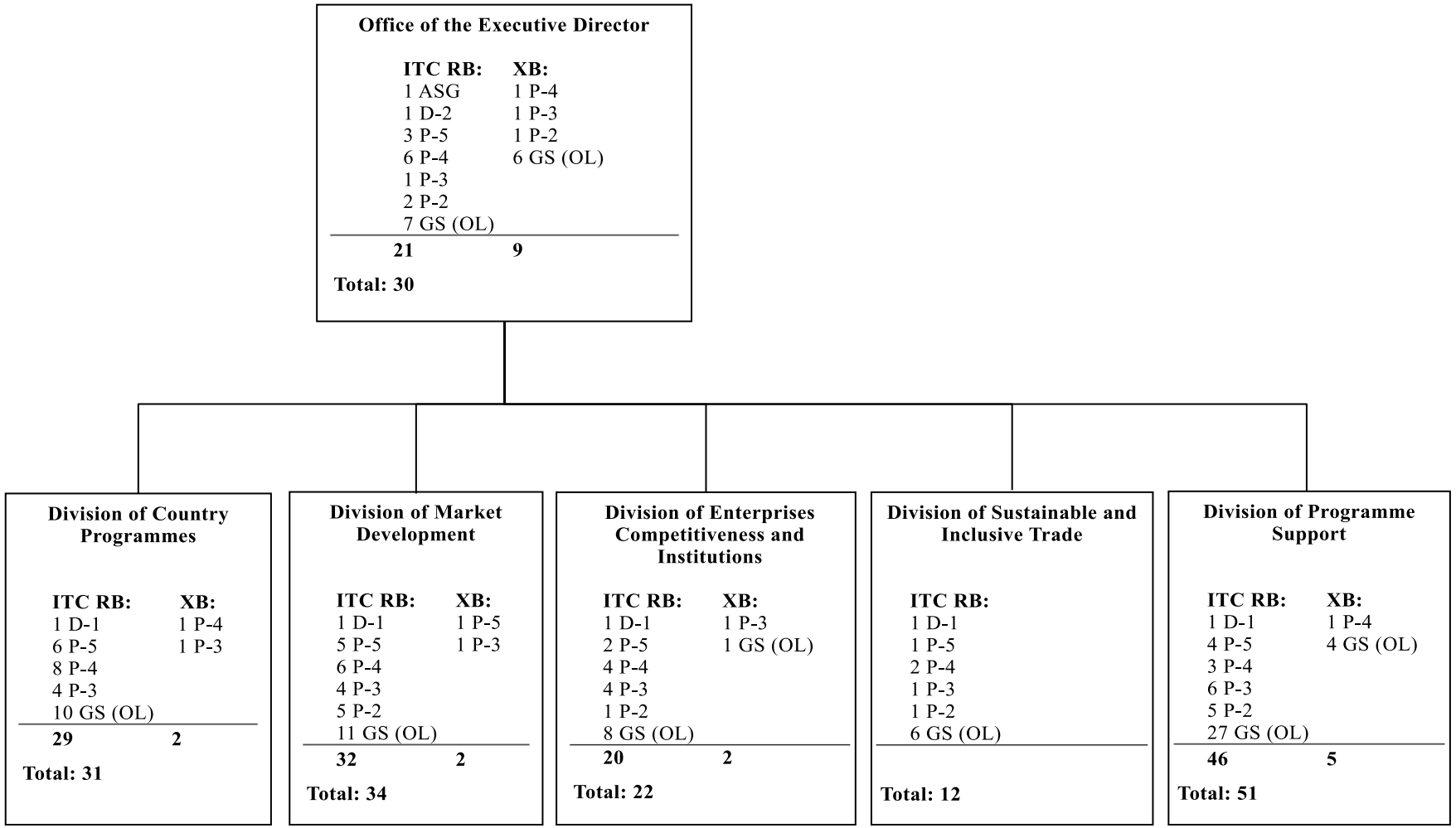
Organizational structure and post distribution for 2026

Two charts showing the organizational structure of the International Trade Centre (ITC) are presented below. Chart A reproduces the approved organizational structure and post distribution for 2025, as contained in document A/79/6 (Sect. 13), while chart B presents the organizational structure and post distribution for 2026.

Justification for the planned changes

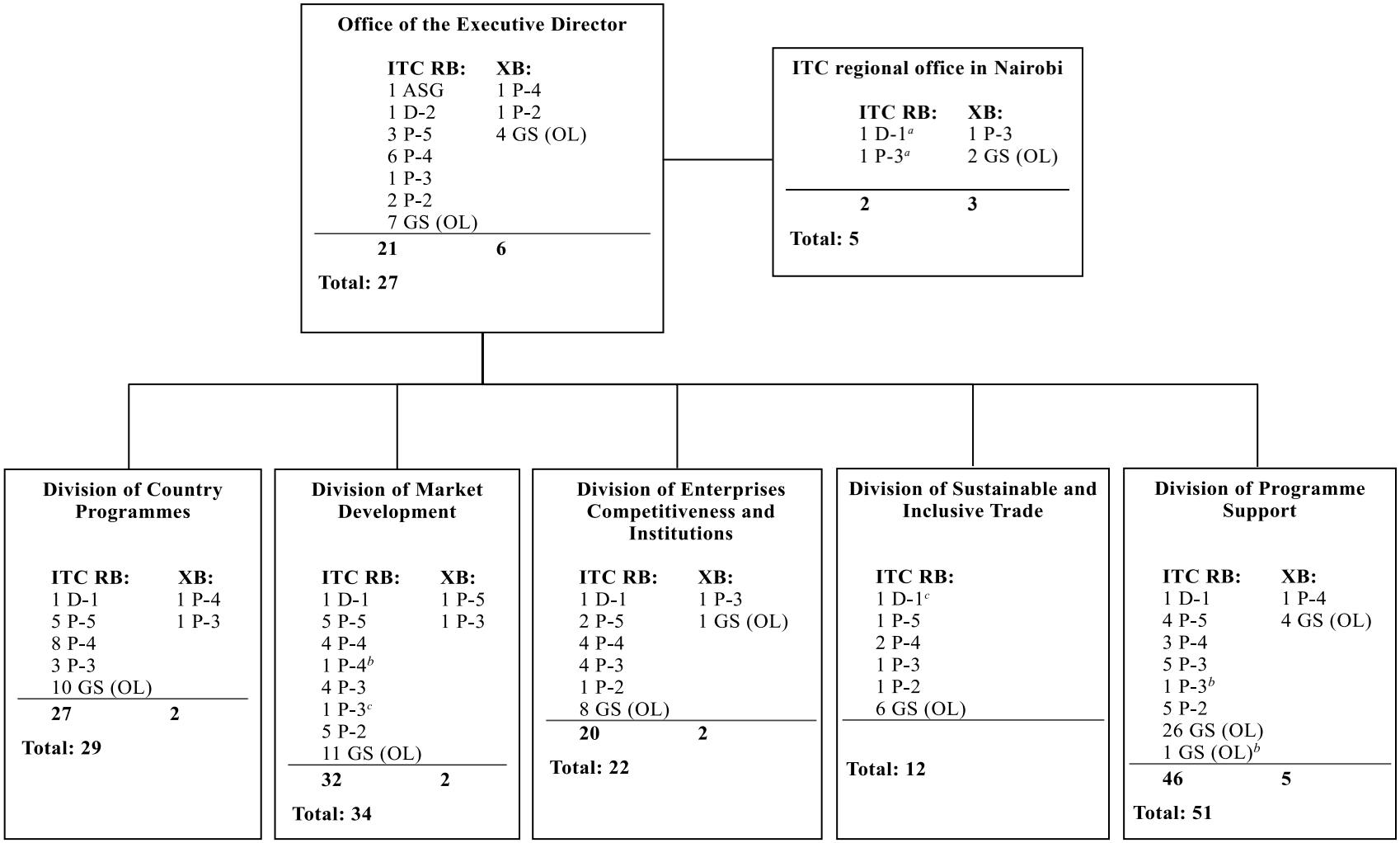
ITC has aligned its structure and delivery requirements to enable the implementation of its strategic plan for the period 2026–2030. The newly created ITC regional office in Nairobi works to advance the Centre's commitment to fostering inclusive and sustainable economic transformation in developing countries through enhanced competitiveness and trade of small and medium-sized enterprises. The ITC regional office in Nairobi would strengthen the trade advocacy, partnerships and programmatic planning of ITC in line with the ITC country engagement strategy, which envisions a more decentralized ITC with a stronger in-country and regional presence to better meet countries' needs and increase the global reach of ITC.

A. Approved organizational structure and post distribution for 2025



Note: ITC RB posts refer to ITC full regular budget posts, which are not part of the proposed United Nations regular budget staffing table. XB posts are funded through the special account for programme support costs. The total number of posts for 2025 remains unchanged compared with 2024: 160 funded from the ITC full regular budget and 20 from extrabudgetary sources.

B. Organizational structure and post distribution for 2026



Note: ITC RB posts refer to ITC full regular budget posts, which are not part of the proposed United Nations regular budget staffing table. XB posts are funded through the special account for programme support costs. The total number of posts for 2026 remains unchanged compared with 2025: 160 funded from the ITC full regular budget and 20 from extrabudgetary sources.

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); ITC RB, International Trade Centre full regular budget; XB, extrabudgetary.

[a] Redeployment.

[b] Reassignment.

[c] Reclassification.

Annex II

Summary of planned post changes

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 6 Operational aspects of trade promotion and export development			**Redeployment** of the following posts from Geneva to the ITC regional office in Nairobi:	The planned geographical redeployment of two ITC full regular budget posts from Geneva to Nairobi relates to the establishment of the ITC regional office in Nairobi, which would strengthen the presence of ITC at the national and regional levels and its support to Member States on trade advocacy, partnerships and programmatic planning, in line with the ITC country engagement strategy. The redeployment would enable ITC to provide customized solutions for the trade-related needs of Member States, including for the operationalization of key value chains in support of the African Continental Free Trade Area, through direct interactions at the national and subregional levels. The planned redeployment also addresses the recommendation contained in paragraph IV.110 of the first report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2025 (A/79/7).
	–	D-1	1 Director;	
	–	P-3	1 Programme Management Officer	
			Reassignment of:	The planned reassignments relate to efforts by ITC to transform the skill sets, competencies and organizational culture towards a modern, data-driven organization in the context of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. The planned reassignments would also strengthen the data management and analysis capacity required for the customized analytical support, including through the global public goods platforms, that ITC provides to Member States. The incumbents of the reassigned posts would be responsible for extracting deep insights from large amounts of data through the use of complex models and algorithms.
	–	P-4	1 Programme Management Officer as Statistician;	
	–	P-3	1 Programme Management Officer as Data Analyst	
	–	GS (OL)	**Reassignment** of one Driver as General Services Assistant	The planned reassignment relates to the reduced demand for traditional driver services in Geneva and the increased demand for broader administration-related services. The General Services Assistant would strengthen the capacity for the provision of timely, high-quality and effective general administration-related services and would allow for the more efficient use of the post.
	(1) 1	P-5 D-1	**Upward reclassification** of one Chief of Section at the P-5 level in the Division of Country Programmes as Director, Division of Sustainable and Inclusive Trade	The planned upward reclassification relates to the findings of the spending review, which recognized the need for leadership at the D-1 level in the Division of Sustainable and Inclusive Trade. Established in 2022, the Division oversees a growing portfolio comprising 12 ITC full regular budget posts and 56 project-funded positions. Therefore, leadership at the D-1 level is essential to effectively respond to the increasing demand for ITC services and to ensure the advancement of critical initiatives focused on environmental sustainability, gender equality, youth empowerment and support for vulnerable communities.
	(1) 1	P-4 P-3	**Downward reclassification** of one Senior Trade Promotion Officer as Trade Investment Officer in the Division of Market Development	The planned downward reclassification reflects the rejuvenation efforts of ITC. The reclassification would help to prevent the ITC staffing structure from becoming more top-heavy by offsetting the planned upward reclassification (P-5 to D-1) described above.

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Proposed programme budget for 2026

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Proposed programme budget for 2026

Part IV
International cooperation for development

Section 14
Environment

Programme 11
Environment

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

14.1 The United Nations Environment Programme (UNEP) is responsible for leading and coordinating action on environmental matters within the United Nations system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 2997 (XXVII), and by the Governing Council of UNEP in its decision 19/1. That decision set out the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the Assembly subsequently endorsed in 1997 in the annex to its resolution S-19/2 and further reaffirmed in its resolutions 53/242, in 1999, and 66/288 and 67/213, in 2012. In Assembly resolution 70/1, Member States recognized the importance of the environmental dimension to the successful implementation of the 2030 Agenda for Sustainable Development. Within its mandate, UNEP will support Member States by providing strategic direction towards the achievement of environmental sustainability, while contributing to a balanced integration of the economic, social and environmental dimensions of sustainable development. Acknowledging the integrated nature of the challenges that countries face, UNEP will play a critical role in catalysing the fulfilment of the commitments and actions that drive transformational change for sustainable development.

Strategy and external factors for 2026

14.2 The medium-term strategy for the period 2026–2029 will guide the strategic direction and operational activities of UNEP to support Member States in intensifying efforts towards the environmental dimension of sustainable development and addressing the crises of climate change, biodiversity and nature loss, and pollution and waste. The strategy, which is to be considered by Member States at the seventh session of the United Nations Environment Assembly, will be based on inclusive, regular consultations with Member States and relevant stakeholders, and will be informed by an assessment of progress, ongoing challenges and emerging issues, while incorporating lessons learned from the implementation of its medium-term strategy for the period 2022–2025. UNEP will continue to advocate for science to remain at the centre of all decision-making processes, including on emerging issues, and for improved global environmental governance, aligned closely with the multilateral environmental agreements for which it provides the secretariats, and the direction set by the 2030 Agenda and relevant actions and decisions contained in the Pact for the Future.

14.3 With regard to cooperation with other entities at the global, regional, subregional, national and local levels, UNEP will continue to raise ambitions and promote leadership through advocacy and a normative and standard-setting approach. It will support Member States through transformative strategic partnerships that deliver sustainable solutions, integrating health, education, poverty reduction, and economic and social well-being. Its partnerships with the secretariats of multilateral environmental agreements will remain pivotal to securing stronger synergies and enhancing the impact of the work of the relevant parties. UNEP will encourage non-governmental stakeholders, including the private sector and the finance community, to increase investment in new and renewable sources of energy and improve environmental sustainability. Within the context of those partnerships, action will be aimed at making a broader impact in support of sustainable development, while strengthening the ability of countries to rapidly respond to the environmental impacts of disasters and armed conflicts.

14.4 With regard to inter-agency coordination and liaison, UNEP has the overall responsibility for leading and coordinating the response on environmental issues within the United Nations system. Through the United Nations Environment Management Group, UNEP will catalyse international action to enhance the coherence of environmental sustainability strategies and provide more visibility on

partnership initiatives. UNEP will leverage the United Nations development system reform to continue to address the crises of climate change, biodiversity and nature loss, and pollution and waste, and enhance its guiding role, raise ambitions and accelerate and scale up progress during the decade of action to deliver the Sustainable Development Goals. It will continue to focus on ensuring that its work is reflected and embedded in the new generation of United Nations country teams and the reinvigorated resident coordinator system through engagement with the Development Coordination Office and to leverage its work and expertise at the regional, subregional and country levels. UNEP will also integrate the priorities of the multilateral environmental agreements into global follow-up and review processes, in particular the 2030 Agenda.

14.5 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States and partners remain committed to the development and implementation of science-based environmental policies;

(b) The continued availability of extrabudgetary funding for the implementation of UNEP planned activities.

14.6 UNEP integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It will work to fully implement United Nations Environment Assembly resolution 4/17 on promoting gender equality and the human rights and empowerment of women and girls in environmental governance and will continue to operationalize it in programme and project design and delivery. UNEP will support Member States in their achievement of Sustainable Development Goal 5 in the context of the environment, calling for women's full and effective participation and equal opportunities for leadership at all levels of environmental decision-making.

14.7 In line with the United Nations Disability Inclusion Strategy, UNEP will be attentive and responsive to the inclusion of persons with disabilities, including by raising awareness of their needs and concerns in its programme and project design and implementation and tailoring its projects to fit the conditions and needs of local communities. For example, addressing the concerns and needs of persons with disabilities will be emphasized when supporting climate change-related early warning systems or in projects that deal with environmental disasters and armed conflicts. UNEP will continue to reinforce the promotion and protection of the rights of persons with disabilities through its safeguard risk screening and mitigation procedure.

Legislative mandates

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

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation	66/288	The future we want
47/190	Report of the United Nations Conference on Environment and Development	67/251	Change of the designation of the Governing Council of the United Nations Environment Programme
S-19/2	Programme for the Further Implementation of Agenda 21	68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
53/242	Report of the Secretary-General on environment and human settlements		
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States		

68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
73/238	The role of the international community in the prevention of the radiation threat in Central Asia
74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
75/271	Nature knows no borders: transboundary cooperation – a key factor for biodiversity conservation, restoration and sustainable use
76/201	Sustainable tourism and sustainable development in Central America
76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
77/159	Enhancing the role of parliaments in accelerating the achievement of the Sustainable Development Goals
77/161	Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development
78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
78/146	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
78/159	Strengthening cooperation for integrated coastal zone management for achieving sustainable development
78/160	Science, technology and innovation for sustainable development
78/161	Culture and sustainable development
78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries
78/179	Policies and programmes involving youth
79/1	The Pact for the Future
79/45	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
79/85	Effects of atomic radiation
79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
79/140	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
79/171	The right to food
79/194	Information and communications technologies for sustainable development
79/195	International trade and development
79/196	International financial system and development
79/197	External debt sustainability and development
79/198	Promoting investments for sustainable development
79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
79/200	Oil slick on Lebanese shores
79/201	Entrepreneurship for sustainable development
79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
79/205	Disaster risk reduction
79/207	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
79/209	Report of the United Nations Environment Assembly of the United Nations Environment Programme
79/212	Combating sand and dust storms
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
79/228	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
79/234	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
79/263	New Partnership for Africa’s Development: progress in implementation and international support

Governing Council of the United Nations Environment Programme decisions

SS.VIII/1, sect. II, 25/1, sect. II	Implementation of decision SS.VII/1 on international environmental governance: strengthening the scientific base of the United Nations Environment Programme
SS.XI/2	United Nations Environment Programme support for Haiti: strengthening environmental response in Haiti
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early-warning systems in the aftermath of the Indian Ocean tsunami disaster
23/11	Gender equality in the field of the environment
24/11	Intensified environmental education for achieving sustainable development
26/15	Strengthening international cooperation on the environmental aspects of emergency response and preparedness
27/2	Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development
27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges

United Nations Environment Assembly resolutions and decisions

1/1	Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme
1/4	Science-policy interface
1/8	Ecosystems-based adaptation
1/10	Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication
1/11	Coordination across the United Nations system in the field of the environment, including the Environment Management Group
1/12	Relationship between the United Nations Environment Programme and multilateral environmental agreements
1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development
1/16	Management of trust funds and earmarked contributions
1/17	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility
2/2	Role and functions of the regional forums of ministers of the environment and environment authorities
2/3	Investing in human capacity for sustainable development through environmental education and training
2/4	Role, functions and modalities for United Nations Environment Programme implementation of the SAMOA Pathway as a means of facilitating achievement of the Sustainable Development Goals
2/5	Delivering on the 2030 Agenda for Sustainable Development
2/6	Supporting the Paris Agreement
2/13	Sustainable management of natural capital for sustainable development and poverty eradication
2/15	Protection of the environment in areas affected by armed conflict
2/16	Mainstreaming of biodiversity for well-being
2/17	Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions
2/18	Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariat
2/19	Midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)
2/20	Proposed medium-term strategy for 2018–2021 and programme of work and budget for 2018–2019
2/24	Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands
2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
3/1	Pollution mitigation and control in areas affected by armed conflict or terrorism
3/2	Pollution mitigation by mainstreaming biodiversity into key sectors
3/3	Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development
3/4	Environment and health

3/5	Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals
3/6	Managing soil pollution to achieve sustainable development
3/8	Preventing and reducing air pollution to improve air quality globally
3/9	Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries
3/10	Addressing water pollution to protect and restore water-related ecosystems
3/11	Implementation of paragraph 88 (a)–(h) of the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want”
4/3	Sustainable mobility
4/17	Promote gender equality, and the human rights and empowerment of women and girls in environmental governance
4/18	Poverty-environment nexus
4/20	Fifth Programme for the Development and Periodic Review of Environmental Law (Montevideo V): delivering for people and the planet
4/21	Implementation plan “Towards a pollution-free planet”
4/22	Implementation and follow up of United Nations Environment Assembly resolutions
4/23	Keeping the world environment under review: enhancing the United Nations Environment Programme science-policy interface and endorsement of the Global Environment Outlook
5/1	Animal welfare – environment – sustainable development nexus
5/2	Sustainable nitrogen management
5/3	Future of the Global Environment Outlook
5/4	Sustainable lake management
5/5	Nature-based solutions for supporting sustainable development
5/6	Biodiversity and health
5/7	Sound management of chemicals and waste
5/8	Science-policy panel to contribute further to the sound management of chemicals and waste and to prevent pollution
5/9	Sustainable and resilient infrastructure
5/10	The environmental dimension of a sustainable, resilient and inclusive post-COVID-19 recovery
5/11	Enhancing circular economy as a contribution to achieving sustainable consumption and production
5/12	Environmental aspects of minerals and metals management
5/13	Due regard to the principle of equitable geographical distribution, in accordance with paragraph 3 of Article 101 of the Charter of the United Nations
5/14	End plastic pollution: towards an international legally binding instrument
6/1	Circularity of a resilient and low-carbon sugar cane agro-industry
6/2	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility
6/3	Enhancing the role and viability of regional forums of environment ministers and United Nations Environment Programme regional offices in achieving multilateral cooperation in tackling environmental challenges
6/4	Promoting synergies, cooperation or collaboration for national implementation of multilateral environmental agreements and other relevant environmental instruments
6/5	Environmental aspects of minerals and metals
6/6	Fostering national action to address global environmental challenges through increased cooperation between the United Nations Environment Assembly, the United Nations Environment Programme and multilateral environmental agreements
6/7	Combating sand and dust storms
6/8	Promoting sustainable lifestyles
6/9	Sound management of chemicals and waste
6/10	Promoting regional cooperation on air pollution to improve air quality globally
6/11	Highly hazardous pesticides
6/12	Environmental assistance and recovery in areas affected by armed conflict
6/13	Effective and inclusive solutions for strengthening water policies to achieve sustainable development in the context of climate change, biodiversity loss and pollution
6/14	Strengthening international efforts to combat desertification and land degradation, restore degraded land, promote land conservation and sustainable land management, contribute to land degradation neutrality and enhance drought resilience
6/15	Strengthening ocean efforts to tackle climate change, marine biodiversity loss and pollution

Subprogramme 1
Climate action

General Assembly resolutions

69/225	Promotion of new and renewable sources of energy	79/206	Protection of global climate for present and future generations of humankind
73/230	Effective global response to address the impacts of the El Niño phenomenon	79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all

Governing Council of the United Nations Environment Programme decision

27/10	Climate Technology Centre and Network

Subprogramme 2
Digital transformation in supporting environmental action

Governing Council of the United Nations Environment Programme decision

23/1, sect. I	Implementation of decision SS.VII/1 on international environmental governance: Bali Strategic Plan for Technology Support and Capacity-building

Subprogramme 3
Nature action

General Assembly resolutions

65/161	Convention on Biological Diversity	79/145	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
68/205	World Wildlife Day		
68/232	World Soil Day and International Year of Soils		
73/251	World Pulses Day		
77/172	Sustainable mountain development		
77/285	Implementation of the United Nations Decade of Action on Nutrition (2016–2025)	79/204	Towards the sustainable development of the Caribbean Sea for present and future generations
77/325	Tackling illicit trafficking in wildlife		
78/144	Agricultural technology for sustainable development	79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
79/144	Oceans and the law of the sea		
		79/210	Harmony with Nature
		79/227	Agriculture development, food security and nutrition

Governing Council of the United Nations Environment Programme decisions

26/14	Global Environment Monitoring System/ Water Programme	27/3	International water quality guidelines for ecosystems
26/16	Promoting South-South cooperation on biodiversity for development	27/4	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
		27/6	Oceans

United Nations Environment Assembly resolutions

1/9	Global Environment Monitoring System/ Water Programme (GEMS/Water)	4/12	Sustainable management for global health of mangroves
2/10	Oceans and seas	4/13	Sustainable coral reefs management
2/14	Illegal trade in wildlife and wildlife products	4/15	Innovations in sustainable rangelands and pastoralism
4/10	Innovation on biodiversity and land degradation	4/16	Conservation and sustainable management of peatlands

Subprogramme 4
Environmental governance

Governing Council of the United Nations Environment Programme ministerial declarations and decisions

SS.VI/1	Malmö Ministerial Declaration	27/5	Coordination across the United Nations system, including the Environment Management Group
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements	27/9	Advancing justice, governance and law for environmental sustainability
SS.XI/5	Environmental law		
SS.XII/3	International environmental governance		
25/11	Environmental law		

United Nations Environment Assembly resolution

1/3	Illegal trade in wildlife

Subprogramme 5
Chemicals and pollution action

General Assembly resolutions

74/212	International Day of Clean Air for blue skies	79/2	Political declaration of the high-level meeting on antimicrobial resistance
77/161	Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development		

Governing Council of the United Nations Environment Programme decisions

SS.IX/1	Strategic Approach to International Chemicals Management	SS.XII/5	Enhancing cooperation and coordination within the chemicals and wastes cluster
SS.XII/4	Consultative process on financing options for chemicals and wastes	24/4	Prevention of illegal international trade
		25/5	Chemicals management, including mercury
		27/12	Chemicals and waste management

United Nations Environment Assembly resolutions

1/5	Chemicals and waste	2/11, 4/6	Marine plastic litter and microplastics
1/6	Marine plastic debris and microplastics	4/7	Environmentally sound management of waste
1/7	Strengthening the role of the United Nations Environment Programme in promoting air quality	4/9	Addressing single-use plastic products pollution
3/7	Marine litter and microplastics		

Subprogramme 6
Finance and economic transformations

General Assembly resolutions

74/209	International Day of Awareness of Food Loss and Waste	79/220	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection
74/214	Sustainable tourism and sustainable development in Central Asia		

Governing Council of the United Nations Environment Programme decisions

27/7	Work by the United Nations Environment Programme on sustainable consumption and production	27/8	Green economy in the context of sustainable development and poverty eradication

United Nations Environment Assembly resolutions

2/8	Sustainable consumption and production	4/2	Promoting sustainable practices and innovative solutions for curbing food loss and waste
2/9	Prevention, reduction and reuse of food waste	4/4	Addressing environmental challenges through sustainable business practices
4/1	Innovative pathways to achieve sustainable consumption and production	4/5	Sustainable infrastructure

Subprogramme 7
Science policy

General Assembly resolution

71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development

Governing Council of the United Nations Environment Programme decisions

SS.X/5	Global Environment Outlook: environment for development	SS.XII/6	World environmental situation

United Nations Environment Assembly ministerial declarations and decisions

Decision 3/1	Extension of the delivery date for the sixth Global Environment Outlook report	UNEP/EA.4/HLS.1	Ministerial declaration of the United Nations Environment Assembly at its fourth session: innovative solutions for environmental challenges and sustainable consumption and production

Deliverables

14.9 Table 14.1 lists all cross-cutting deliverables of the programme.

Table 14.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**3**
Meetings of:				
1. United Nations Environment Assembly	1	1	1	–
2. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Committee for Programme and Coordination	1	1	1	1
4. Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
5. To assess environmental risks from disasters and armed conflicts	1	1	1	1
6. On institutional and legal frameworks to improve national and local preparedness to mitigate environmental risks from disasters and armed conflicts	1	1	1	1
Publications (number of publications)	**2**	**2**	**3**	**3**
7. On disaster risk reduction, preparedness assessments and road maps	1	1	2	2
8. UNEP annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to humanitarian and military actors on environmental footprint reduction; and advice to 31 Member States, upon request, on the monitoring and implementation of strategies to enhance environmental risk reduction, environmental emergency response and environmental recovery and to make progress towards the achievement of the Sustainable Development Goals.				

Evaluation activities

14.10 The following evaluations conducted by UNEP and completed in 2024 have guided the proposed programme plan for 2026:

(a) Evaluation of subprogramme 1, Climate action (2014–2023);

(b) Formative evaluation of the UNEP delivery model and associated programmatic approach.

14.11 In response to the results of the evaluations referenced above, UNEP will align its climate action work more closely with the Paris Agreement, strengthen its role as a knowledge broker and enhance its visibility in global climate action arenas. UNEP will also improve project sustainability and develop strategies for scalable mitigation and adaptation solutions, while enhancing country-level engagement, including through greater coordination within United Nations country teams. Lastly, UNEP will develop robust theories of change and strengthen results-based management.

14.12 The following evaluations to be conducted by UNEP are planned for 2026:

(a) Evaluation of subprogramme 3, Nature action (2014–2024);

(b) Evaluation of subprogramme 7, Science policy (2020–2025).

Programme of work

Subprogramme 1
Climate action

Objective

14.13 The objective, to which this subprogramme contributes, is to advance the transition of countries to low-emission economic development and increase their adaptation and resilience to climate change.

Strategy

14.14 To contribute to the objective, the subprogramme will:

(a) Support Member States in the development of policies and standards to promote low-emission development plans and investment in clean energy and improve the global rate of energy efficiency;

(b) Support Member States in implementing gender-sensitive policies that achieve quantifiable social and environmental benefits, including through the reduction in greenhouse gas emissions from deforestation and forest degradation;

(c) Build the technical capacity of Member States to integrate ecosystem-based management into their national adaptation plans, put in place institutional arrangements to coordinate such plans and gain access to climate change adaptation finance for implementing such plans;

(d) Collaborate with the private sector in constructive and results-oriented partnerships that leverage climate finance and scale up the ambitions and impacts of climate action globally;

(e) Advocate and provide evidence and technical support for the use of climate strategies, such as a fiscal stimulus, in the context of sustainable recovery;

(f) Support Member States in making progress towards the achievement of Sustainable Development Goals 1, 5, 7, 11, 15 and 17.

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

(a) Member States lowering their emissions of greenhouse gases and other pollutants by reducing energy intensity and demand in sectors such as lighting, appliances, equipment, buildings and transport;

(b) Member States increasingly capitalizing on investment opportunities that reduce greenhouse emissions from deforestation and forest degradation with adequate social and environmental safeguards;

(c) Member States increasingly capable of better institutionalizing, implementing and monitoring their national adaptation plans alongside efforts to deliver sustainable development;

(d) Member States making use of innovative models to enhance financing for sustainable investment and the dissemination of low-emission technologies that help to significantly reduce greenhouse gas emissions, promote access to energy and enhance productive energy use;

(e) Increased low-emission investment as a result of countries using climate strategies to guide investments.

Programme performance in 2024

Strengthened commitment of Member States to increase the sustainability of the buildings and construction sector

14.16 The buildings and construction sector represents more than one fifth of global greenhouse gas emissions. In 2023, the subprogramme launched the "Buildings Breakthrough" initiative at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change to strengthen international collaboration towards increasing the sustainability of the sector and enhancing the climate resilience of buildings. In 2024, the subprogramme, through the Global Alliance for Buildings and Construction, published the *Global Status Report for Buildings and Construction: Beyond Foundations*, which outlined that, in 2022, the buildings sector was responsible for 34 per cent of global energy demand and 37 per cent of energy and process-related carbon dioxide emissions. To maintain the momentum for the Buildings Breakthrough initiative, in 2024 the subprogramme co-organized, with the Government of France, the first Buildings and Climate Global Forum, which gathered national ministers and high-level representatives from across the buildings sector value chain to discuss pathways for mainstreaming sustainable solutions to reduce the sector's emissions. The Forum concluded with 70 countries adopting the Chaillot Declaration, which set a foundation international cooperation on the issue.

14.17 Progress towards the objective is presented in the performance measure below (see table 14.2).

Table 14.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	27 countries pledged their commitment to the Buildings Breakthrough initiative	70 countries adopted the Chaillot Declaration at the first Buildings and Climate Global Forum 2 additional countries pledged their commitment to the Buildings Breakthrough initiative

Planned results for 2026

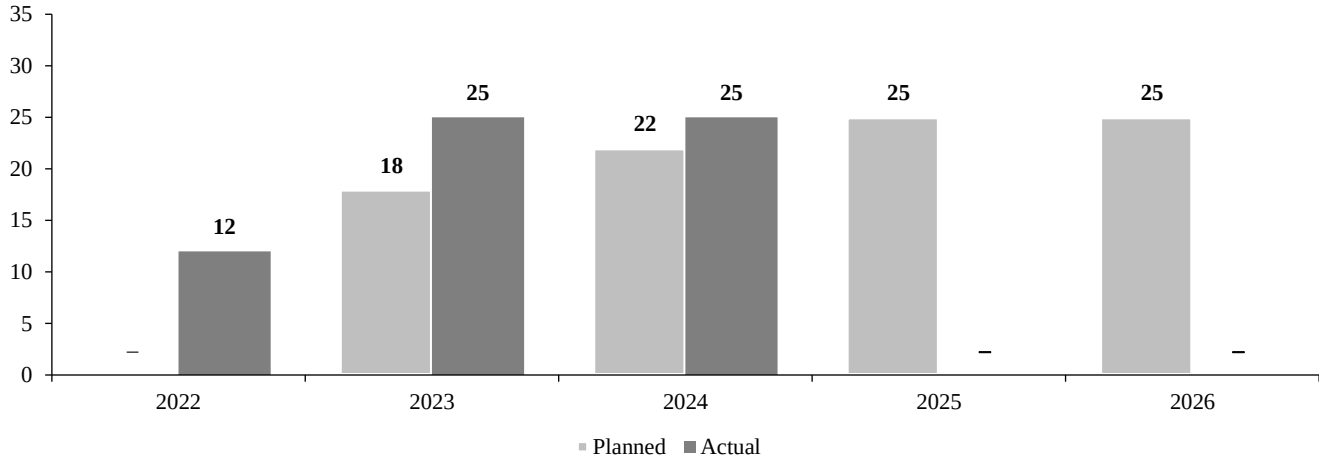
Result 1: enhanced national early warning systems

Programme performance in 2024 and target for 2026

14.18 The subprogramme's work contributed to 25 countries establishing early warning systems, which exceeded the planned target of 22 countries.

14.19 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.I).

Figure 14.I
Performance measure: number of countries that have established early warning systems (cumulative)



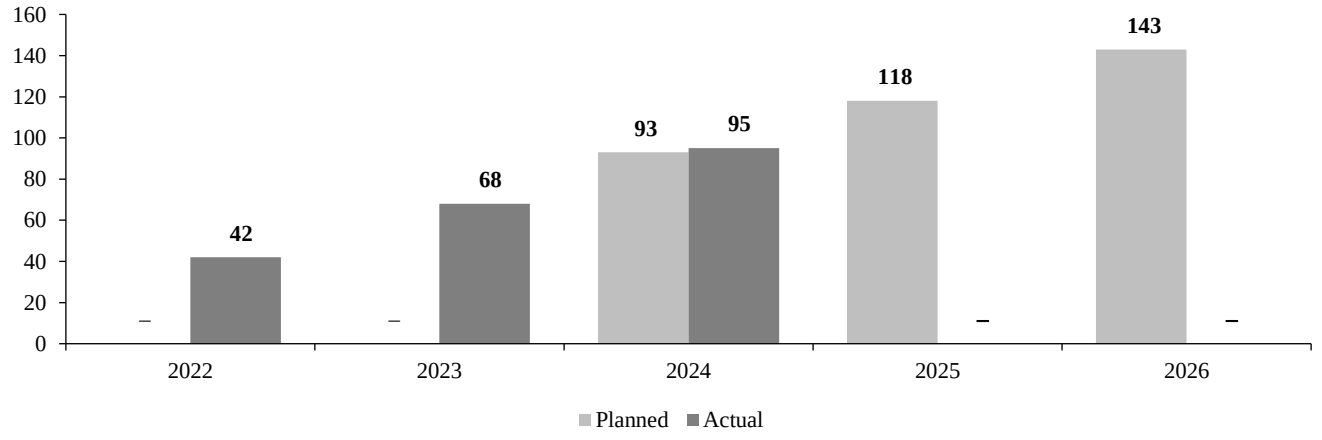
Result 2: Member States develop national methane road maps and action plans

Programme performance in 2024 and target for 2026

14.20 The subprogramme's work contributed to an additional 27 countries developing national methane road maps and action plans, for a total of 95, which exceeded the planned target of 93.

14.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.II).

Figure 14.II
Performance measure: number of countries that have developed national methane road maps and action plans (cumulative)



Result 3: Member states adopt environmentally sound technologies for climate change mitigation and adaptation

Proposed programme plan for 2026

14.22 UNEP promotes the accelerated transfer of environmentally sound technologies for climate change mitigation and adaptation at the request of developing countries through the Climate Technology Centre and Network. The Network provides technology solutions, capacity-building and advice on policy, legal and regulatory frameworks tailored to the needs of individual countries by harnessing

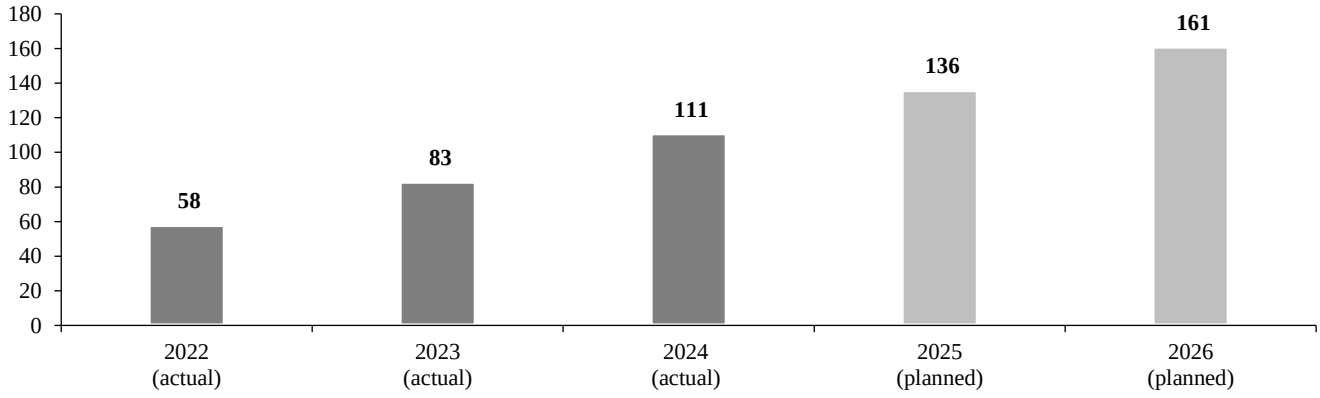
the expertise of a global network of technology companies and institutions. The subprogramme supports these efforts by providing scientific evidence, leading advocacy, promoting knowledge-sharing and providing technical guidance to requesting Member States.

Lessons learned and planned change

14.23 The lesson for the subprogramme was the need to leverage the next cycle of nationally determined contributions, recognizing their potential as investment blueprints, to attract funding and support for climate initiatives, including technology support. In applying the lesson, the subprogramme will advocate for the development of ambitious nationally determined contributions and support the transfer and uptake of environmentally sound technologies for climate change mitigation and adaptation. In addition, it will work closely with its partners to mobilize resources, foster collaboration and scale solutions aimed at ensuring that Member States integrate capacity-building and technology transfer into their broader development strategies.

14.24 Expected progress towards the objective is presented in the performance measure below (see figure 14.III).

Figure 14.III
Performance measure: number of countries equipped to implement technology policies and solutions for climate mitigation and adaptation (cumulative)



Deliverables

14.25 Table 14.3 lists all deliverables of the subprogramme.

Table 14.3
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**12**	**3**	**3**
1. On mitigation and adaptation technologies through the Climate Technology Centre and Network	3	12	3	3
Publications (number of publications)	**6**	**8**	**6**	**6**
2. On renewable energy, energy efficiency and the energy sector	3	4	3	3
3. On adaptation and resilience (assessments and tools)	3	4	3	3

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advice to 85 countries on climate matters, including South-South cooperation, ecosystem-based adaptation, climate financing, the United Nations Framework Convention on Climate Change, short-lived climate pollutants, low-emission development, sustainable energy and energy efficiency, and the Warsaw Framework for REDD-plus.

D. Communication deliverables

Outreach programmes, special events and information materials: 50 side events, media outreach, goodwill ambassador outreach, 5 Global Adaptation Network newsletters, 6 regional forums on nationally determined contributions and 16 events on climate action, reaching an audience in excess of 1 million.

Digital platforms and multimedia platforms: some 16 stories and 5 videos for social media platforms and web pages.

Subprogramme 2
Digital transformations in supporting environmental action

Objective

14.26 The objective, to which this subprogramme contributes, is to advance the use of data and analytics on environmental issues to allow more effective policies, decisions, actions and investments by Member States and the private sector towards the achievement of the targets of the Sustainable Development Goals related to climate, nature and pollution, and of relevant multilateral environmental agreements.

Strategy

14.27 To contribute to the objective, the subprogramme will support and scale up access to environmental information through an effectively governed and inclusive data architecture and digital ecosystem for the planet. Specifically, the subprogramme will:

(a) Through its enabling role, digitize scientific knowledge and democratize its availability across the thematic subprogrammes of UNEP, using digital tools to enable, accelerate and amplify impact, as well as to bring more transparency to knowledge about the state of the planet;

(b) Initiate partnerships with public and private sector actors to harness data, digital technologies and computational sustainability, in order to help Member States to amplify and accelerate deeper structural transformations, with a view to driving markets, value chains, consumer behaviours and decision-making towards the achievement of environmentally sustainability outcomes;

(c) Use integrated data sets and analysis, based on digital norms and governance frameworks, to produce actionable, real-time and predictive insights, enabling the automatic monitoring of global, national and local progress towards achieving key targets of the Sustainable Development Goals related to climate, biodiversity and pollution and relevant internationally agreed frameworks, including multilateral environmental agreements;

(d) Work with Member States, the private sector and civil society to improve digital literacy and use digital platforms to enable further public participation in decision-making, open innovation and citizen science, helping to make progress towards achievement of the targets under Sustainable Development Goals 9, 16 and 17;

(e) Provide normative support, upon request, on closing the digital divide through the use of information and communications technologies procured in accordance with sustainability standards.

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

(a) Increased capacity of Member States to monitor the world environmental situation through the adoption of a global data architecture, governance frameworks, safeguards and standards for environmental and climate data and related digital public goods;

(b) Improved ability of Member States to predict and address future environment-related risks through the development of big data platforms that can measure the increasing convergence of environmental and climate stress and disaster vulnerability over space and time and to provide predictive analytics and an early warning system;

(c) Accelerated adoption of low-carbon and low-emission behaviours, lifestyles and products by consumers and citizens, through increased greenhouse gas emissions transparency, digital eco-labelling and digital nudging, including through e-commerce platforms and digital games;

(d) Identification and scaled adoption of digital technologies by Member States to support the conservation, sustainable use and equitable benefit-sharing of biodiversity;

(e) Reduced environmental impacts, e-waste and greenhouse gas emissions arising from the procurement and installation of digital infrastructure used to bridge the digital divide.

Programme performance in 2024

Member States and companies took action to reduce methane emissions

14.29 The General Assembly, in its resolution 79/1 on the Pact for the Future, further recognized the need for accelerating and substantially reducing non-carbon dioxide emissions globally, including, in particular, methane emissions, by 2030. The International Methane Emissions Observatory provides transparent, reliable and actionable data to reduce and mitigate methane emissions. In 2024, the subprogramme enhanced the platform to assemble a public database of empirically verified methane emissions data, sourced from satellites and global scientific measurement campaigns. That comprehensive approach enabled countries and companies to take swift, targeted action to reduce emissions. In 2024, the Observatory's system notified companies and Governments of approximately 1,900 releases. The alerts spanned five continents and helped emitters to plug major leaks. Overall, data from the observatory have prevented the release of greenhouse gases equivalent to the amount produced by more than 1 million cars over the course of a year.

14.30 Progress towards the objective is presented in the performance measure below (see table 14.4).

Table 14.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	National Governments and private sector companies received approximately 1,900 methane release notifications, enabling them to take swift mitigation action

Planned results for 2026

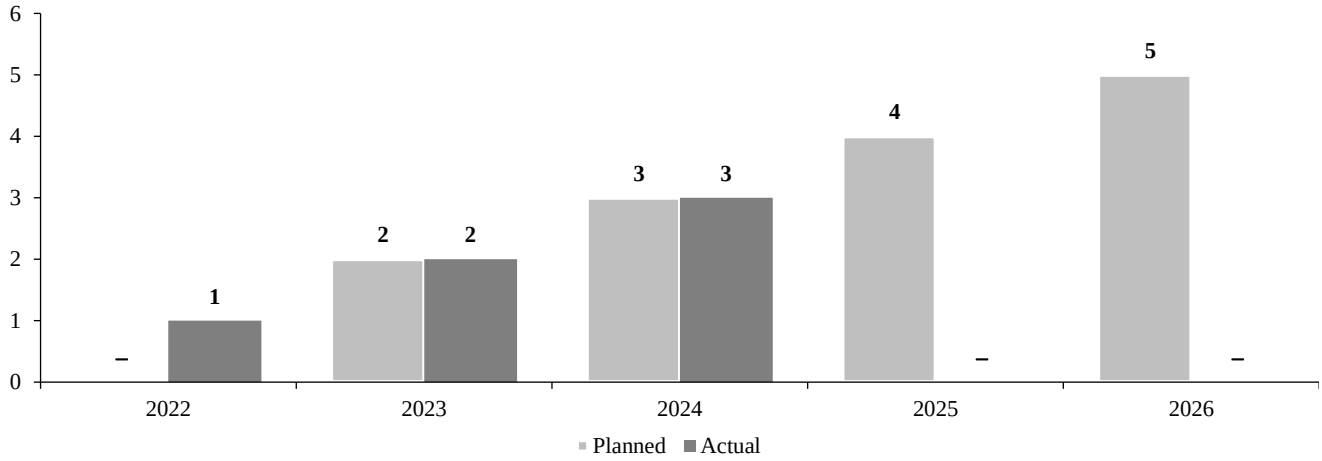
Result 1: increased effectiveness of data platforms

Programme performance in 2024 and target for 2026

14.31 The subprogramme's work contributed to one additional digital platform (a citizen science platform containing regional and country-level data) integrated with the World Environment Situation Room, for a cumulative total of three digital platforms, which met the planned target.

14.32 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.IV).

Figure 14.IV
Performance measure: number of digital regional platforms integrated with the World Environment Situation Room (cumulative)



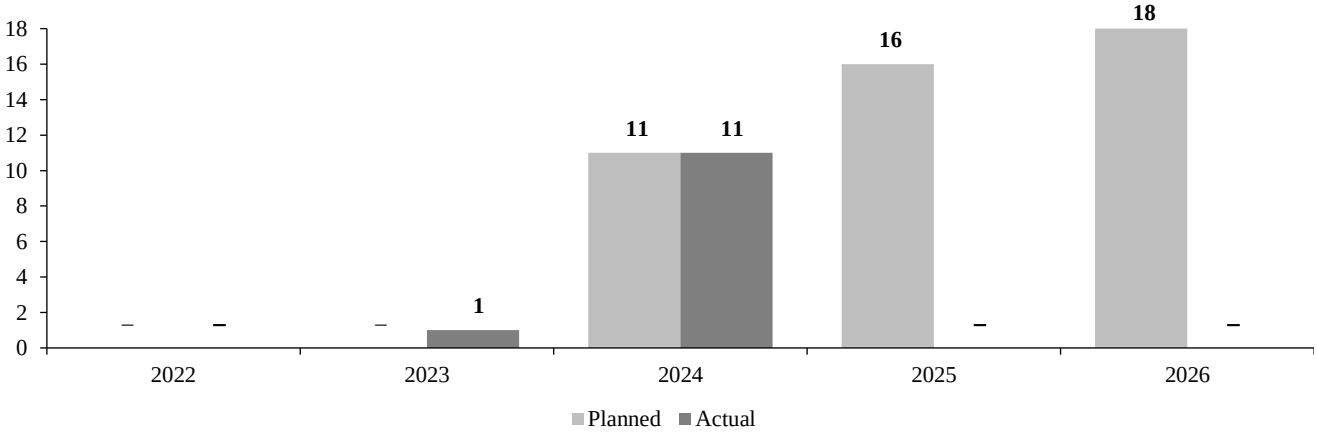
Result 2: increased interoperability of global environmental data

Programme performance in 2024 and target for 2026

14.33 The subprogramme's work contributed to 10 additional data partnerships that enhanced the interoperability of global environmental data, for a total of 11 partnerships, which met the planned target.

14.34 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.V).

Figure 14.V
Performance measure: number of data partnerships that enhance the interoperability of global environmental data (cumulative)



Result 3: strengthened digital capacities to drive environmental sustainability

Proposed programme plan for 2026

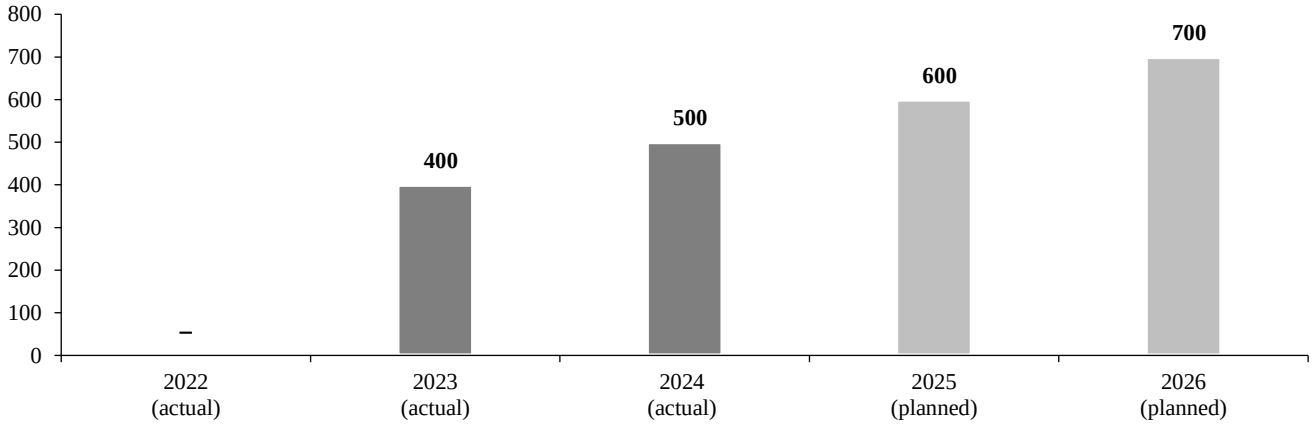
14.35 In the ministerial declaration adopted at the sixth session of the United Nations Environment Assembly, the importance of leveraging emerging technologies and closely monitoring their development to ensure that they contribute to sustainability, while ensuring that digitalization remained inclusive, equitable and sustainable, was emphasized. Strengthening Member States' digital capacities, while bridging the digital divide, is essential to leveraging data-driven technologies that foster informed decision-making and sustainable environmental action. The subprogramme has achieved significant progress in digital capacity-building through initiatives such as the Digital4Sustainability learning path, an e-learning course that explores the transformational role that digital solutions and innovations can play in advancing environmental sustainability, and the Digital Accelerator Lab, an innovation platform to scale digital technologies and data for sustainable development.

Lessons learned and planned change

14.36 The lesson for the subprogramme was that it needed to provide further capacity-building support to Member States in emerging areas, such as artificial intelligence, for environmental management. In applying the lesson, the subprogramme will develop targeted training programmes and resources for Member States to enable the uptake of digital solutions to address environmental challenges, while focusing on underserved regions to bridge the digital divide. The subprogramme will also work to strengthen digital capacities across other subprogrammes. These efforts will drive impactful action towards environmental sustainability.

14.37 Expected progress towards the objective is presented in the performance measure below (see figure 14.VI).

Figure 14.VI
Performance measure: number of stakeholders equipped to utilize digital solutions to address environmental challenges (annual)



Deliverables

14.38 Table 14.5 lists all deliverables of the subprogramme.

Table 14.5
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**3**	**4**
1. Using the World Environment Situation Room at the global, regional or national levels	2	2	3	4
Seminars, workshops and training events (number of days)	**24**	**18**	**24**	**24**
2. Training events on digital transformation for environmental sustainability – national training	6	4	6	6
3. Seminars and workshops on the development of a global environmental data strategy and digital cooperation framework	6	6	6	6
4. Seminars and workshops on development of the World Environment Situation Room and identification of transformative applications	6	4	6	6
5. Seminars and workshops on development and implementation of the environmental action plan for the Secretary-General's Road Map for Digital Cooperation	6	4	6	6
Publications (number of publications)	**4**	**4**	**4**	**4**
6. On digital technologies to achieve climate neutrality and pollution-reduction	4	4	4	4
Technical materials (number of materials)	**2**	**2**	**2**	**2**
7. On minimizing the environmental, climate and e-waste footprint of the information and communications technology sector	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with at least 100 Member States and other entities on the global environmental data strategy and on integration methods for environmental data and analytics; advice to 15 Member States and stakeholders on strengthening the adoption of data and digital transformation to achieve national climate, nature and pollution targets; and advice to approximately 15 Member States and stakeholders on using digital platforms and tools to enhance public participation in decision-making, open innovation and citizen science.				
Databases and substantive digital materials: World Environment Situation Room; and Digital Accelerator Lab				

Subprogramme 3
Nature action

Objective

14.39 The objective, to which this subprogramme contributes, is to strengthen the capacity of countries to manage marine, freshwater and terrestrial ecosystems through an integrated approach for maintaining and restoring their biodiversity and long-term functioning and ensuring the supply of ecosystem goods and services.

Strategy

14.40 To contribute to the objective, the subprogramme will:

(a) Advance cooperation with Member States, regional entities and other partners, including the United Nations Educational, Scientific and Cultural Organization and the Food and Agriculture Organization of the United Nations, to support education on sustainability by engaging with formal and non-formal education activities that shift knowledge, attitudes, behaviours and norms;

(b) Promote knowledge-sharing among countries and other non-governmental sectoral partners within the scope of existing transboundary cooperation frameworks, including the uptake and use of knowledge products, such as scenarios, spatial plans, trade-off analyses and ecosystem-based sectoral monitoring systems, disseminating publications and conducting normative work;

(c) Raise awareness on how to take into consideration nature and the ecosystem approach in public and private economic decision-making and provide technical advice, policy support and capacity-building to Member States on sustainable approaches to natural resource management and on biodiversity and health links among various sectors. In doing so, the subprogramme will support Member States in making progress towards the achievement of Sustainable Development Goals 2, 3, 6, 12 to 15 and 17.

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

(a) More coherent and cross-sectoral participation and cooperation among countries worldwide, including at the transboundary level, for the management and effective monitoring of nature;

(b) Youth-led action that addresses the indirect drivers of biodiversity loss and the degradation of nature;

(c) An enabling environment for embedding nature considerations into the financial and economic decision-making of public and private sector entities at multiple levels (global, regional, subregional and national) using a well-coordinated, whole-of-government approach that balances the demands of various sectors;

(d) Development of updated national plans for natural capital accounting by Member States;

(e) Enhanced capacity of Member States to manage and reduce risks to both human and ecosystem health and to integrate nature into national and international public health decision-making through science-based approaches.

Programme performance in 2024

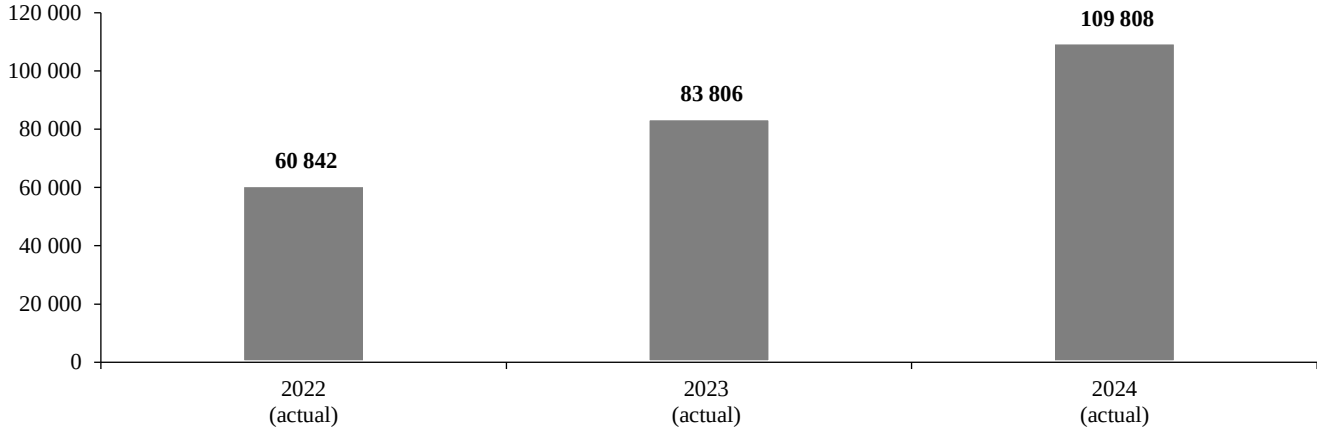
Policymakers and practitioners equipped to apply management and conservation approaches to strengthen resilience to disasters and the impacts of climate change

14.42 Nature offers many solutions to reduce the impacts of disasters and climate change, such as protecting forests on steep slopes and maintaining sand dunes along coastlines and wetlands to buffer excess rainwater. In 2021, the subprogramme, in partnership with the SDG Academy, launched an

open online course to equip participants with in-depth knowledge on the application of nature-based solutions, ecosystem-based approaches and other management and conservation approaches to strengthen resilience to disasters and the impacts of climate change. As at the end of 2024, 109,808 participants from 168 countries had enrolled in the course. Aimed at policymakers and practitioners and designed for global accessibility, the course is offered in seven languages: Arabic, English, Spanish, French, Hindi, Bahasa Indonesia and Chinese. The course fosters critical knowledge that not only enhances global awareness, but also empowers participants to influence policy frameworks, drive governmental action and implement sustainable practices.

14.43 Progress towards the objective is presented in the performance measure below (see figure 14.VII).

Figure 14.VII
Performance measure: number of people equipped to apply management and conservation approaches to build resilience to disasters and the impacts of climate change (cumulative)



Planned results for 2026

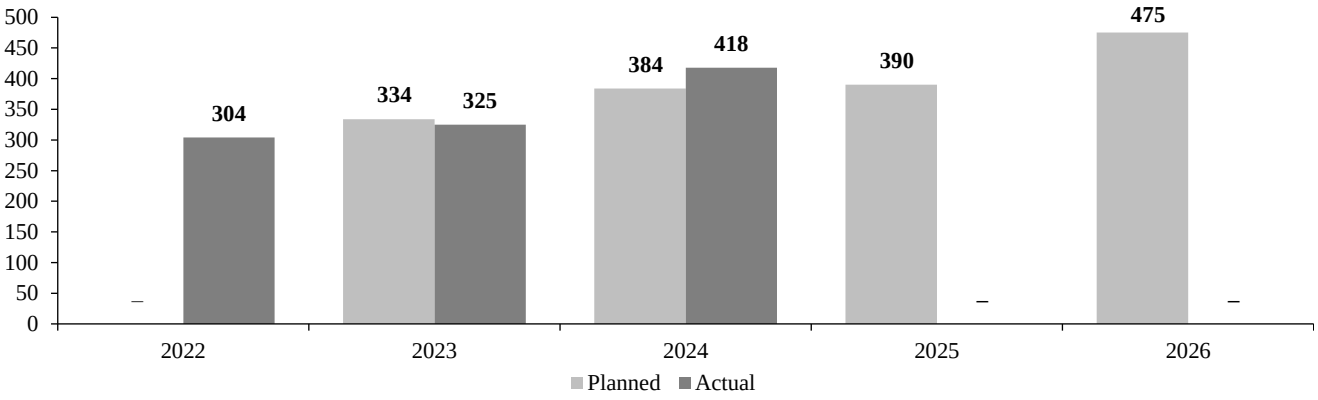
Result 1: finance sector commits itself to biodiversity target-setting

Programme performance in 2024 and target for 2026

14.44 The subprogramme's work contributed to 93 additional financial institutions making commitments to setting portfolio-wide biodiversity targets, for a total of 418 financial institutions, which exceeded the planned target of 384.

14.45 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.VIII).

Figure 14.VIII
Performance measure: number of financial institutions that signed a commitment to set biodiversity targets to reduce their impacts on nature (cumulative)



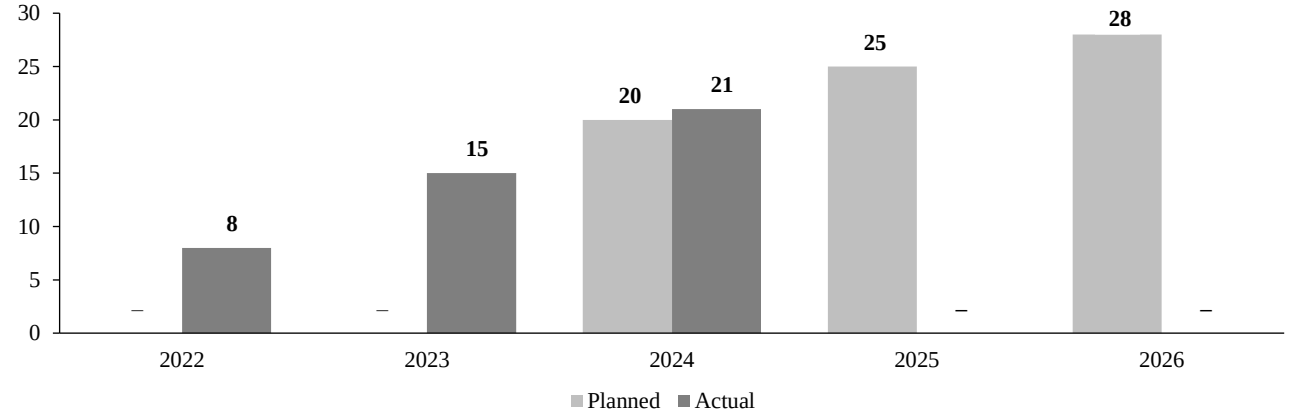
Result 2: public sector institutions capture the economic contribution of biodiversity and ecosystem services in decision-making

Programme performance in 2024 and target for 2026

14.46 The subprogramme's work contributed to 6 additional public sector institutions capturing the economic valuation of biodiversity and ecosystem services in their policies, for a total of 21 institutions, which exceeded the planned target of 20.

14.47 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.IX).

Figure 14.IX
Performance measure: number of public sector institutions that capture the economic valuation of biodiversity and ecosystem services in their policies (cumulative)



Result 3: strengthened resilience of coastal reef ecosystems and local communities

Proposed programme plan for 2026

14.48 The Global Fund for Coral Reefs is the world's leading financial vehicle to ensure a future for coral reefs and related ecosystems. As an implementation vehicle for the Kunming-Montreal Global Biodiversity Framework and Sustainable Development Goal 14, the subprogramme, in partnership with the Fund coalition, supports the strengthening of the resilience of coastal reef ecosystems, local communities and economies by mobilizing new public and private resources that advance sustainable

businesses and innovative financial solutions. The Fund invests in solutions in more than 20 countries with coral reefs, including businesses and financial mechanisms that have a positive impact on coral reef resilience while providing sustainable benefits for ecosystems, economies and local communities.

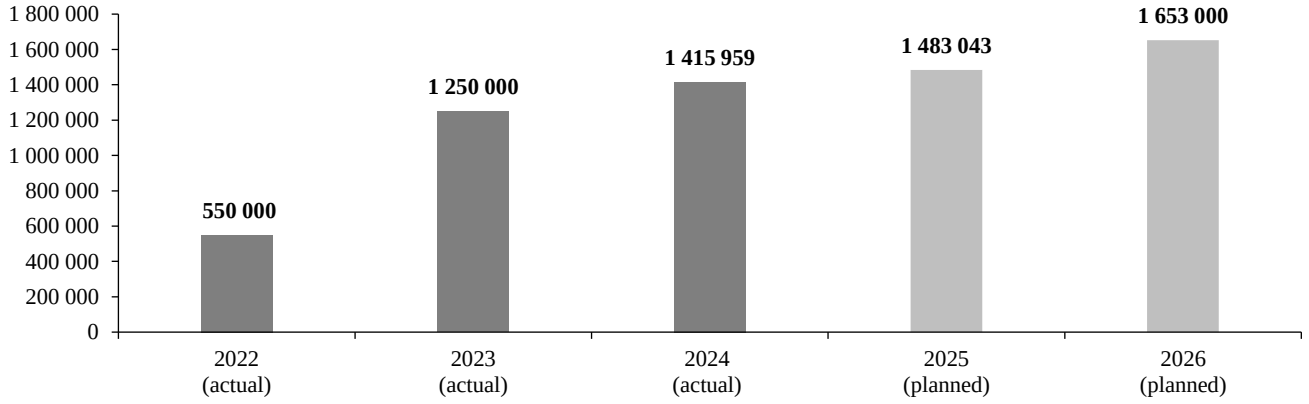
Lessons learned and planned change

14.49 The lesson for the subprogramme was the need for an effective monitoring and evaluation framework to measure progress towards meeting the ambitious goals of the Global Fund for Coral Reefs, to support demonstration and learning across the portfolio of supported interventions and to inform the replication and scaling-up of successful investments. In applying the lesson, the subprogramme will strengthen its technical assistance and capacity-building support to the Fund's beneficiaries and apply a structured and standardized approach to assess the progress and effectiveness of the Fund's programmes, including in the global tracking of the impact indicators of the fund.

14.50 Expected progress towards the objective is presented in the performance measure below (see figure 14.X).

Figure 14.X
Performance measure: area of coral reefs under improved management (cumulative)

(Hectares)



Deliverables

14.51 Table 14.6 lists all deliverables of the subprogramme.

Table 14.6
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**5**	**5**	**4**	**4**
1. Meetings of the governing bodies for multilateral environmental agreements	5	5	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**3**	**3**	**3**
2. On ecosystem services	3	3	3	3
Seminars, workshops and training events (number of days)	**6**	**6**	**6**	**6**
3. Seminars and training events on ecosystems management	6	6	6	6

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Publications (number of publications)	**7**	**7**	**7**	**8**
4. On mainstreaming biodiversity in production sectors	2	2	2	2
5. On the knowledge, networks and funding available to influence public and private financial flows for conservation, management and sustainable use approaches, such as ecosystem-based approaches and nature-based solutions, to be implemented in a manner consistent with the relevant mandate	2	2	2	2
6. On marine and terrestrial ecosystems	2	2	2	2
7. On biodiversity and wildlife	1	1	1	2
Technical materials (number of materials)	**4**	**4**	**6**	**6**
8. On integrated ecosystem management (tools and methodologies)	2	2	3	3
9. On investing in nature (assessments, tools and methodologies)	2	2	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advice to Member States to implement the Kunming-Montreal Global Biodiversity Framework, supporting 138 countries participating in the early action support project for the Framework.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns on sustainable management and use of natural resources and the United Nations Decade on Ecosystem Restoration.				

Subprogramme 4
Environmental governance

Objective

14.52 The objective, to which this subprogramme contributes, is to ensure that countries achieve environmental policy coherence and abide by strong legal and institutional frameworks that increasingly implement environmental goals in the context of sustainable development at the global, regional and national levels.

Strategy

14.53 To contribute to the objective, the subprogramme will:

(a) Facilitate relevant meetings and intergovernmental processes at the global, regional and national levels involving Governments, other United Nations entities, inter-agency mechanisms and regional ministerial forums through information management products, technical support and advisory services on environmental law and policy;

(b) Support the coherent implementation of the multilateral environmental agreements operating in similar clusters by strengthening national efforts to achieve global environmental targets and supporting parties in national reporting to related conventions, including to ease the national reporting load by promoting effective knowledge management across ministries and administrative units;

(c) Develop and disseminate innovative knowledge management tools and initiatives such as the United Nations Information Portal on Multilateral Environmental Agreements and the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme), supported by training, technical assistance and communication activities, including mainstreaming a gender perspective;

(d) Promote the uptake of environmentally sound practices across the United Nations system through the provision of policy advice and cooperate with United Nations country teams to

mainstream lessons learned through the implementation of programmes, including replicating and scaling up interventions;

(e) In doing so, support Member States in making progress towards the achievement of Sustainable Development Goals 1, 5, 16 and 17.

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

(a) Increased efficiency and effectiveness of environmental policymaking processes leading to coherent and science-based policies, including through Member States' concerted action on international environmental issues;

(b) Improved governance and partnerships with major groups and stakeholders in the development of synergistic national programmes, as well as increased integration of the environment into national and subnational planning and budgeting processes on sustainable development.

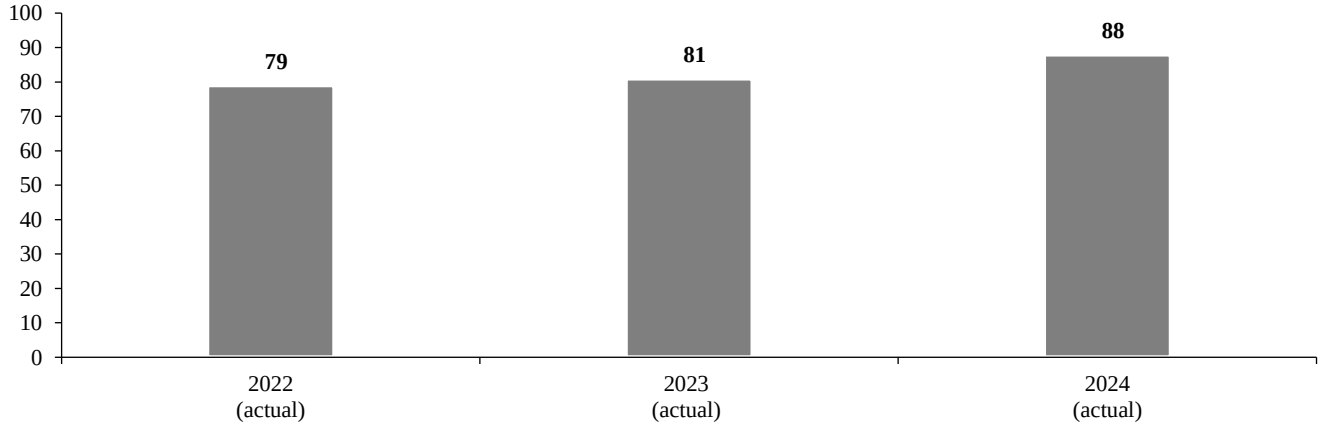
Programme performance in 2024

Sustained integration of the environmental dimension into United Nations Sustainable Development Cooperation Frameworks

14.55 The subprogramme has continued to leverage the United Nations system to strengthen its support for Governments and national stakeholders in identifying and responding to national environmental challenges. In addition to providing environmental analysis through input to United Nations common country analyses and the development of environmental summaries, the subprogramme has enhanced the capacities of United Nations country teams and their national counterparts by providing guidance and integrated advisory services on the environmental dimension of the 2030 Agenda. These efforts have led to the integration of the environmental dimension into United Nations Sustainable Development Cooperation Frameworks, as well as various national policies and strategic plans.

14.56 Progress towards the objective is presented in the performance measure below (see figure 14.XI).

Figure 14.XI
Performance measure: number of countries with United Nations Sustainable Development Cooperation Frameworks that integrate the environmental dimension of sustainable development (cumulative)



Planned results for 2026

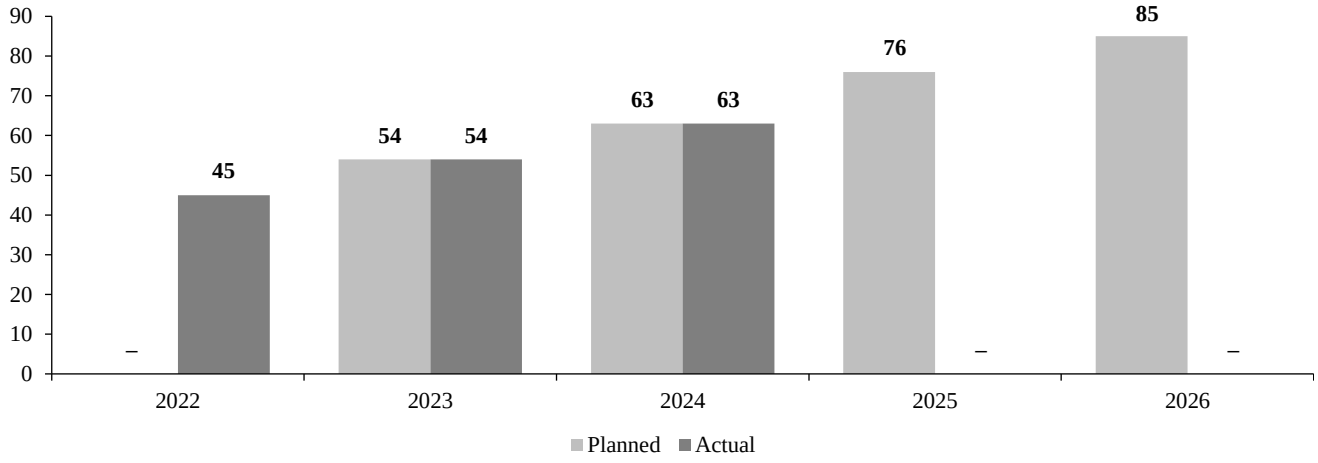
Result 1: strengthened development and implementation of environmental law at the international and national levels

Programme performance in 2024 and target for 2026

14.57 The subprogramme's work contributed to an additional 9 countries drafting environmental legislation to address environmental goals, for a total of 63 countries, which met the planned target.

14.58 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XII).

Figure 14.XII
Performance measure: number of countries that drafted environmental legislation to address environmental goals (cumulative)



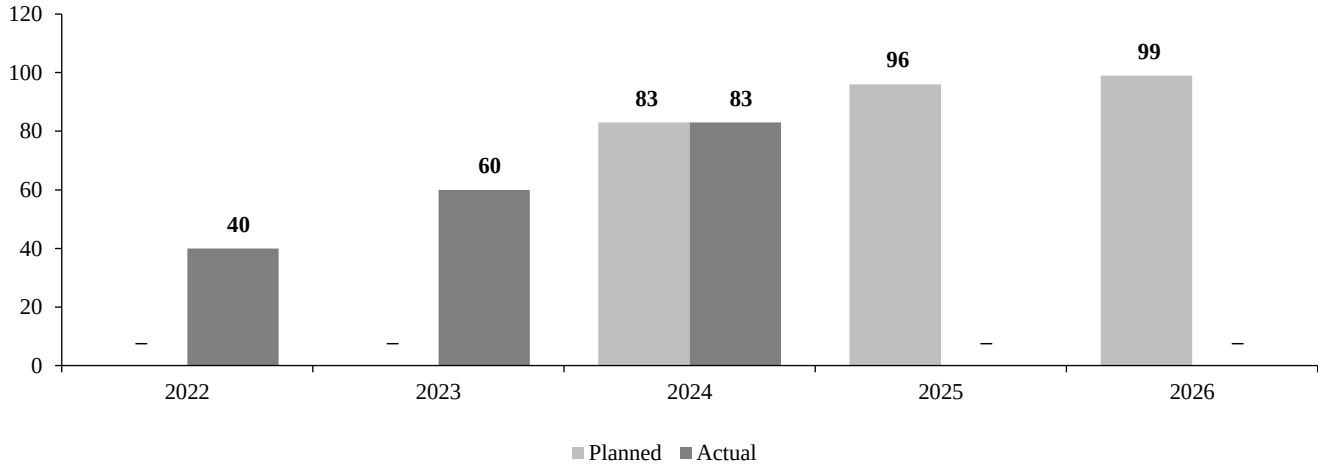
Result 2: reduced production and consumption of hydrofluorocarbons through the implementation of the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer

Programme performance in 2024 and target for 2026

14.59 The subprogramme's work contributed to 23 additional countries implementing the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer, for a total of 83 countries, which met the planned target.

14.60 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XIII).

Figure 14.XIII
Performance measure: number of countries implementing the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer (cumulative)



Result 3: legal stakeholders enhance the implementation and enforcement of environmental law

Proposed programme plan for 2026

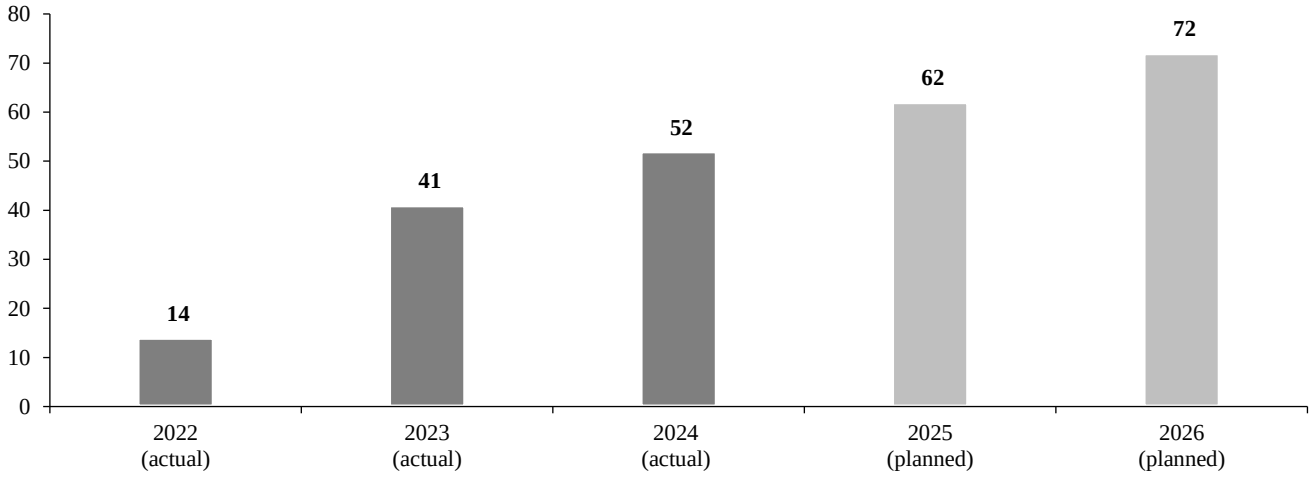
14.61 Legal stakeholders, including judges, prosecutors, legal practitioners, parliamentarians and enforcement officials, play a crucial role in countries' environmental law implementation and enforcement, including through safeguarding access to justice and remedies. Without the rule of law and the enforcement of legal rights and obligations, environmental governance may be discretionary, subjective and unpredictable. Enhancing the knowledge of legal stakeholders on how to implement and enforce environmental laws is vital to improving the effectiveness of legal and institutional frameworks.

Lessons learned and planned change

14.62 The lesson for the subprogramme was that there was a need for sustained and continuous capacity-building for legal stakeholders on various aspects of environmental law implementation and enforcement. This is essential owing to the frequent turnover of stakeholders, institutional changes and evolving legal and policy frameworks, which necessitate ongoing training to ensure consistency and effectiveness in implementation and enforcement. In applying the lesson, the subprogramme will build on its successes by enhancing the capacities of legal stakeholders, such as judges, prosecutors, legal practitioners, parliamentarians and enforcement officials, through regular training programmes, capacity-building events and dialogues on issues of environmental law. This work will also be complemented by the development of toolkits, legislative assessment reports and targeted guidance materials.

14.63 Expected progress towards the objective is presented in the performance measure below (see figure 14.XIV).

Figure 14.XIV
Performance measure: number of countries with strengthened capacities of legal stakeholders on the implementation and enforcement of environmental law (cumulative)



Deliverables

14.64 Table 14.7 lists all deliverables of the subprogramme.

Table 14.7
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**40**	**40**	**50**	**50**
1. Meetings of the Committee of Permanent Representatives on environmental law and governance	40	40	50	50
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**6**	**16**	**16**
2. On environmental law development and support to mainstream environmental issues, the implementation of multilateral environmental agreements and the linkages between poverty and the environment	6	6	16	16
Seminars, workshops and training events (number of days)	**15**	**15**	**15**	**15**
3. Train-the-trainer events on environmental governance	15	15	15	15
Publications (number of publications)	**8**	**3**	**3**	**3**
4. On environmental law (global)	8	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advice to approximately 25 Member States, upon request, on the monitoring and implementation of multilateral environmental agreements, legislative strategies and frameworks to counter environmental degradation resulting from climate change and crimes that affect the environment.				
Databases and substantive digital materials: 20 online courses introducing various multilateral environmental agreements.				

Subprogramme 5
Chemicals and pollution action

Objective

14.65 The objective, to which this subprogramme contributes, is to advance the sound management of chemicals and waste and improve air quality at all levels in order to achieve a healthier environment and better health for all.

Strategy

14.66 To contribute to the objective, the subprogramme will:

(a) Provide technical advice, policy support and capacity-building to Member States, the private sector and civil society, within the framework of relevant multilateral environmental agreements and the broader international chemicals and waste agenda, for enabling the development and implementation of policies, strategies, legislation and action plans on sound chemicals and waste management, including, but not limited to, mercury, persistent organic pollutants and lead, as well as on waste prevention and the sound management of electronic and other forms of waste;

(b) Provide technical and advisory support to Member States regarding the development and implementation of policies, strategies and mechanisms on the prevention of and reduction in waste, and environmentally sound waste treatment and disposal of the waste, including in the context of disaster or conflict-related environmental emergencies;

(c) Support the reduction in pollution release, building institutional capacity for the development and use of air quality assessments with publicly accessible monitoring data and for the development of policies and legal, regulatory, financial and technical measures to reduce air, water, soil and ocean pollutants;

(d) In doing so, will help Member States to make progress towards the achievement of targets 6.3, 12.3, 12.4 and 14.1 of the Sustainable Development Goals.

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

(a) An increased number of Member States developing or implementing policies, strategies, legislation or action plans that promote sound chemical and waste management and/or the implementation of multilateral environmental agreements and the existing framework on chemicals and waste;

(b) An increased number of Member States developing or implementing policies, strategies and mechanisms to prevent or reduce waste and ensure environmentally sound waste treatment or disposal, including in the context of disaster or conflict-related environmental emergencies;

(c) An increased number of policy, regulatory, financial and technical measures developed to reduce pollution in air, water, soil and the ocean;

(d) A reduction in the release of pollutants to the environment;

(e) Enhanced action by the private sector and civil society on pollution prevention and control.

Programme performance in 2024

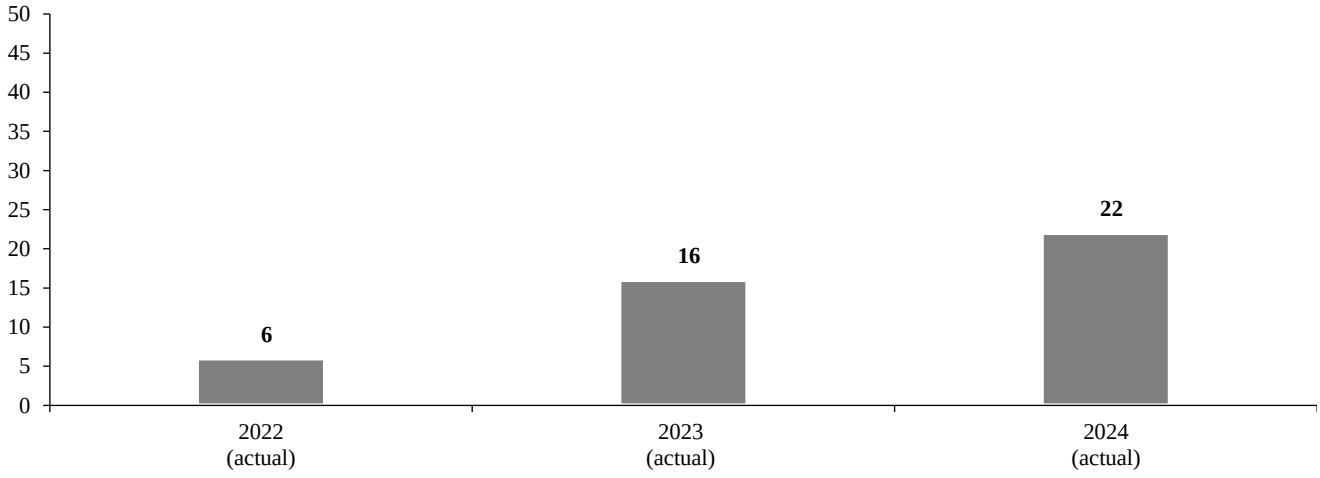
Strengthened waste and wastewater management systems

14.68 Improving waste and wastewater management can reduce pollution affecting the most vulnerable significantly. The subprogramme delivers interventions at the subnational, national, regional and global levels by supporting the development and implementation of policies, strategies and mechanisms and promoting cooperation, capacity-building and knowledge generation and

knowledge-sharing. At the subnational level, the subprogramme provided policy recommendations and facilitated multi-stakeholder collaboration on wastewater and sanitation in Sabah, Malaysia. In Iraq, in partnership with the International Office on Migration, the subprogramme established a pilot wetland system in Islah, Dhi Qar Governorate, to recycle wastewater, which is expected to benefit 30,000 people by 2025. In Comoros, the subprogramme supported integrating extended producer responsibility principles into national waste legislation. In the Gambia, the subprogramme funded and guided the development of a national solid waste management strategy based on circular economy principles. Regionally, the UNEP zero waster in the Caribbean initiative supported the eighth high-level forum on waste management, held in Port of Spain in October 2024, at which ministers adopted a declaration on regional action towards zero waste. Circular economy approaches, improved waste management policies, financial mobilization, digital transformation and enhanced data systems to support sustainable waste management are emphasized in the declaration. Globally, UNEP convened the Climate and Clean Air Coalition and co-launched the declaration on reducing methane from organic waste at the twenty-ninth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, in November 2024. More than 30 countries, responsible for nearly 50 per cent of global methane emissions from organic waste, endorsed the declaration and committed themselves to integrating targets for reducing methane emissions into future nationally determined contributions.

14.69 Progress towards the objective is presented in the performance measure below (see figure 14.XV).

Figure 14.XV
Performance measure: number of countries that strengthened their waste and wastewater management systems (cumulative)



Planned results for 2026

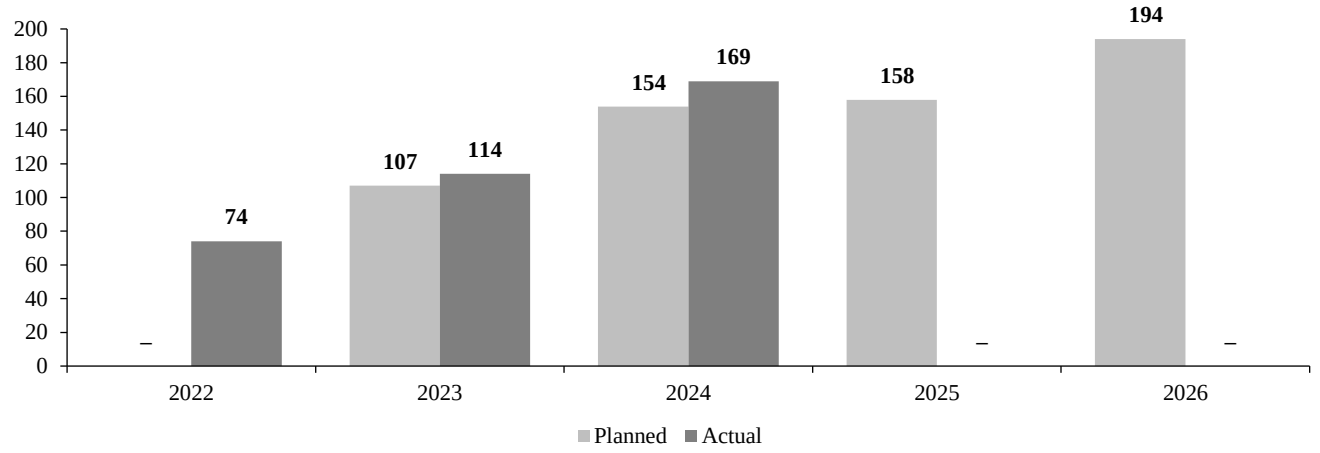
Result 1: policies and regulatory, financial and technical measures developed to reduce pollution

Programme performance in 2024 and target for 2026

14.70 The subprogramme's work contributed to the development of an additional 55 policies and measures to reduce pollution, for a total of 169 policies and measures, which exceeded the planned target of 154.

14.71 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XVI).

Figure 14.XVI
Performance measure: number of policies and regulatory, financial and technical measures developed to reduce pollution in air, water, soil and the ocean (cumulative)



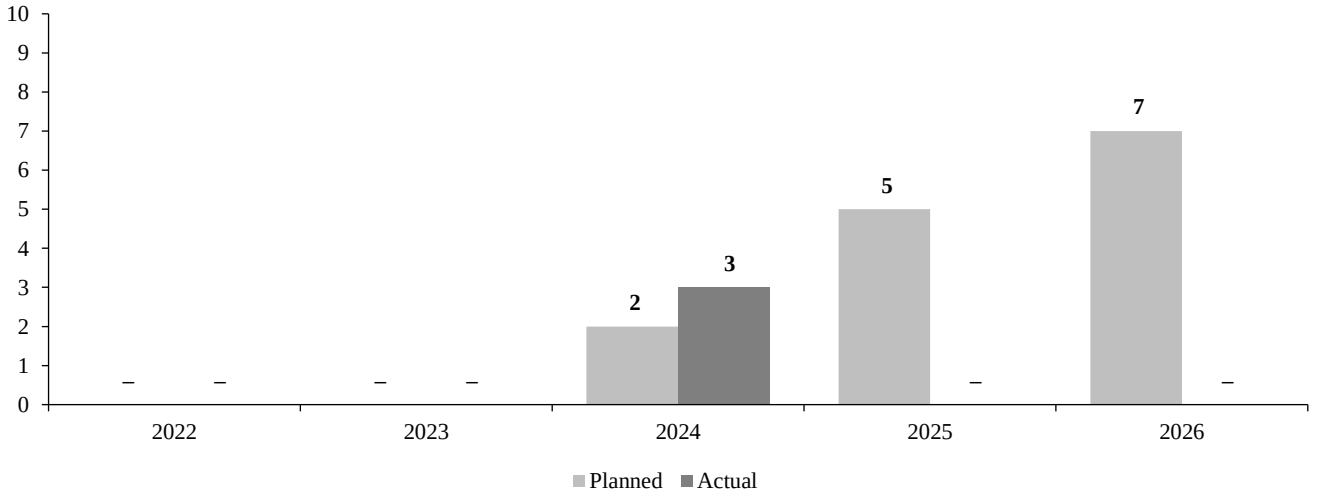
Result 2: adoption of circular economy policies and practices in high-impact sectors to reduce pollution

Programme performance in 2024 and target for 2026

14.72 The subprogramme's work contributed to three governments (Argentina, Malaysia and Nigeria) taking policy action to advance extended producer responsibility and similar scheme development to prevent and reduce pollution, which exceeded the planned target of two governments, including subnational governments, and producer responsibility organizations.

14.73 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XVII).

Figure 14.XVII
Performance measure: number of governments, including subnational governments, and producer responsibility organizations taking policy action to advance extended producer responsibility and similar scheme development to prevent and reduce pollution (cumulative)



Result 3: adoption of policies and strategies to address the environmental dimensions of antimicrobial resistance

Proposed programme plan for 2026

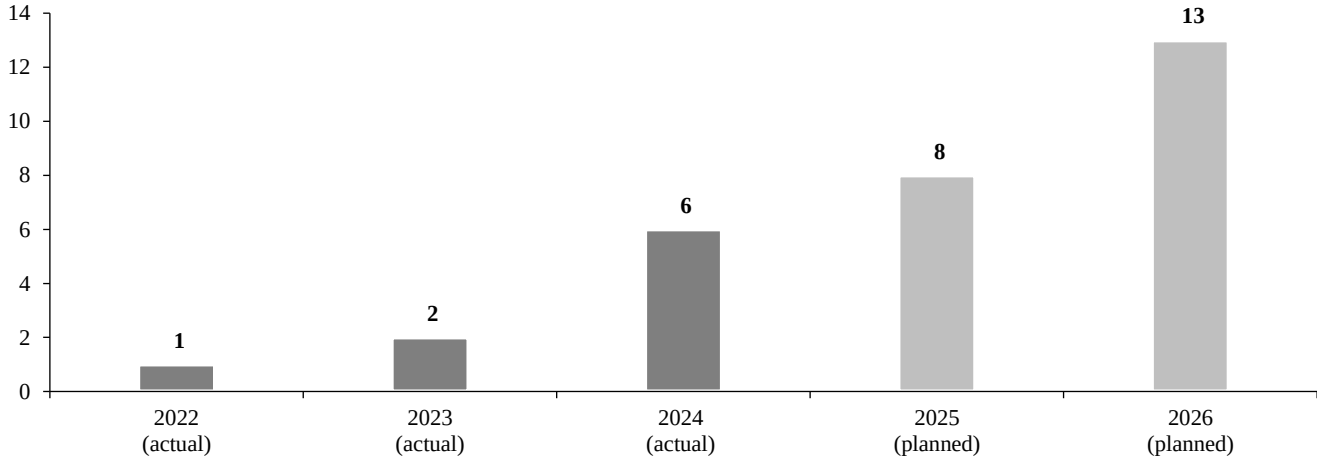
14.74 Antimicrobial resistance is a pressing global health issue that demands urgent action to safeguard the ability to treat diseases, enhance food safety, food security and nutrition, foster economic development, equity, and a healthy environment, and advance the Sustainable Development Goals. In 2022, the subprogramme partnered with the Food and Agriculture Organization of the United Nations, the World Health Organization and the World Organization for Animal Health to form a quadripartite alliance to raise awareness, coordinate a global, multisectoral response and support countries in developing and implementing national action plans on antimicrobial resistance.

Lessons learned and planned change

14.75 The lesson for the subprogramme was the need to foster greater private sector engagement to ensure a coordinated multisectoral response to address antimicrobial resistance. In applying the lesson, the subprogramme will increase its efforts to facilitate engagement and commitment from industry actors in the three economic sectors and their value chains that are key drivers of antimicrobial resistance development and spread in the environment (i.e., pharmaceuticals and other chemicals, agriculture and food, and healthcare). The subprogramme will also continue to work within the quadripartite framework to update the global action plan on antimicrobial resistance and to provide technical support and advisory services to Member States in integrating the environmental considerations into national action plans on antimicrobial resistance and into national chemical pollution and waste management programmes.

14.76 Expected progress towards the objective is presented in the performance measure below (see figure 14.XVIII).

Figure 14.XVIII
Performance measure: number of initiatives, policies, strategies or action plans undertaken by public or private actors from key economic sectors to address the environmental factors driving antimicrobial resistance (cumulative)



Deliverables

14.77 Table 14.8 lists all deliverables of the subprogramme.

Table 14.8
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**8**	**8**	**8**
1. On the development of policies and legal, institutional or fiscal strategies and mechanisms for sound chemicals management	8	8	8	8
Seminars, workshops and training events (number of days)	**8**	**9**	**10**	**10**
2. Seminars and training events on the sound management of chemicals and waste	8	9	10	10
Publications (number of publications)	**1**	**2**	**1**	**1**
3. Global assessment of the state of and trends in laws, regulations and fiscal policies for sound chemicals and waste management	1	2	1	1
Technical materials (number of materials)	**4**	**4**	**6**	**6**
4. On status, trends and related risks and improvements in chemicals and waste management at various scales	2	2	3	3
5. On action plans related to air quality at various scales, in particular at the subnational, national and regional levels	2	2	3	3
Fact-finding, monitoring and investigation missions (number of missions)	**4**	**6**	**4**	**4**
6. Monitoring missions on the status and trends relating to chemicals management, waste management and air quality, including on marine litter and other forms of pollution	4	6	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advice to 3 countries and 5 entities of the private sector and civil society on pollution prevention and control.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes, campaigns and information materials for Member States and stakeholders to increase awareness of pollution prevention and reduction in achieving the Sustainable Development Goals.				

Subprogramme 6
Finance and economic transformations

Objective

14.78 The objective, to which this subprogramme contributes, is to advance the transition by countries and businesses to sustainable development through multiple pathways, including the uptake of green economy in the context of sustainable development and poverty eradication, the adoption of sustainable consumption and production patterns and the decoupling of economic activity from unsustainable resource use and environmental impact, while improving human well-being.

Strategy

14.79 To contribute to the objective, the subprogramme will:

(a) Deliver country assessments, promote the uptake of policy planning and implementation tools and convene knowledge platforms that will enable policymakers and businesses to actively pursue sustainable pathways;

(b) Generate and disseminate knowledge through its extensive network of partners in the public and private sectors, including the financial sector, as well as civil society and academia;

(c) Promote sustainable patterns of consumption and production through policy recommendations on the green economy in the context of sustainable development and poverty eradication, on sustainable finance and on business practices and tools and knowledge that allow consumers to make informed choices, while considering issues related to generational and gender equality;

(d) Catalyse the alignment of finance and investment with sustainability objectives and policy priorities by developing or contributing to the norms for sustainable finance, providing the basis for standard-setting and promoting the role of private sustainable finance in complementing public finance;

(e) Support Governments and subnational governments in strengthening institutional capacities and implementing national development plans, policies and/or action plans; and support businesses adopting and implementing sustainable management and cleaner production practices across value chains, helping Member States to make progress towards the achievement of targets under Sustainable Development Goals 1, 4, 5, 7 to 9, 11 to 13 and 17;

(f) Strengthen the capacities of Member States and other stakeholders to integrate environmental sustainability and sustainable patterns of consumption and production into their decision-making approaches, including on sustainable finance, trade and infrastructure.

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

(a) Integrated sustainable development pathways, including policies and frameworks on the green economy in the context of sustainable development and poverty eradication or on sustainable consumption and production, for improved resource efficiency and human well-being and reduced ecological and material footprints;

(b) Improved environmental sustainability of private sector actors, including in the financial sector, in their core business practices and across their value chains, such as through sustainable investment and resource extraction, transformation and use, to create sustainable and more inclusive markets and economies;

(c) Public, private and individual consumers having access to and increasingly demanding and consuming sustainable goods and services.

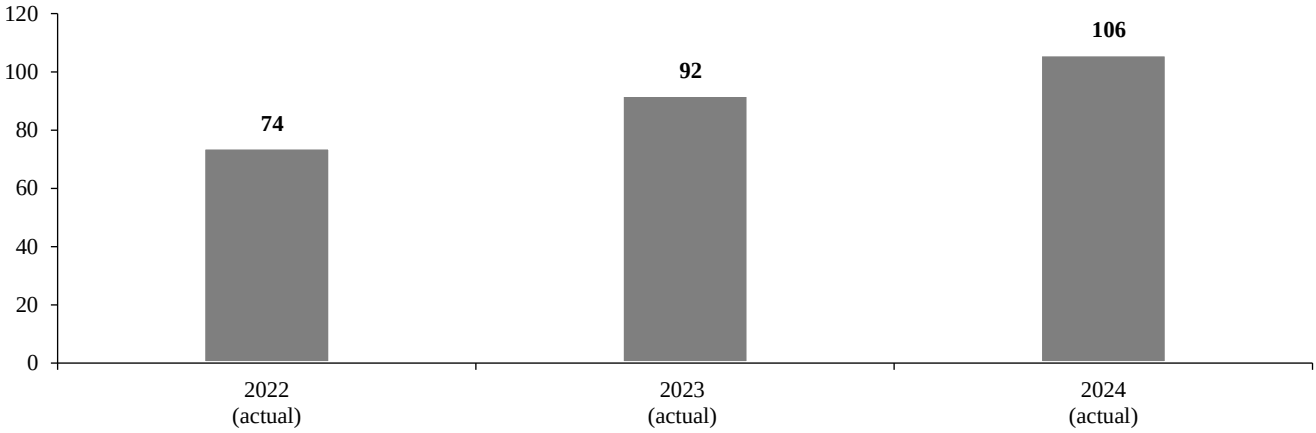
Programme performance in 2024

Member States adopted enabling policies to advance environmental sustainability

14.81 In order to meet the 2030 Agenda objectives, it is necessary to manage resources more responsibly while also addressing sustainability, poverty, equity, employment, economic growth, security and health objectives. Building on the long-standing work on sustainable finance, life cycle thinking and green economy in the context of sustainable development and poverty eradication, the subprogramme responded to heightened demand from Member States for support in policy formulation and implementation by enhancing capacity-building, fostering sectoral partnerships and promoting access to technologies. In 2024, the subprogramme worked to foster sustainability through targeted capacity-building, multi-stakeholder partnerships and integrating circular economy approaches into national and regional frameworks. For example, the subprogramme facilitated the adoption of 14 policies to advance sustainable transitions globally, including in Brazil, Chile, Indonesia, Kazakhstan and Uruguay. The subprogramme's work also contributed to the development of the Latin America and the Caribbean regional strategy on sustainable consumption and production (2024–2030) and to the adoption of United Nations Environment Assembly resolutions 6/1, on the circularity of a resilient and low-carbon sugar cane agro-industry, and 6/8, on promoting sustainable lifestyles.

14.82 Progress towards the objective is presented in the performance measure below (see figure 14.XIX).

Figure 14.XIX
Performance measure: number of economic, finance, industry and trade policies adopted by Member States to enable sustainable transitions (cumulative)



Planned results for 2026

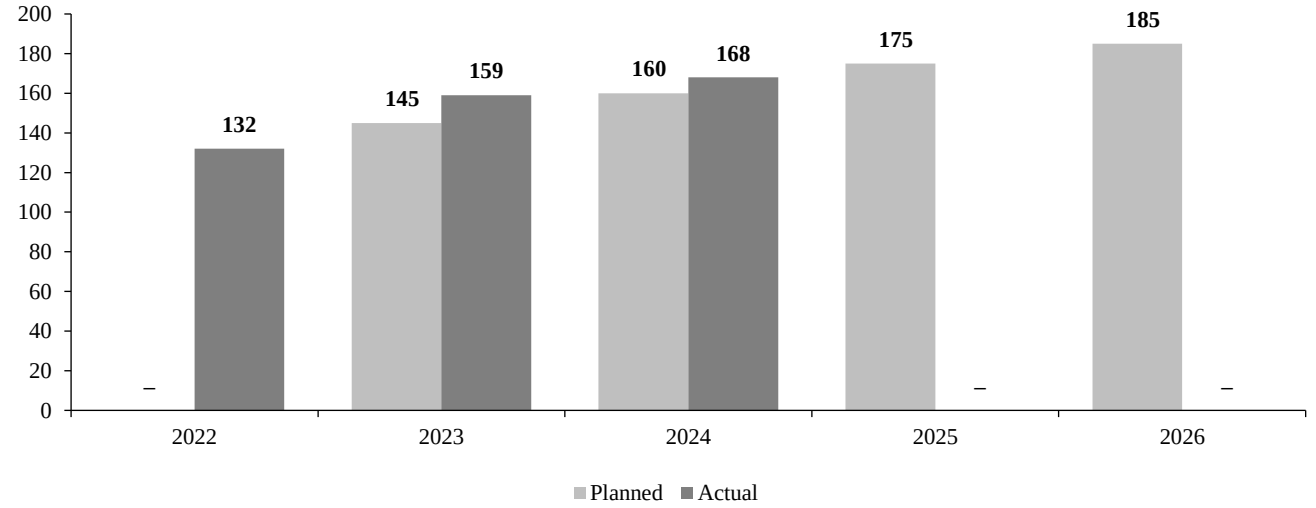
Result 1: increased availability of sustainable insurance

Programme performance in 2024 and target for 2026

14.83 The subprogramme's work contributed to an additional 9 insurance companies adopting the UNEP Finance Initiative Principles for Sustainable Insurance, for a total of 168 companies, which exceeded the planned target of 160. These principles represent an industry standard for responsible insurance.

14.84 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XX).

Figure 14.XX
Performance measure: number of insurance companies that adopted the Principles for Sustainable Insurance (cumulative)



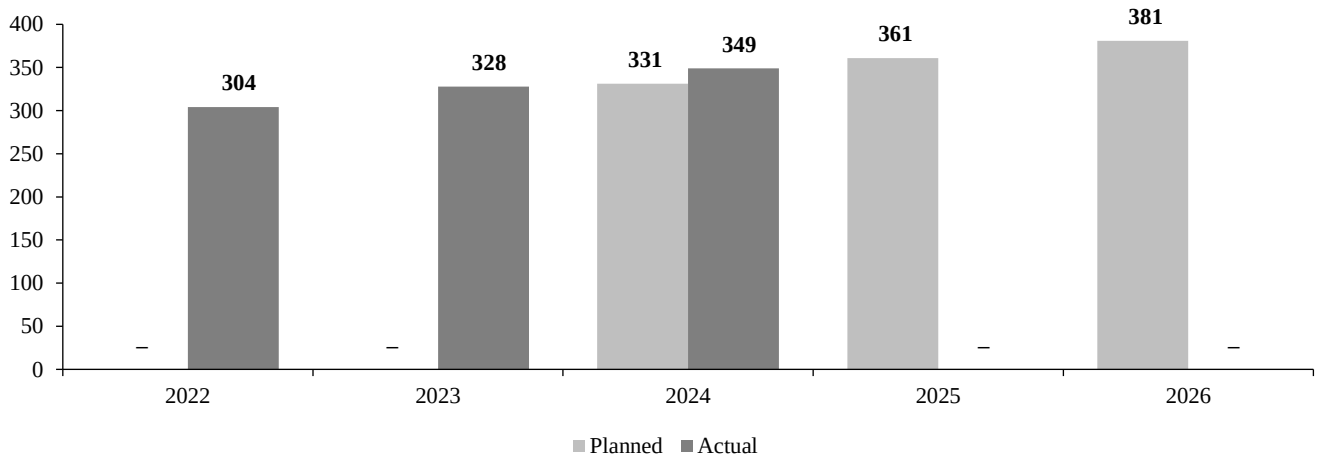
Result 2: increased availability of tools and measures to transform choices and behaviour by governments, businesses and individual consumers for environmental sustainability

Programme performance in 2024 and target for 2026

14.85 The subprogramme's work contributed to an additional 21 consumer information and education tools and products that inform decision-making, choices and changes in behaviour towards sustainability, for a total of 349 tools and products, which exceeded the planned target of 331.

14.86 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XXI).

Figure 14.XXI
Performance measure: number of consumer information and education tools and products that inform decision-making, choices and changes in behaviour towards sustainability (cumulative)



Result 3: accelerating progress towards sustainable consumption and production patterns

Proposed programme plan for 2026

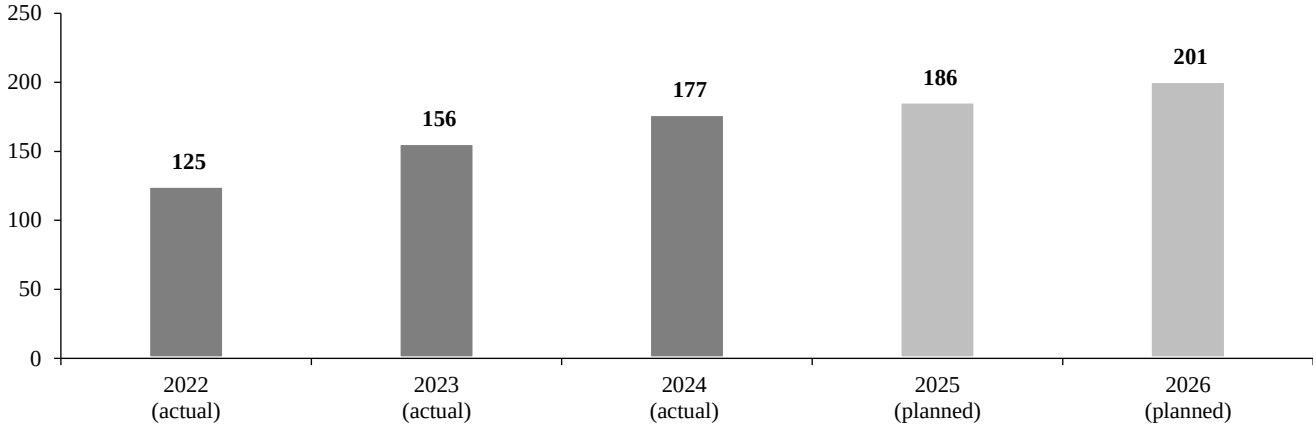
14.87 Unsustainable patterns of consumption and production are key drivers of natural resource depletion, climate change, biodiversity loss, pollution, malnutrition and land degradation. Fundamental changes in the way in which societies produce and consume goods and services are required, by making the transition to more sustainable economic and business models that promote sustainable consumption and production patterns and sustainable lifestyles. The subprogramme has provided policy advice, developed global knowledge products and facilitated global and regional policy initiatives in high-impact sectors to support countries in providing the enabling conditions for sustainable consumption and production (market signals, policy frameworks, incentives, innovation, infrastructure and education), accelerating the transition to sustainable development and the achievement of the Sustainable Development Goals.

Lessons learned and planned change

14.88 The lesson for the subprogramme was the importance of capacity-building tailored to the unique socioeconomic contexts of countries, given that past experience demonstrated that a tailored approach was critical for ensuring local ownership and institutional readiness to implement reforms. In applying the lesson, the subprogramme will enhance its focus on capacity-building initiatives, while fostering stronger partnerships with local institutions and stakeholders. It will also implement adaptive monitoring mechanisms to track progress and refine strategies dynamically. This adaptive approach will ensure that transitions towards sustainable consumption and production are context-sensitive, inclusive and resilient, ultimately driving greater impact and sustainable outcomes.

14.89 Expected progress towards the objective is presented in the performance measure below (see figure14.XXII).

Figure 14.XXII
Performance measure: number of initiatives undertaken by Member States to integrate sustainable consumption and production and economic and financial incentives into national planning and/or sectoral strategies (cumulative)



Deliverables

14.90 Table 14.9 lists all deliverables of the subprogramme.

Table 14.9
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**15**	**18**	**20**	**16**
1. On finance and economic transformations	15	18	20	16
Seminars, workshops and training events (number of days)	**15**	**19**	**20**	**15**
2. Seminars and training events on finance and economic transformation approaches	15	19	20	15
Publications (number of publications)	**4**	**4**	**2**	**2**
3. On finance and economic transformation approaches	4	4	2	2
Technical materials (number of materials)	**8**	**9**	**8**	**5**
4. On finance and economic transformations approaches	8	9	8	5

C. Substantive deliverables

Consultation, advice and advocacy: advice on sustainable lifestyles, resource efficiency, the green economy in the context of sustainable development and poverty eradication, sustainable consumption and production, and finance and economic transformations to 8 Member States; 3 national assessments in high-impact sectors on sustainable livelihoods for young people; consultations on circular economy approaches to 5 governments; and 1 meeting of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns and the One Planet network.

Databases and substantive digital materials: global platform on circular economy approaches; and skills hub on green economy in the context of sustainable development and poverty eradication.

D. Communication deliverables

Outreach programmes, special events and information materials: 1 side event of the 10-Year Framework of Programmes and the One Planet network at the 2026 high-level political forum on sustainable development; and 1 technical workshop and 2 online training courses for policymakers on youth employment in high-impact sectors in 3 countries.

Subprogramme 7
Science policy

Objective

14.91 The objective, to which this subprogramme contributes, is to strengthen the capacity of governments and non-government actors to access, generate and use quality environmental data and analysis and to sustain a strengthened science-policy interface that generates evidence-based environmental assessments, identifies emerging environmental issues and fosters relevant policy action at the global, regional and national levels, including for the achievement of the environment-related Sustainable Development Goals.

Strategy

14.92 To contribute to the objective, the subprogramme will:

(a) Review the world environmental situation and strengthen the interface between science and policymaking across the sustainable development agenda, including through collaboration with the Statistical Commission and the five regional commissions;

(b) Develop scientifically credible and unbiased data, information and knowledge and provide policy-relevant analysis and policy recommendations to catalyse and accelerate solutions and action for the environment, based on a continuous review of the global status of the environment and trends;

(c) Catalyse systematic and transformative shifts that can drive progress towards the aspirations of achieving the environmental dimension of the 2030 Agenda, through gender-sensitive partnerships across all geographical areas, involving Governments and non-governmental organizations, the business and scientific communities, and citizens;

(d) Pursue broad stakeholder engagement as a critical step in enhancing societal understanding, acceptance and uptake of its scientific analysis and serve as a knowledge broker that builds consensus on existing and emerging environmental issues through platforms and networks, such as the Science-Policy-Business Forum on the Environment, the International Resource Panel, the World Adaptation Science Programme and the One Planet network;

(e) Provide analytical research, increase awareness of the environmental dimension of sustainable development and build capacity to measure, monitor and report on progress, helping Member States to integrate common methods for tracking and measuring the environment-related Sustainable Development Goals, including in their national processes, in particular Goals 6, 12 to 15 and 17.

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

(a) Increased production and use of scientific environmental data by Member States and other stakeholders;

(b) A more coherent approach to harmonizing country data, tracking progress and science-based environmental policymaking within and among countries;

(c) Increased capacity of Member States to measure progress towards achieving the Sustainable Development Goals and to increase policy coherence for the integration of national sustainable development plans and other internationally agreed environmental goals.

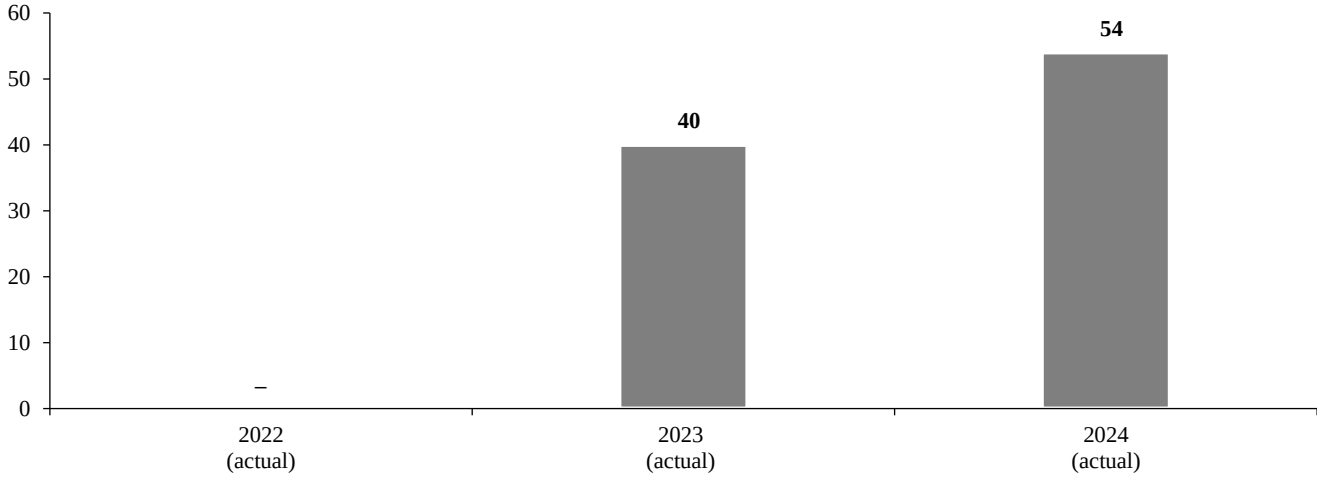
Programme performance in 2024

Strengthened evidence base for environmental policymaking in Africa

14.94 Strengthening the availability of science-based evidence is critical for policymakers to improve their understanding of the environmental priority action required to achieve sustainable development. The subprogramme has been working towards enhancing the use of environmental data and statistics to inform government policy and decision-making. Since 2023, the subprogramme has spearheaded the development of national environment summary reports, which provide critical information on climate, nature and pollution to support member States in increasing the policy coherence of national sustainable development plans with other internationally agreed environmental goals. These summary reports also contribute to the strengthening of the evidence base for United Nations country programming by harmonizing country data, while facilitating enhanced policy coherence for sustained development planning and supplementing the development of United Nations Sustainable Development Cooperation Frameworks.

14.95 Progress towards the objective is presented in the performance measure below (see figure 14.XXIII).

Figure 14.XXIII
Performance measure: number of national environmental summaries available to Member States (cumulative)



Planned results for 2026

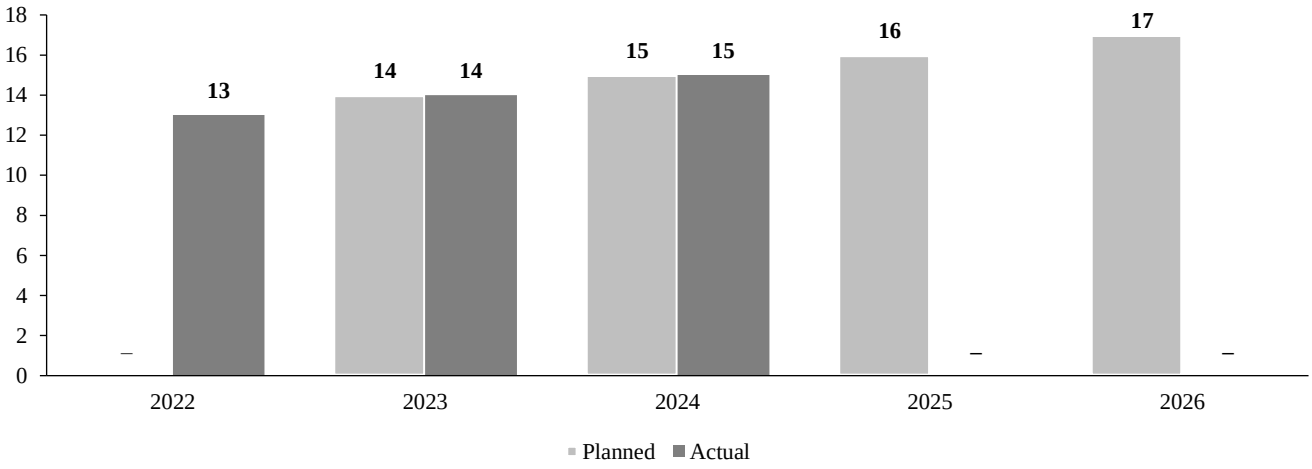
Result 1: improved country-level monitoring of water quality

Programme performance in 2024 and target for 2026

14.96 The subprogramme's work contributed to 1 additional country submitting quality-assured data on surface and groundwater quality to the Global Freshwater Quality Database, for a total of 15 countries, which met the planned target.

14.97 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XXIV).

Figure 14.XXIV
Performance measure: number of countries that submit quality-assured data on surface and groundwater quality to the Global Freshwater Quality Database (cumulative)



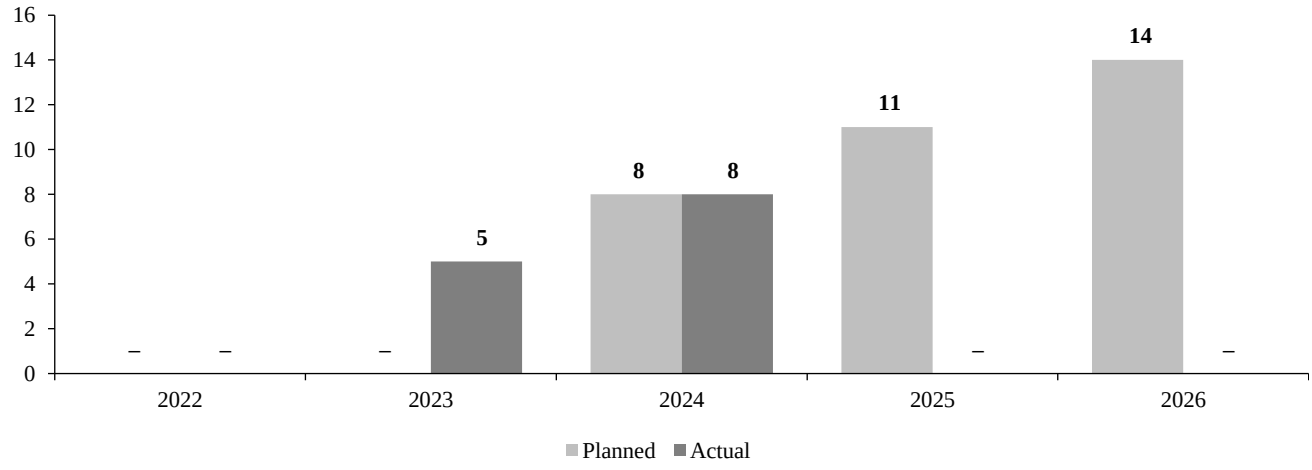
Result 2: improved electronic waste (e-waste) monitoring and collection

Programme performance in 2024 and target for 2026

14.98 The subprogramme's work contributed to three additional countries establishing e-waste monitoring frameworks, for a total of eight countries, which met the planned target.

14.99 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 14.XXV).

Figure 14.XXV
Performance measure: number of countries that have established an e-waste monitoring framework (cumulative)



Result 3: strengthened science-policy interface in Latin America and the Caribbean

Proposed programme plan for 2026

14.100 Following decision 5/2021 of the Forum of Ministers of Environment of Latin America and the Caribbean, UNEP has been working towards bridging the gap between science and policy in the region.

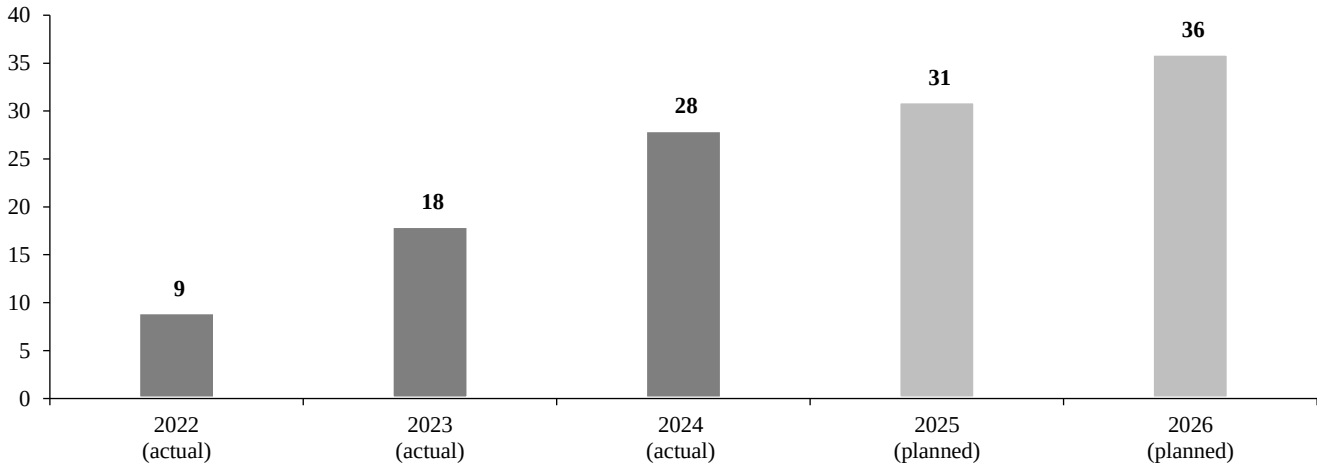
The decision emphasized the need for a stronger science-policy interface, highlighting the importance of improving data capacities and continuously monitoring the region's environmental status.

Lessons learned and planned change

14.101 The lesson for the subprogramme was that expanding knowledge management and collaboration among experts and professionals was essential in providing tailored and targeted training for stakeholders. In applying the lesson, the subprogramme fostered collaboration among governments, scientific institutions and international organizations through thematic working groups to address priority areas such as environmental data management and integrating scientific evidence into policymaking. Recognizing the unique challenges of the Caribbean, dedicated working groups will focus on the subregion's specific issues. These initiatives will be assessed for their relevance, impact and effectiveness in guiding decision makers with robust scientific analyses, ensuring that they contribute to evidence-based policies that address the region's pressing environmental challenges.

14.102 Expected progress towards the objective is presented in the performance measure below (see figure 14.XXVI).

Figure 14.XXVI
Performance measure: number of ministerial decisions and related initiatives adopted in Latin America and the Caribbean informed by scientific evidence (cumulative)



Deliverables

14.103 Table 14.10 lists all deliverables of the subprogramme.

Table 14.10
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**8**	**9**	**9**
1. On keeping the environment under review	5	5	6	6
2. On supporting the implementation of the Sustainable Development Goals	3	3	3	3
Seminars, workshops and training events (number of days)	**4**	**4**	**4**	**4**
3. Seminar on keeping the environment under review	4	4	4	4

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Publications (number of publications)	**2**	**2**	**3**	**3**
4. On keeping the environment under review (global)	2	2	3	3
Technical materials (number of materials)	**2**	**2**	**3**	**3**
5. On early warning and scientific assessments	2	2	3	3

C. Substantive deliverables

Consultation, advice and advocacy: consultation with some 25 Member States and stakeholders on methodology development and capacity development in data-collection methodologies relating to the Sustainable Development Goals; advice to at least 20 Member States and stakeholders on strengthening the science-policy interface; and advice to at least 25 Member States and stakeholders on implementing national environmental information systems.

D. Communication deliverables

Digital platforms and multimedia content: web pages, multimedia material and audio, video and social media content on the scientific work of UNEP to be utilized by Member States, stakeholders and the public.

B. Proposed post and non-post resource requirements for 2026

Overview

14.104 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 14.11 to 14.13.

Table 14.11
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	19 730.6	22 258.6	–	110.8	–	110.8	0.5	22 369.4
Other staff costs	193.1	240.2	(208.0)	–	–	(208.0)	(86.6)	32.2
Hospitality	10.0	20.5	(20.1)	–	–	(20.1)	(98.0)	0.4
Consultants	65.2	390.2	–	95.1	–	95.1	24.4	485.3
Travel of representatives	34.4	84.2	–	–	–	–	–	84.2
Travel of staff	4.6	173.1	–	10.0	–	10.0	5.8	183.1
Contractual services	108.8	268.1	(45.1)	20.0	0.4	(24.7)	(9.2)	243.4
General operating expenses	173.7	623.2	(195.8)	5.0	–	(190.8)	(30.6)	432.4
Supplies and materials	0.3	20.3	–	–	–	–	–	20.3
Furniture and equipment	4.1	24.3	–	–	–	–	–	24.3
Grants and contributions	141.5	398.4	–	–	–	–	–	398.4
Total	**20 466.3**	**24 501.1**	**(469.0)**	**240.9**	**0.4**	**(227.7)**	**(0.9)**	**24 273.4**

[a] At the time of reporting, the expenditure presented in this table and subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 14.12
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	115	1 USG, 1 ASG, 4 D-2, 11 D-1, 26 P-5, 40 P-4, 14 P-3, 1 P-2/1, 1 GS (PL), 6 GS (OL), 10 LL
Establishment	1	P-3 in subprogramme 5, Chemicals and pollution action
Proposed for 2026	116	1 USG, 1 ASG, 4 D-2, 11 D-1, 26 P-5, 40 P-4, 15 P-3, 1 P-2/1, 1 GS (PL), 6 GS (OL), 10 LL

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

Table 14.13
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*[a]
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	4	–	–	–	–	4
D-1	11	–	–	–	–	11
P-5	26	–	–	–	–	26
P-4	40	–	–	–	–	40
P-3	14	–	1	–	–	15
P-2/1	1	–	–	–	–	1
Subtotal	**98**	**–**	**1**	**–**	**–**	**99**
General Service and related			–	–	–	
GS (PL)	1	–	–	–	–	1
GS (OL)	6	–	–	–	–	6
LL	10	–	–	–	–	10
Subtotal	**17**	–	–	–	–	**17**
Total	**115**	**–**	**1**	–	–	**116**

[a] Includes one temporary post (P-3) pursuant to General Assembly resolution 79/2.

14.105 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 14.14 to 14.16 and figure 14.XXVII.

14.106 As shown in tables 14.14 (1) and 14.15 (1), the overall resources proposed for 2026 amount to $24,273,400, reflecting a net decrease of $227,700 (or 0.9 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 14.14
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
A. Policymaking organs	463.3	477.3	(469.0)	–	–	(469.0)	98.3	8.3
B. Executive direction and management								
1. Office of the Executive Director	3 257.6	3 406.8	–	–	–	–	–	3 406.8
2. United Nations Scientific Committee on the Effects of Atomic Radiation	674.8	1 193.8	–	–	–	–	–	1 193.8
Subtotal, B	**3 932.4**	**4 600.6**	**–**	**–**	**–**	**–**	**–**	**4 600.6**
C. Programme of work								
1. Climate action	2 242.4	2 211.0	–	–	–	–	–	2 211.0
2. Digital transformations in supporting environmental action	829.0	1 597.6	–	–	–	–	–	1 597.6
3. Nature action	2 003.1	2 674.0	–	–	–	–	–	2 674.0
4. Environmental governance	4 486.5	4 696.7	–	–	0.4	0.4	0.0	4 697.1
5. Chemicals and pollution action	1 715.3	1 818.0		240.9		240.9	13.3	2 058.9
6. Finance and economic transformations	1 475.1	2 002.3	–	–	–	–	–	2 002.3
7. Science policy	2 559.2	3 208.2	–	–	–	–	–	3 208.2
Subtotal, C	**15 310.6**	**18 207.8**	**–**	**240.9**	**0.4**	**241.3**	**1.3**	**18 449.1**
D. Programme support	760.0	1 215.4	–	–	–	–	–	1 215.4
Subtotal, 1	**20 466.3**	**24 501.1**	**(469.0)**	**240.9**	**0.4**	**(227.7)**	**(0.9)**	**24 273.4**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	2 554.3	2 298.9	–	–	2 298.9
B. Executive direction and management					
1. Office of the Executive Director	6 328.6	5 695.8	–	–	5 695.8
2. United Nations Scientific Committee on the Effects of Atomic Radiation	295.0	295.4	–	–	295.4
Subtotal, B	**6 623.6**	**5 991.2**	–	–	**5 991.2**
C. Programme of work					
1. Climate action	230 737.8	207 664.0	–	–	207 664.0
2. Digital transformations in supporting environmental action	9 337.9	8 404.1	–	–	8 404.1
3. Nature action	117 079.3	105 371.4	–	–	105 371.4
4. Environmental governance	59 378.8	53 440.9	–	–	53 440.9
5. Chemicals and pollution action	105 075.7	94 568.2	–	–	94 568.2

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
6. Finance and economic transformations	50 864.4	45 777.9	–	–	45 777.9
7. Science policy	21 187.9	19 069.1	–	–	19 069.1
Subtotal, C	**593 661.8**	**534 295.6**	**–**	**–**	**534 295.6**
D. Programme support	39 888.7	35 899.8	–	–	35 899.8
Subtotal, 2	**642 728.4**	**578 485.5**	**–**	**–**	**578 485.5**
Total (1+2)	**663 194.7**	**602 986.6**	**(227.7)**	**(0.4)**	**602 758.9**

Table 14.15
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management						
1. Office of the Executive Director	18	–	–	–	–	18
2. United Nations Scientific Committee on the Effects of Atomic Radiation	6	–	–	–	–	6
Subtotal, B	**24**	**–**	**–**	**–**	**–**	**24**
C. Programme of work						
1. Climate action	10	–	–	–	–	10
2. Digital transformations in supporting environmental action	8	–	–	–	–	8
3. Nature action	13	–	–	–	–	13
4. Environmental governance	23	–	–	–	–	23
5. Chemicals and pollution action	9	–	1	–	–	10
6. Finance and economic transformations	11	–	–	–	–	11
7. Science policy	12	–	–	–	–	12
Subtotal, C	**86**	**–**	**1**	**–**	**–**	**87**
D. Programme support	5	–	–	–	–	5
Subtotal, 1	**115**	**–**	**1**	**–**	**–**	**116**

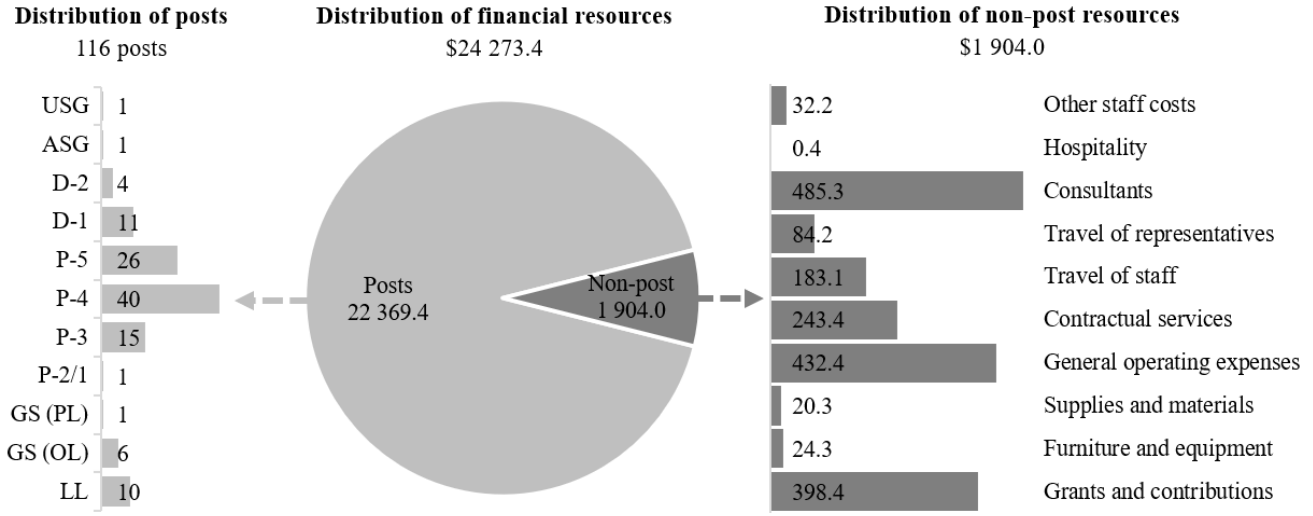
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	12	–	12
B. Executive direction and management			
1. Office of the Executive Director	35	–	35
2. United Nations Scientific Committee on the Effects of Atomic Radiation	1	–	1
Subtotal, B	**36**	**–**	**36**
C. Programme of work			
1. Climate action	174	–	174
2. Digital transformations in supporting environmental action	39	–	39
3. Nature action	149	–	149
4. Environmental governance	146	–	146
5. Chemicals and pollution action	143	–	143
6. Finance and economic transformations	121	–	121
7. Science policy	67	–	67
Subtotal, C	**839**	**–**	**839**
D. Programme support	126	–	126
Subtotal, 2	**1 013**	**–**	**1 013**
Total (1+2)	**1 128**	**1**	**1 129**

Table 14.16
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	19 730.6	22 258.6	–	110.8	–	110.8	0.5	22 369.4
Non-post	735.7	2 242.5	(469.0)	130.1	0.4	(338.5)	(15.1)	1 904.0
Total	**20 466.3**	**24 501.1**	**(469.0)**	**240.9**	**0.4**	**(227.7)**	**(0.9)**	**24 273.4**
Post resources by category								
Professional and higher		98	–	1	–	–	–	99
General Service and related		17	–	–	–	–	–	17
Total		**115**	**–**	**1**	**–**	**–**	**–**	**116**

Figure 14.XXVII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

14.107 As shown in table 14.14 (1), resource changes reflect a decrease of $469,000 under policymaking organs, which is related to the removal of the non-recurrent provisions associated with the seventh session of the United Nations Environment Assembly that were approved for 2025 and are not required in 2026. These consist of other staff costs ($208,000), hospitality ($20,100), contractual services ($45,100) and general operating expenses ($195,800).

New and expanded mandates

14.108 As reflected in table 14.14 (1), resource changes reflect an increase of $240,900 under subprogramme 5, Chemicals and pollution action, which is related to the request to update the global action plan on antimicrobial resistance pursuant to General Assembly resolution 79/2 titled “Political declaration of the high-level meeting on antimicrobial resistance”. The requirements consist of one temporary Programme Management Officer (P-3) ($110,800) costed at a 50 per cent vacancy rate in accordance with established practice for newly established posts, consultants ($95,100), travel ($10,000), contractual services ($20,000) and general operating expenses ($5,000).

Other changes

14.109 As shown in table 14.14 (1), resource changes reflect a net increase of $400 under subprogramme 4, Environmental governance, and relate to a higher standard price of the core software package for non-field personnel outside of United Nations Headquarters under contractual services.

Extrabudgetary resources

14.110 As reflected in table 14.14 (2), extrabudgetary resources amount to $578,485,500. The resources would complement regular budget resources and would be used mainly to provide for 1,013 posts (1 Assistant Secretary-General, 3 D-2, 36 D-1, 94 P-5, 200 P-4, 190 P-3, 83 P-2/1, 12 National Professional Officer and 394 Local level), as well as non-post requirements. In addition, the non-post

resources would be used in line with the priorities and deliverables approved by the United Nations Environment Assembly for the 2026–2027 programme of work. The programme of work will be presented for approval to the Environment Assembly in December 2025. Accordingly, the post numbers in the present document to be funded from extrabudgetary resources for 2026 are preliminary.

14.111 The extrabudgetary resources under the present section are subject to the oversight of the United Nations Environment Assembly.

Policymaking organs

14.112 The resources proposed under this component would provide for the policymaking organs as shown in table 14.17.

Table 14.17
Policymaking organs
(Thousands of United States dollars)

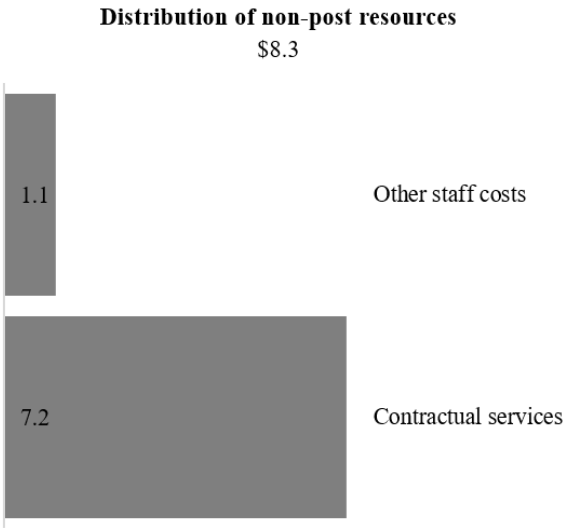
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
United Nations Environment Assembly	Mandate: General Assembly resolutions 67/213 and 67/251 and Governing Council decision 27/2	360.9	–
	Membership: 193 Member States		
	Number of sessions in 2026: 0		
Committee of Permanent Representatives	Mandate: Governing Council decision 27/2	108.1	–
	Membership: 150 accredited Member States		
	Number of sessions in 2026: 4		
Subcommittee of the Committee of Permanent Representatives	Mandate: Governing Council decision 27/2	8.3	8.3
	Membership: 50 accredited Member States		
	Number of sessions in 2026: 1		
Total		**477.3**	**8.3**

14.113 The proposed regular budget resources for 2026 amount to $8,300 and reflect a decrease of $469,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 14.106. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.18 and figure 14.XXVIII.

Table 14.18
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	463.3	477.3	(469.0)	–	–	(469.0)	(98.3)	8.3
Total	**463.3**	**477.3**	**(469.0)**	**–**	**–**	**(469.0)**	**(98.3)**	**8.3**

Figure 14.XXVIII
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



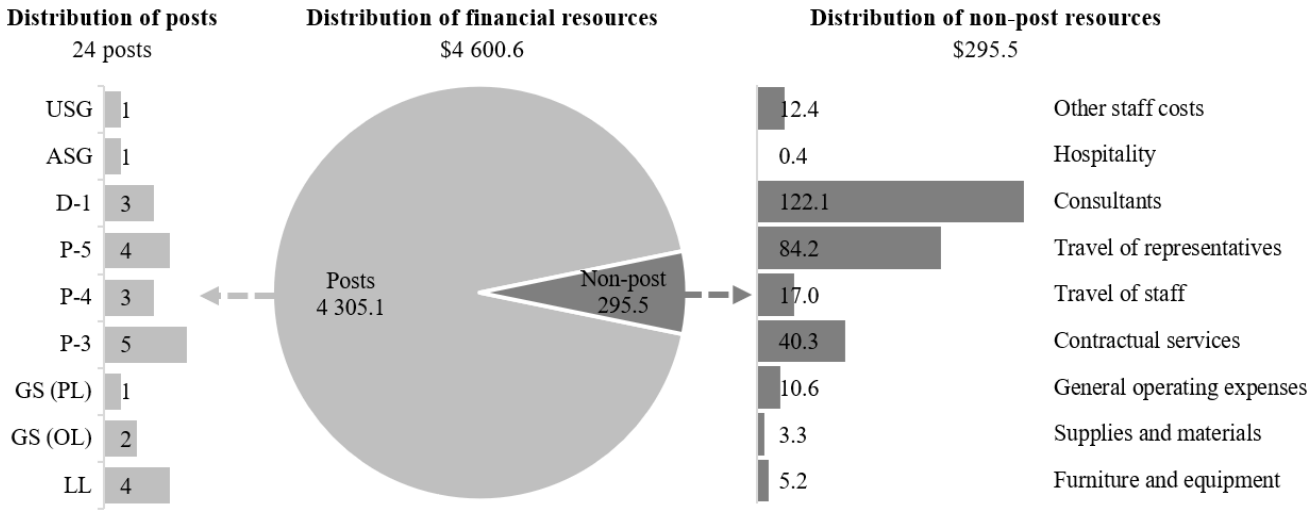
Executive direction and management

14.114 The executive direction and management component comprises the Office of the Executive Director and the United Nations Scientific Committee on the Effects of Atomic Radiation. The proposed regular budget resources for 2026 amount to $4,600,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.19 and figure 14.XXIX below.

Table 14.19
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 781.3	4 305.1	–	–	–	–	–	4 305.1
Non-post	151.1	295.5	–	–	–	–	–	295.5
Total	**3 932.4**	**4 600.6**	**–**	**–**	**–**	**–**	**–**	**4 600.6**
Post resources by category								
Professional and higher		17	–	–	–	–	–	17
General Service and related		7	–	–	–	–	–	7
Total		**24**	**–**	**–**	**–**	**–**	**–**	**24**

Figure 14.XXIX
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Office of the Executive Director

14.115 The executive direction and management component comprises the Executive Office, the Governance Affairs Office and an independent Evaluation Office that reports directly to the Executive Director. The Executive Office provides executive and support services to the Executive Director, the Deputy Executive Director and other members of the UNEP senior management team. It provides guidance and policy clearance on all programmatic and administrative matters with the support of the Corporate Services and Policy and Programme Divisions. The Executive Director, with the support of the Deputy Executive Director, provides the vision and direction for the work of UNEP in accordance with its legislative mandates and has overall responsibility for the management of UNEP resources.

14.116 The main responsibilities of the executive direction and management component also include leading UNEP in order to provide general policy guidance for the coordination of coherent environmental action within the United Nations system and keeping its implementation under review (see General Assembly resolution 2997 (XXVII)) and to provide leadership on the environmental dimension of sustainable development, informing global processes. This will be informed by assessments of the causes and effects of environmental challenges, as well as emerging issues of global, regional and national significance. UNEP will work through inter-agency mechanisms such as the United Nations Environment Management Group and the United Nations System Chief Executives Board for Coordination and its subsidiary bodies, to support and enhance coordination, cooperation and collaboration across the United Nations system through system-wide strategies and common approaches on the environment, such as the common approach on biodiversity and the common approach on pollution. In addition, UNEP will work to integrate the priorities of multilateral environmental agreements into United Nations country programming, ensuring a more coordinated and effective response to specific country needs. The year 2026 will mark the first year of the implementation of the UNEP medium-term strategy and programme of work for the period 2026–2027. UNEP has a new set of targets for 2026 and 2027, focusing on indicators that are aligned with organizational objectives, the Sustainable Development Goals and internationally agreed environmental commitments. UNEP strives to monitor change over a term longer than the four years of its strategy by employing impact metrics with project performance dashboards and cross-project leader boards to gauge effectiveness and assess the level of uptake of its products and services.

14.117 UNEP will continue to provide leadership on the environmental dimension of sustainable development, informing and influencing global environmental policymaking through global intergovernmental processes within the United Nations such as the General Assembly, the Economic and Social Council, the Human Rights Council and the Security Council.

14.118 The UNEP Sustainable United Nations facility will continue to coordinate the implementation of phase I (environmental sustainability in the area of management) of the Strategy for Sustainability Management in the United Nations System 2020–2030, including by measuring the progress of the United Nations system environmental footprint and efforts to reduce that footprint annually at the system-wide and entity levels. Work of the facility responds also to paragraph 35 of General Assembly resolution 79/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in which the Assembly called upon the entities of the United Nations development system to advance a system-wide approach, implement measures and report regularly on their efforts to reduce their environmental footprint.

14.119 In accordance with target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNEP is integrating environmental management practices into its operations, including the sound management of waste.

14.120 Information on the timely submission of documentation and advance booking for air travel is reflected in table 14.20. The lower rates of compliance for 2024 were due mainly to late nomination of travellers. UNEP continues to streamline its processes and, accordingly, has issued internal guidelines to all staff. In addition, numerous outreach sessions were held to bring more awareness to the requirement of timely submission. UNEP will continue to minimize travel and monitor compliance through the enhanced travel dashboard.

Table 14.20
Compliance rate
(Percentage)

	Actual 2022	*Actual 2023*	*Actual 2024*	*Planned 2025*	*Planned 2026*
Timely submission of documentation	43	76	70	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	37	82	78	100	100

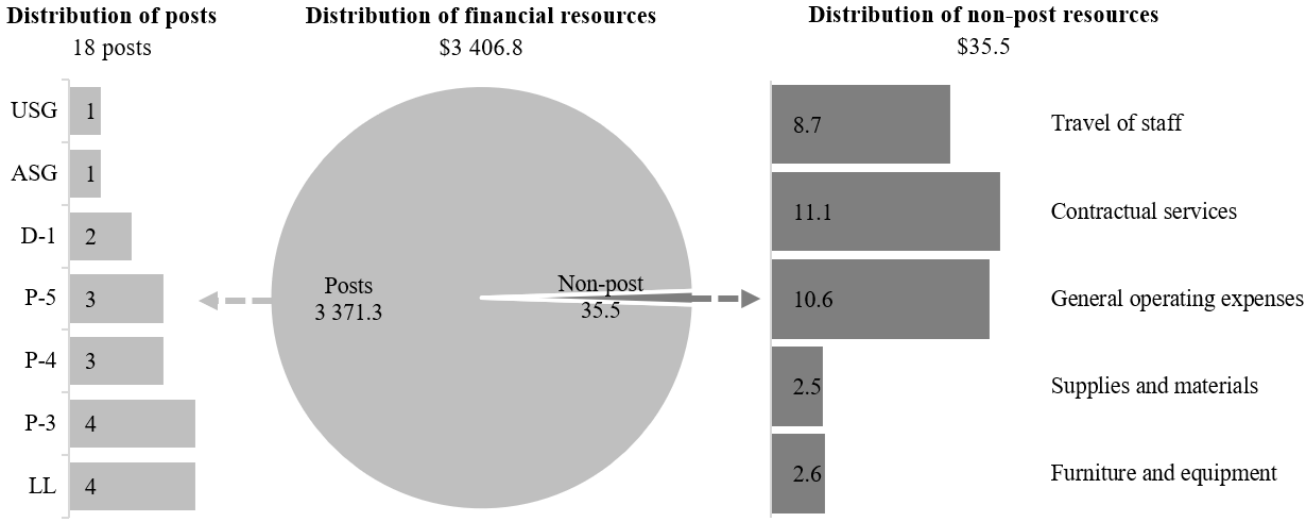
14.121 The proposed regular budget resources for 2026 amount to $3,406,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.21 and figure 14.XXX.

Table 14.21
Office of the Executive Director: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 257.6	3 371.3	–	–	–	–	–	3 371.3
Non-post	–	35.5	–	–	–	–	–	35.5
Total	**3 257.6**	**3 406.8**	**–**	**–**	**–**	**–**	**–**	**3 406.8**

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		4	–	–	–	–	–	4
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 14.XXX
Office of the Executive Director: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



United Nations Scientific Committee on the Effects of Atomic Radiation

14.122 The General Assembly, by its resolution 913 (X), established the United Nations Scientific Committee on the Effects of Atomic Radiation to undertake broad scientific evaluations of developing knowledge on sources of ionizing radiation and its effects on human health and the environment. Since 1955, the Committee has played an important role in improving international scientific understanding of levels of exposure to ionizing radiation and its health and environmental effects. The Assembly, in its resolution 79/85, reaffirmed the functions of the Committee

14.123 The Committee conducts evaluations on behalf of all States Members of the United Nations, which are used to assess the levels, trends and effects of exposure to radiation in areas such as medicine, research, agriculture and industry. The Committee's scientific synthesis of the most up-to-date radiobiological and epidemiological knowledge provides a recognized authoritative benchmark for scientists around the world. Moreover, the Committee's publications play a fundamental role in the international radiation safety regime, critically underpinning international standards for protecting the public, workers, patients and the environment against ionizing radiation. In turn, these standards serve as a basis for national and international programmes and legislative instruments.

14.124 During the annual session of the Committee, more than 170 scientific advisors representing the 31 States members of the Committee, as well as observers from relevant international organizations, scrutinize the scientific content of several complex documents. Organizational responsibility for serving the Committee lies with UNEP. The secretariat of the Committee convenes the annual

sessions and coordinates the development of such documents, which are compiled using scientific and technical information obtained from Member States and scientific literature in accordance with the Committee's requests. Once approved by the Committee, these documents are published periodically as scientific annexes to the report of the Committee to the General Assembly, after a formulation period that lasts, in general, four to five years, in a rolling publication scheme. The secretariat arranges for the dissemination of the Committee's findings to the Assembly, the scientific community and the public.

14.125 In relation to the Sustainable Development Goals, the work of the Committee contributes to the achievement of Goals 3, 10, 14, 15 and 17. At its seventy-first session, held from 20 to 24 May 2024, the Committee approved its related report (A/79/46) containing two scientific reports. The first report, on second primary cancer after radiotherapy, establishes the basis for long-term medical care and preventive intervention that will benefit the growing population of cancer survivors globally, while the second, on an evaluation of public exposure to ionizing radiation, provides the scientific basis for radiation protection of the public from natural and anthropogenic sources of radiation, which contributes to achieving several Goals, especially Goal 3.

14.126 Also at its seventy-first session, the Committee approved its future programme of work for 2025–2029 and its public information and outreach strategy for the period 2025–2029. It reviewed the progress made in its scientific evaluations, namely, epidemiological studies of ionizing radiation and cancer, the effects of ionizing radiation on the circulatory system and the effects of ionizing radiation on the nervous system, and endorsed its strategy to improve the collection, analysis and dissemination of data on radiation exposure, including consideration of the Committee's ad hoc working group on sources and exposure.

14.127 The Committee has identified its thematic priorities for 2026 with the continuation of the evaluations on the effects of ionizing radiation on the nervous system and the effects of ionizing radiation on the eye, as well as the commencement of the evaluations on the effects of ionizing radiation on the immune system and the update of the evaluation of medical exposure to ionizing radiation. The new evaluations will support Sustainable Development Goals 3 and 10. The evaluations on the effects of ionizing radiation on the eye and on the effects of radiation on the immune system have been postponed to 2025 and 2026, respectively, owing to liquidity constraints.

14.128 In line with General Assembly resolution 79/85, the secretariat continues to maintain the online platform for the collection of data from Member States on public, medical and occupational exposure, to facilitate the Committee's regular evaluation and monitoring of trends in such exposures. The current network consists of 200 national contact persons and alternates from 112 Member States who are actively involved in the exchange of information and the formulation of data.

14.129 The proposed regular budget resources for 2026 amount to $1,193,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of proposed resources for 2026 are reflected in table 14.22 and figure 14.XXXI.

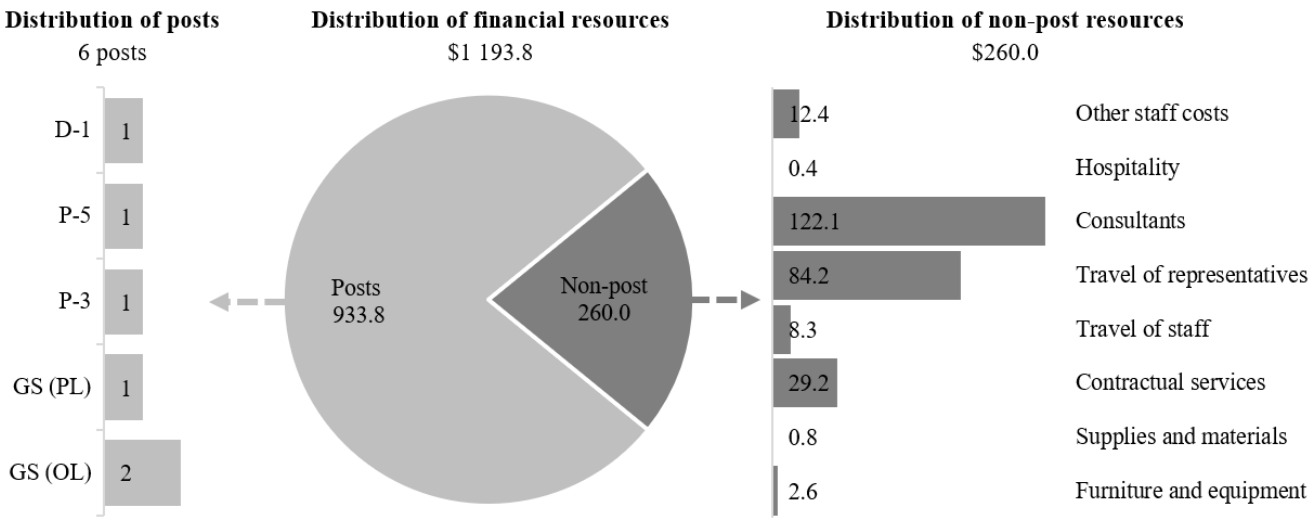
Table 14.22
United Nations Scientific Committee on the Effects of Atomic Radiation: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	523.7	933.8	–	–	–	–	–	933.8
Non-post	151.1	260.0	–	–	–	–	–	260.0
Total	**674.8**	**1 193.8**	**–**	**–**	**–**	**–**	**–**	**1 193.8**

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		3	–	–	–	–	–	3
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 14.XXXI
United Nations Scientific Committee on the Effects of Atomic Radiation: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Programme of work

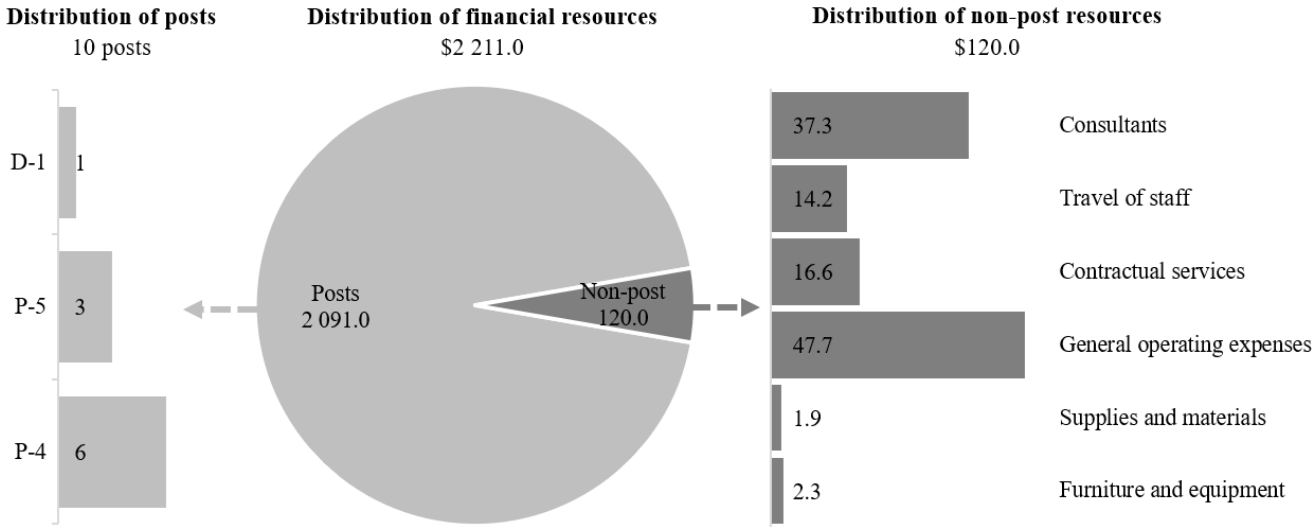
Subprogramme 1
Climate action

14.130 The proposed regular budget resources for 2026 amount to $2,211,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.23 and figure 14.XXXII.

Table 14.23
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 242.4	2 091.0	–	–	–	–	–	2 091.0
Non-post	–	120.0	–	–	–	–	–	120.0
Total	**2 242.4**	**2 211.0**	**–**	**–**	**–**	**–**	**–**	**2 211.0**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
Total		**10**	**–**	**–**	**–**	**–**	**–**	**10**

Figure 14.XXXII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



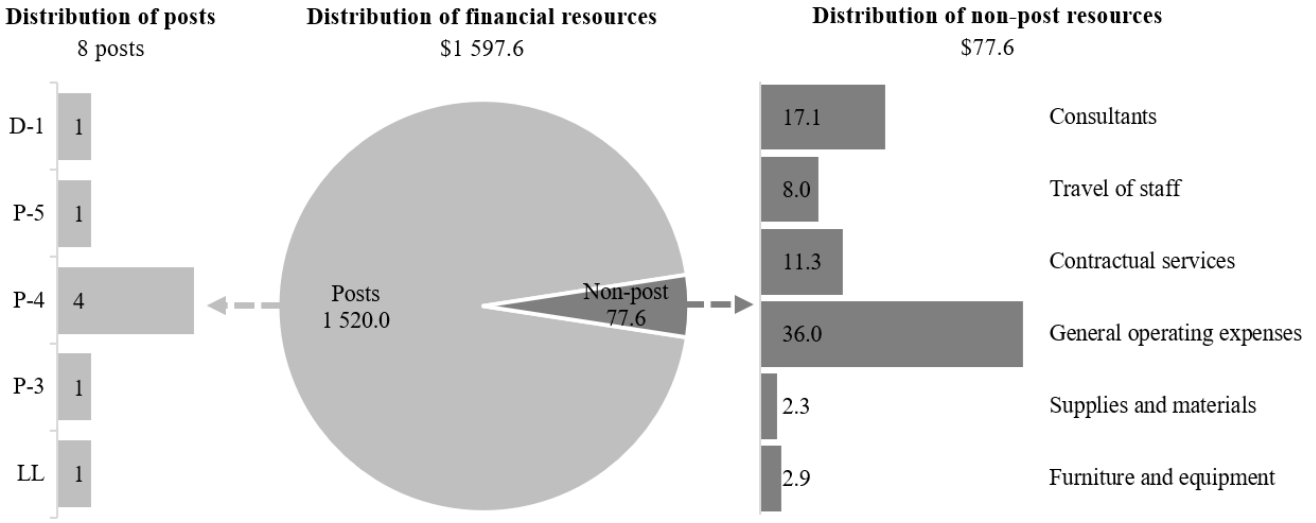
Subprogramme 2
Digital transformations in supporting environmental action

14.131 The proposed regular budget resources for 2026 amount to $1,597,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.24 and figure 14.XXXIII.

Table 14.24
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	829.0	1 520.0	–	–	–	–	–	1 520.0
Non-post	–	77.6	–	–	–	–	–	77.6
Total	**829.0**	**1 597.6**	**–**	**–**	**–**	**–**	**–**	**1 597.6**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		1	–	–	–	–	–	1
Total		**8**	**–**	**–**	**–**	**–**	**–**	**8**

Figure 14.XXXIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



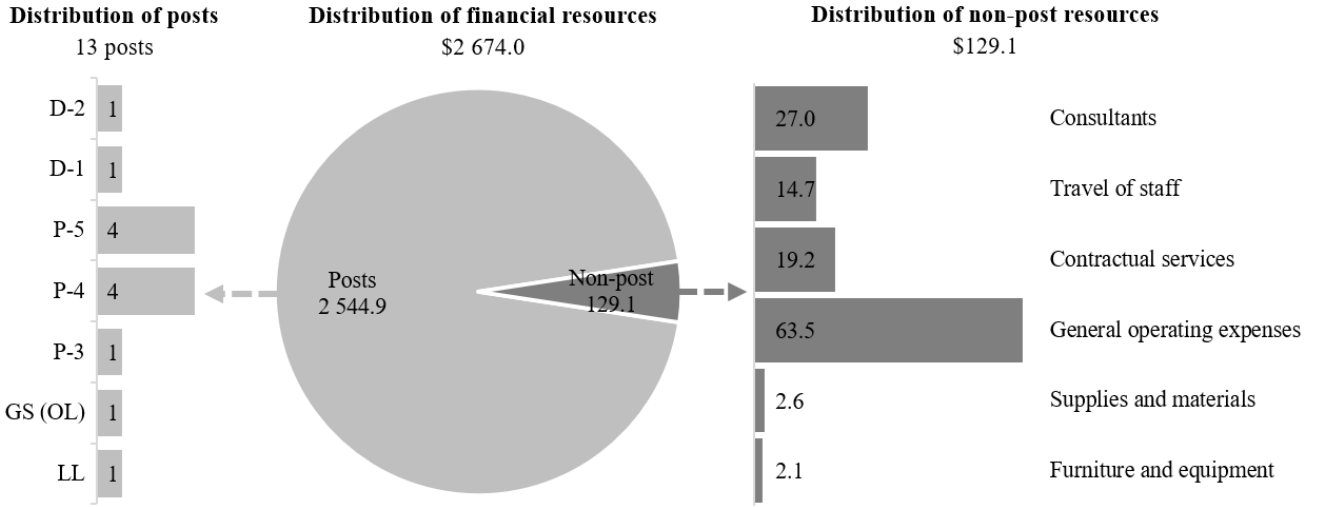
Subprogramme 3
Nature action

14.132 The proposed regular budget resources for 2026 amount to $2,674,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.25 and figure 14.XXXIV.

Table 14.25
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 003.1	2 544.9	–	–	–	–	–	2 544.9
Non-post	–	129.1	–	–	–	–	–	129.1
Total	**2 003.1**	**2 674.0**	**–**	**–**	**–**	**–**	**–**	**2 674.0**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		2	–	–	–	–	–	2
Total		**13**	**–**	**–**	**–**	**–**	**–**	**13**

Figure 14.XXXIV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



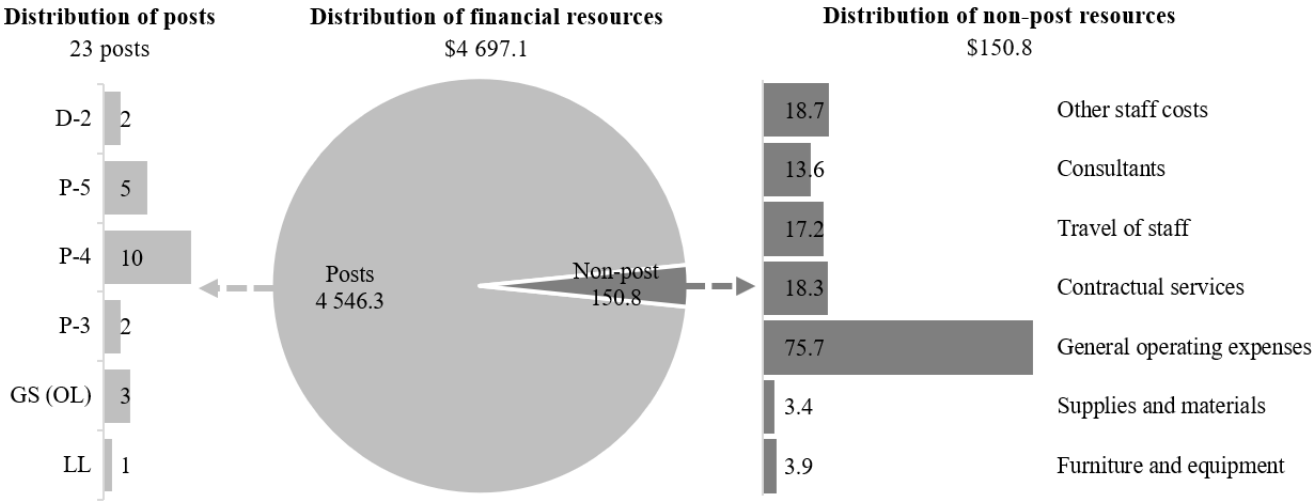
Subprogramme 4
Environmental governance

14.133 The proposed regular budget resources for 2026 amount to $4,697,100 and reflect an increase of $400 compared with the approved budget for 2025. The proposed change is explained in paragraph 14.108 above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.26 and figure 14.XXXV.

Table 14.26
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 486.5	4 546.3	–	–	–	–	–	4 546.3
Non-post	–	150.4	–	–	0.4	0.4	0.3	150.8
Total	**4 486.5**	**4 696.7**	**–**	**–**	**0.4**	**0.4**	**0.0**	**4 697.1**
Post resources by category								
Professional and higher		19	–	–	–	–	–	19
General Service and related		4	–	–	–	–	–	4
Total		**23**	**–**	**–**	**–**	**–**	**–**	**23**

Figure 14.XXXV
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



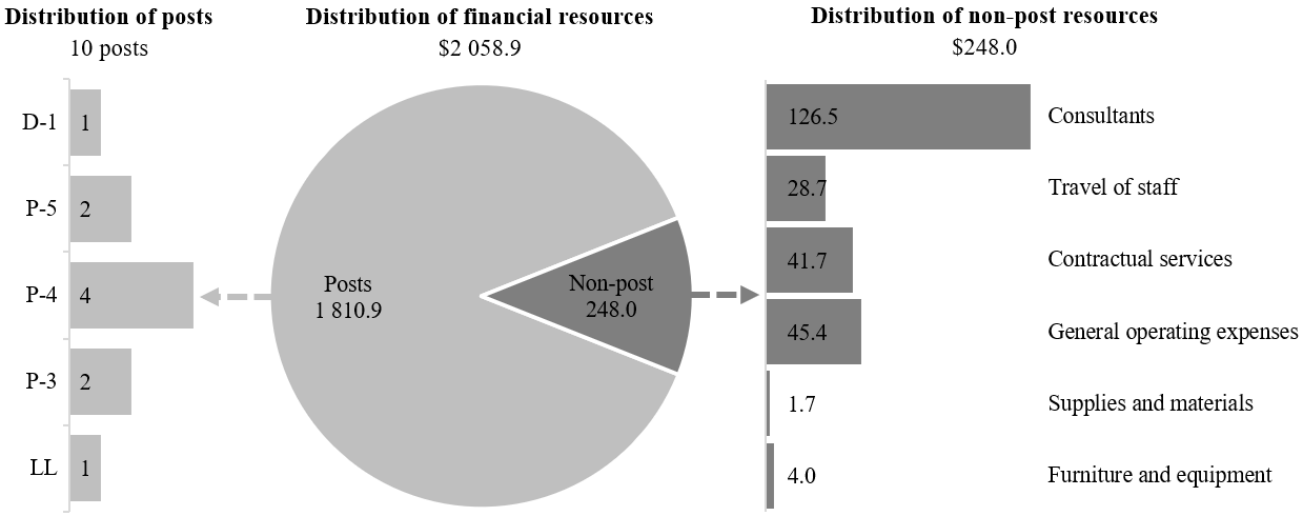
Subprogramme 5
Chemicals and pollution action

14.134 The proposed regular budget resources for 2026 amount to $2,058,900 and reflect an increase of $240,900 compared with the approved budget for 2025. The proposed change is explained in paragraph 14.107 above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.27 and figure 14.XXXVI.

Table 14.27
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 715.3	1 700.1	–	110.8	–	110.8	6.5	1 810.9
Non-post	–	117.9	–	130.1	–	130.1	110.3	248.0
Total	**1 715.3**	**1 818.0**	**–**	**240.9**	**–**	**240.9**	**13.3**	**2 058.9**
Post resources by category								
Professional and higher		8	–	1	–	–	–	9
General Service and related		1	–	–	–	–	–	1
Total		**9**	**–**	**1**	**–**	**–**	**–**	**10**

Figure 14.XXXVI
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



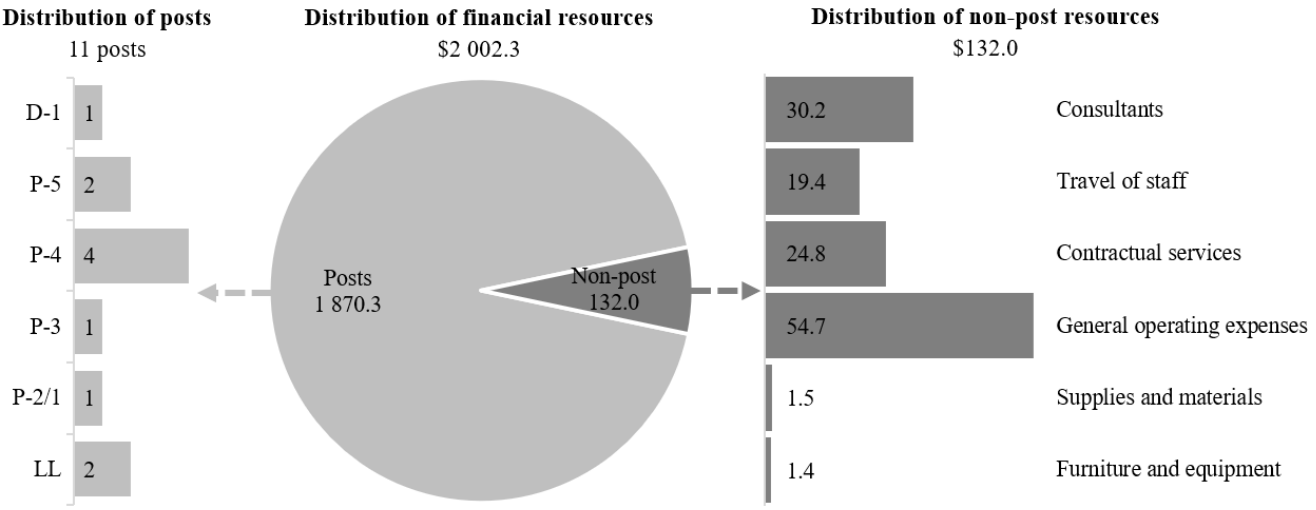
Subprogramme 6
Finance and economic transformations

14.135 The proposed regular budget resources for 2026 amount to $2,002,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.28 and figure 14.XXXVII.

Table 14.28
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 475.1	1 870.3	–	–	–	–	–	1 870.3
Non-post	–	132.0	–	–	–	–	–	132.0
Total	**1 475.1**	**2 002.3**	**–**	**–**	**–**	**–**	**–**	**2 002.3**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		2	–	–	–	–	–	2
Total		**11**	**–**	**–**	**–**	**–**	**–**	**11**

Figure 14.XXXVII
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



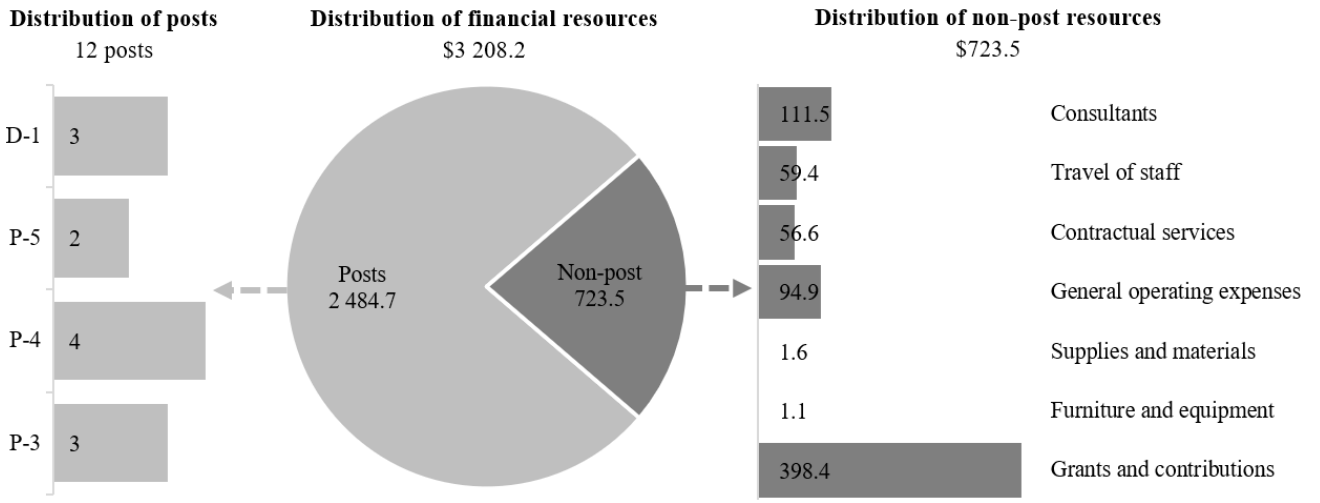
Subprogramme 7
Science policy

14.136 The proposed regular budget resources for 2026 amount to $3,208,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.29 and figure 14.XXXVIII.

Table 14.29
Subprogramme 7: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 417.7	2 484.7	–	–	–	–	–	2 484.7
Non-post	141.5	723.5	–	–	–	–	–	723.5
Total	**2 559.2**	**3 208.2**	**–**	**–**	**–**	**–**	**–**	**3 208.2**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 14.XXXVIII
Subprogramme 7: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

14.137 The programme support component comprises the Corporate Services and the Policy and Programme Divisions. The component aims to ensure efficient and effective development and delivery of the programmatic priorities of the medium-term strategy, underpinned by sound resource management, risk management and leadership practices. Programme management and support provide guidance on programme and project design, delivery and closure; governance of resources; corporate policy development and oversight; programme monitoring and reporting; building of staff knowledge and capacity; and the development of programme and resource management tools that support decision-making.

14.138 The main responsibilities of the programme support component include the strategic management of UNEP financial, human and information technology resources, ensuring alignment of the resources with programmatic needs and strategic objectives, such as gender balance in the workplace. The

component works in close collaboration and coordination with the United Nations Office at Nairobi and its other United Nations service providers, including the United Nations Office at Geneva, in respect of accounting, payroll and payments, recruitment and staff services, staff development, network and other systems administration, information and communications technology, procurement and inventory management. The component also interacts with the United Nations Office at Nairobi in the areas of host country relations, buildings management, conference management, medical services, and security and safety.

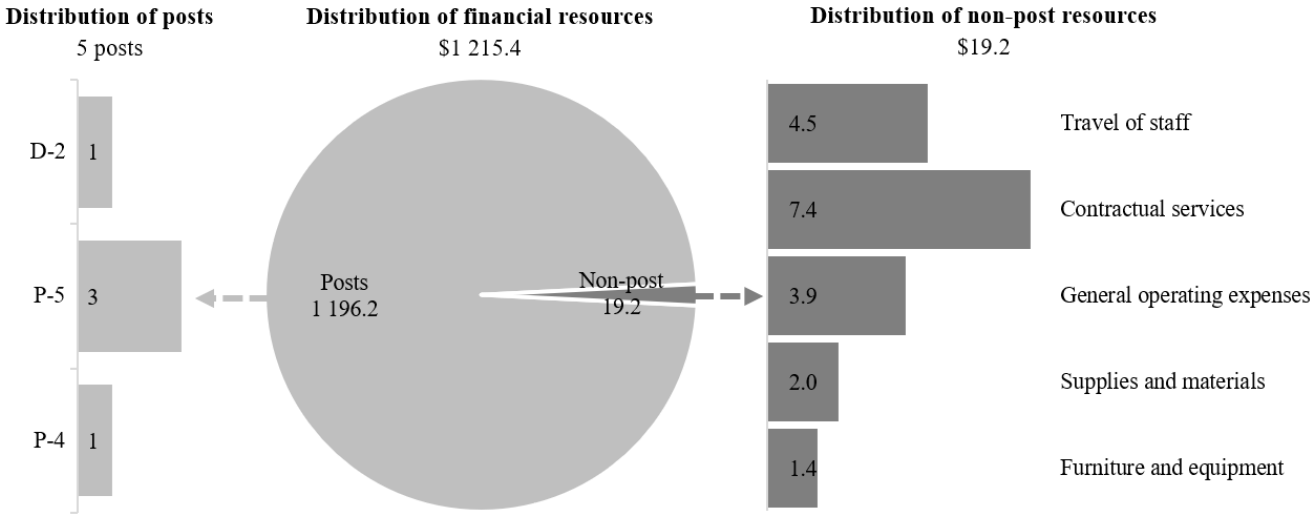
14.139 In 2026, the component will continue with its strong engagement in keeping with its role in promoting the coherent implementation of the environmental dimension of sustainable development within the United Nations system.

14.140 The proposed regular budget resources for 2026 amount to $1,215,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 14.30 and figure 14.XXXIX.

Table 14.30
Programme support: evolution of financial and post resources
(Thousands of United States dollars)

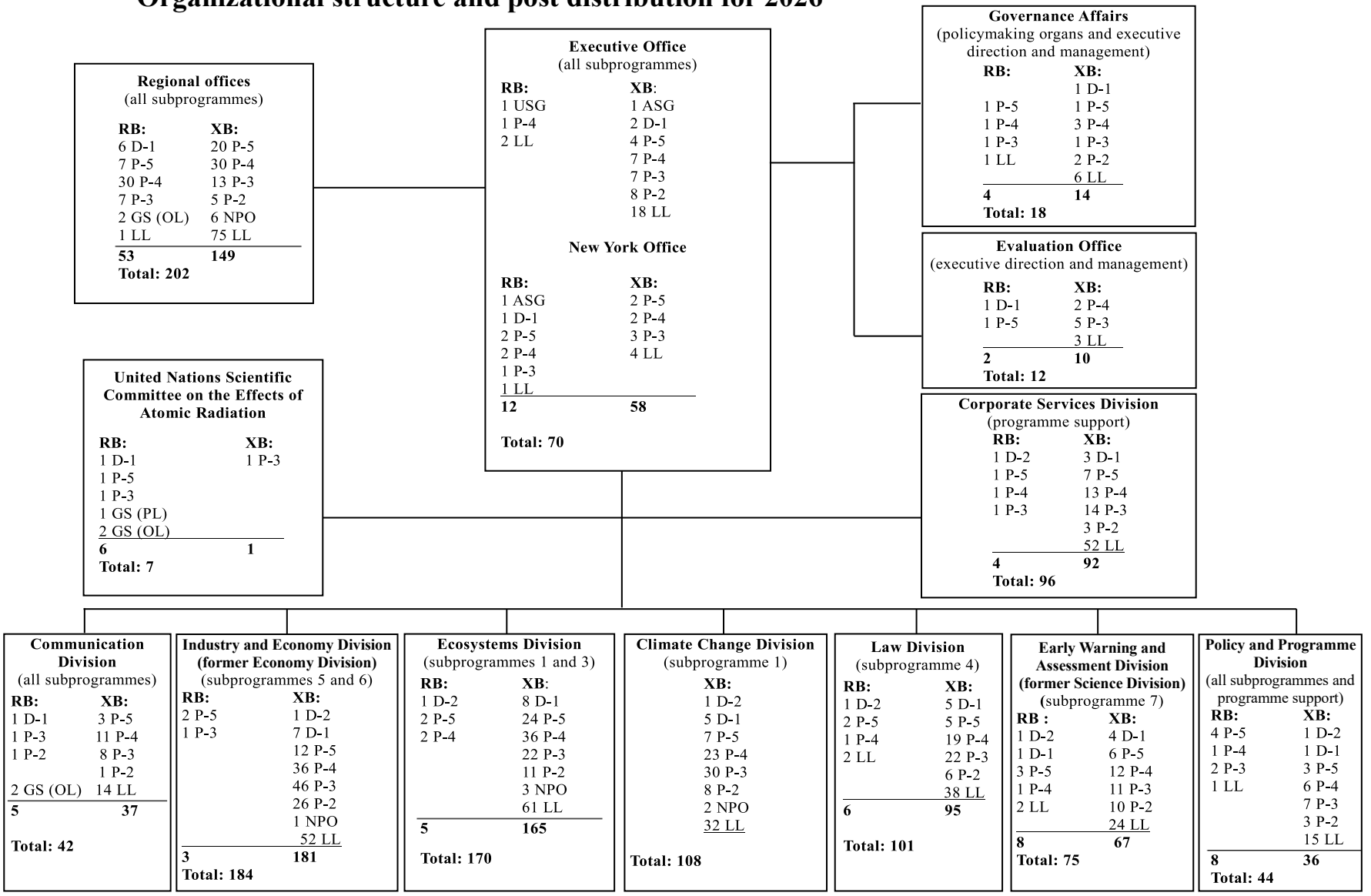
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	760.0	1 196.2	–	–	–	–	–	1 196.2
Non-post	–	19.2	–	–	–	–	–	19.2
Total	**760.0**	**1 215.4**	**–**	**–**	**–**	**–**	**–**	**1 215.4**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
Total		**5**	**–**	**–**	**–**	**–**	**–**	**5**

Figure 14.XXXIX
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 5, Chemicals and pollution action	1	P-3	**Establishment** of Programme Management Officer	The proposed establishment is related to the need to strengthen the capacity required to enhance the environmental dimension of antimicrobial resistance pursuant to General Assembly resolution 79/2. The incumbent would: (a) update the global action plan by 2026; (b) support input to the report on antimicrobial resistance for the eighty-first session of the General Assembly; and (c) support the substantive arrangements for the high-level meeting on antimicrobial resistance in 2029. The post would be established as a temporary post for the period 2026–2029.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

Section 15
Human settlements

Programme 12
Human settlements

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

15.1 The United Nations Human Settlements Programme (UN-Habitat) is the focal point for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda and the achievement of Sustainable Development Goal 11. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed the Centre into the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly, through its resolution 73/239, established a new governance structure for the Programme, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives. The UN-Habitat Assembly adopted resolutions providing further guidance on the work of UN-Habitat at its first and second sessions, held in May 2019 and June 2023, respectively.

15.2 The Programme's support is aimed at developing the capacity at all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development. Such support is also provided through the implementation of projects under the regular programme of technical cooperation and the United Nations Development Account.

Strategy and external factors for 2026

15.3 UN-Habitat operates in a world that will continue to urbanize over the coming three decades. Approximately 90 per cent of urban growth is taking place in less developed regions, where unplanned growth is driving the rise of informal settlements, slums and homelessness, exacerbating urban poverty, inequality and a lack of adequate and affordable housing. By contrast, many cities in other parts of the world are facing negative growth and shrinking populations. The global housing challenge is intensifying, with the demand for affordable and adequate housing outpacing supply, further deepening inequality and vulnerability, in particular in urban areas. Globally, more than 1.6 billion people live in inadequate housing and more than 1.12 billion reside in slums and informal settlements.[1] In addition, there are 304 million international migrants, most of whom live in urban areas, and 75.9 million internally displaced persons.[2]

15.4 Growing inequalities, housing challenges, climate change and biodiversity loss, conflicts and other natural and human-made disasters often converge in cities, with the urban poor suffering the worst consequences. Being prepared for and overcoming these challenges is critical for a better urban future. The UN-Habitat strategy for 2026 will be guided by the UN-Habitat strategic plan for 2026–2029, to be considered by the UN-Habitat Assembly in May 2025. In the strategic plan, greater focus will be placed on access to adequate housing, land and basic services, with a view to strengthening its impact. UN-Habitat will also focus on pathways to transformative change and showcase examples of cities that reached a tipping point and turned the corner by instituting innovative policies and planning regimes.

15.5 Cities are hotspots for environmental challenges, accounting for approximately 75 per cent of global energy consumption, 70 per cent of global greenhouse gas emissions and more than 70 per cent of

[1] United Nations Human Settlements Programme (UN-Habitat), Global Urban Indicators database (2025).

[2] United Nations, Department of Economic and Social Affairs, "International migrant stock 2024: key facts and figures", advance unedited version (January 2025); International Displacement Monitoring Centre, *Global Report on Internal Displacement 2024* (Geneva, 2024).

resource use.[3] In the Pact for the Future (General Assembly resolution 79/1), Member States reiterated their commitment to ensuring access for all to adequate, safe and affordable housing and supporting developing countries in planning and implementing just, safe, healthy, accessible, resilient and sustainable cities. In that context UN-Habitat will support cities in integrating urban and territorial planning, management, and investment and finance aspects and will support national and local governments in developing sustainable construction value chains and policies, supported by innovations and technology, that help to overcome inequalities and build resilience.

15.6 The deterioration in progress towards achieving the Sustainable Development Goals and implementing the Paris Agreement in the context of interrelated global crises calls for more transformative multilevel action. UN-Habitat will continue to fast-track integration between its normative and operational work, scaling up and accelerating the impact of the organization. UN-Habitat recognizes that rapid urban growth requires bold, forward-looking and collective action to shape cities in ways that address the most pressing urban challenges. As a global advocate for urban development, UN-Habitat will support countries in navigating complex housing issues, including by supporting the open-ended intergovernmental expert working group on adequate housing for all, by providing evidence-based policy advice and technical support and by driving urban programmes to address complex housing issues.

15.7 In line with its capacity-building strategy for the implementation of the 2030 Agenda for Sustainable Development and the New Urban Agenda, UN-Habitat will continue to localize the Sustainable Development Goals and to respond to local challenges by identifying and targeting specific capacity gaps while raising awareness and building skills in the area of transformative solutions. UN-Habitat will strengthen capacity development as a cross-cutting function across its operations, through the continued digitalization and dissemination of knowledge and tools, supported by strategic partnerships for innovation, knowledge and learning across practices.

15.8 In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities and mobilize broad-based support for the implementation of the New Urban Agenda. It will operationalize stronger stakeholder engagement and collaboration with universities and centres of knowledge and research in order to continue to leverage advocacy and knowledge platforms, including the thirteenth session of the World Urban Forum, the Urban Agenda Platform, coalitions, global corporate events, regional ministerial conferences, the ministerial meeting on urbanization and climate change and the intersessional activities of the open-ended intergovernmental expert working group on adequate housing for all.

15.9 Furthermore, UN-Habitat will continue to monitor and report on global trends and provide evidence for policymaking, including through the enhanced use of technologies for data collection and analysis, data visualization and management of information. It will continue to expand the roll-out of the Global Urban Monitoring Framework and its support for Member States and other stakeholders in monitoring and reporting on the progress on the implementation of the New Urban Agenda and other global agendas and the achievement of the Sustainable Development Goals.

15.10 With regard to cooperation with other entities at the global, regional, national and local levels, UN-Habitat will continue its close cooperation with international and regional organizations, such as the Organisation for Economic Co-operation and Development, the World Bank, the European Union and regional development banks. UN-Habitat will also explore and deepen partnerships with relevant institutions from the global South. UN-Habitat will maintain its focus on partnerships with local authorities and their associations and city networks, grass-roots organizations, foundations, international financial institutions, the private sector and academia to promote participatory and multilevel governance and support municipal efforts in the localization of the Sustainable Development Goals and will continue to serve as the secretariat and co-Chair of the Local2030 coalition.

15.11 With regard to inter-agency coordination and liaison, UN-Habitat will continue to collaborate with the Department of Economic and Social Affairs and the United Nations regional economic and social commissions and strengthen its strategic inter-agency partnerships, building on the United Nations system-wide strategy on sustainable urban development and agency-specific collaborative

[3] International Energy Agency, *Empowering Urban Energy Transitions: Smart Cities and Smart Grids* (2024).

frameworks. UN-Habitat will also continue to advance the goals of the United Nations reform aimed at increasing sustainable development impacts at the country level. A focus on regional collaboration will be achieved through the regional development cooperation platforms and issue-based coalitions. UN-Habitat will also deepen its collaboration with the Development Coordination Office to strengthen the United Nations system-wide impact on sustainable development by providing technical guidance, contributing to the revision of system-wide guidance, helping to build capacity for the use of innovative diagnostic and planning methodologies, and working with the resident coordinator system and United Nations country teams on the common country analyses and United Nations Sustainable Development Cooperation Frameworks.

15.12 To pursue stronger integration of environmental, social and economic sustainability and the protection of biodiversity into urban development, UN-Habitat will continue to strengthen its collaboration with the United Nations Environment Programme in serving as the secretariat for the Secretary-General's Advisory Board of Eminent Persons on Zero Waste and as a partner in the Global Alliance for Buildings and Construction, which is led by the United Nations Environment Programme. It will also continue to collaborate with the Office of the United Nations High Commissioner for Refugees, the United Nations Development Programme, the International Organization for Migration, the United Nations Office for Disaster Risk Reduction, the World Food Programme and all relevant United Nations entities and international actors to integrate sustainable urban development into resilience, humanitarian response, solutions to forced displacement and urban recovery.

15.13 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;

(b) Countries remain committed to the New Urban Agenda and the 2030 Agenda;

(c) National and local governments continue to request policy advice and technical assistance from UN-Habitat in the development and implementation of their urban legislation, policies, plans and strategies;

(d) Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and performance assessments;

(e) Countries in which UN-Habitat delivers large programmes maintain political, economic and social conditions that allow for the implementation of programmes and projects.

15.14 UN-Habitat will continue to mainstream social inclusion to address cross-cutting issues relating to women and girls, older persons, persons with disabilities, children and young people. It will also continue to implement platforms and mechanisms to engage young people, such as the UN-Habitat Youth Advisory Board and the one-stop youth resource centres, and develop critical programmes in the areas of livelihoods, public space and climate change, such as the Youth 2030 Cities programme and the Young Gamechangers initiative.

15.15 UN-Habitat integrates a gender perspective into its operational activities, deliverables and results, as appropriate, through its gender policy and action plan. Furthermore, the Advisory Group on Gender Issues advises the Executive Director on how to promote gender equality and women's empowerment in sustainable urban development. UN-Habitat, in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will continue to support Member States with policy, legislation, planning and financing instruments to achieve integrated, inclusive and participatory results. For example, UN-Habitat will continue to promote land and housing policies that incorporate a gender perspective and improve tenure security for all, especially women.

15.16 In line with the United Nations Disability Inclusion Strategy, UN-Habitat will continue to work with its partners, including the World Blind Union and World Enabled, to integrate disability inclusion into its programmatic work. It will implement an action plan that ensures that disability inclusion is mainstreamed throughout the organization's work, highlight good practices and identify key areas that require capacity development, technical resources and assistance. The action plan will strengthen the established environmental and social safeguards framework that is applied to all projects.

Legislative mandates

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

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
42/146	Realization of the right to adequate housing
53/242	Report of the Secretary-General on environment and human settlements
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/256	New Urban Agenda
71/327	The United Nations in global economic governance
76/183	Integrating sport into youth crime prevention and criminal justice strategies
77/161	Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development
77/286	World Sustainable Transport Day
78/122	World Cleanup Day
78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development
78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals
78/172	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
78/178	Promoting social integration through social inclusion
78/179	Policies and programmes involving youth
78/180	Violence against women migrant workers
78/181	Improvement of the situation of women and girls in rural areas
79/1	The Pact for the Future
79/170	The right to development
79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all
79/214	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
79/223	Women in development
79/225	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

UN-Habitat Assembly resolutions and decisions

1/2	United Nations System-Wide Guidelines on Safer Cities and Human Settlements
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development
1/4	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
2/1	International guidelines on people-centred smart cities
2/2	Accelerating the transformation of informal settlements and slums by 2030
2/3	World Cleanup Day
2/4	Biodiverse and resilient cities: mainstreaming biodiversity and ecosystem services into urban and territorial planning
2/5	Enhancing the interlinkage between urbanization and climate change resilience
2/6	Localization of the Sustainable Development Goals
2/7	Adequate housing for all
2/8	Urban planning and sustainable infrastructure
2/9	Creation of a human settlements resilience framework for early warning, foresight, risk reduction, crisis response and post-crisis recovery and reconstruction
2/10	Equitable financing and effective monitoring of the implementation of resolutions adopted by the United Nations Habitat Assembly
Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme
Decision 2/1	Extension of the strategic plan for the period 2020–2023 until the year 2025
Decision 2/2	Dates of the resumed second session of the United Nations Habitat Assembly

Decision 2/3	Term of office of the members of the Executive Board and the Bureau of the United Nations Habitat Assembly
Decision 2/4	Stakeholder engagement policy of the United Nations Human Settlements Programme

Executive Board decisions

2023/5	Implementation of the normative and operational activities of UN-Habitat; reporting on the programmatic activities of the Programme in 2022; implementation of subprogrammes, flagship programmes and technical cooperation activities
2023/6	Implementation of the outcomes of the second session of the UN-Habitat Assembly including preparation of the strategic plan for the period 2026–2029
2024/3	Update on the implementation of resolutions adopted by the UN-Habitat Assembly
2024/5	Financial, budgetary and administrative matters of UN-Habitat; the work programme of UN-Habitat and the budget for 2025 and 2026; implementation of the strategic plan for the period 2020–2025 and preparation of the strategic plan for the period 2026–2029; implementation of the recommendations of the Joint Inspection Unit based on its review of the management and administration of UN-Habitat
2024/6	Implementation of the normative and operational activities of the UN-Habitat; reporting on the programmatic activities of the Programme in 2024, implementation of subprogrammes, flagship programmes and technical cooperation activities
2024/7	Update on the implementation of resolutions adopted by the United Nations Habitat Assembly and preparations for its resumed second session

Committee of Permanent Representatives recommendations

1/1	Implementation of the resolutions adopted by the United Nations Habitat Assembly at its first session, in May 2019
1/2	Implementation of resolution 1/1 on the United Nations Human Settlements strategic plan for the period 2020–2023
1/3	Quadrennial report of the Secretary-General on the implementation of the New Urban Agenda, the high-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda, and the eleventh session of the World Urban Forum

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/16	Enhancing the involvement of civil society in local governance
21/3	Guidelines on decentralization and strengthening of local authorities
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/9	Women's land and property rights and access to finance
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/9	South-South cooperation in human settlements
23/3	Support for pro-poor housing
23/4	Sustainable urban development through access to quality urban public spaces
23/8	Third United Nations conference on housing and sustainable urban development
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services
24/5	Pursuing sustainable development through national urban policies
24/7	Making slums history: a worldwide challenge
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift

24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/13	Country activities by the United Nations Human Settlements Programme
25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
25/2	Strengthening national ownership and operational capacity
25/6	International guidelines on urban and territorial planning
25/7	United Nations Human Settlements Programme governance reform
26/4	Promoting safety in cities and human settlements
26/5	Regional technical support on sustainable housing and urban development by regional consultative structures
26/6	World Urban Forum
26/9	Human settlements development in the Occupied Palestinian Territory

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda
2017/24	Human settlements
2020/7	Affordable housing and social protection systems for all to address homelessness
2022/7	Inclusive and resilient recovery from COVID-19 for sustainable livelihoods, well-being and dignity for all: eradicating poverty and hunger in all its forms and dimensions to achieve the 2030 Agenda
2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2024/19	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Subprogramme 1
Reduced spatial inequality and poverty in communities across the urban-rural continuum

General Assembly resolutions

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
76/255	Integration of mainstream bicycling into public transportation systems for sustainable development
77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
78/172	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
78/206	The human rights to safe drinking water and sanitation
78/290	Improving global road safety
78/327	Modalities of the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all

Subprogramme 2
Enhanced shared prosperity of cities and regions

General Assembly resolutions

78/160	Science, technology and innovation for sustainable development
79/175	The right to privacy in the digital age
79/194	Information and communications technologies for sustainable development

Governing Council resolution

24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

UN-Habitat Assembly resolution

1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements

Economic and Social Council resolutions

2021/30	Open-source technologies for sustainable development
2024/14	Science, technology and innovation for development

Subprogramme 3
Strengthened climate action and improved urban environment

General Assembly resolutions

63/217	Natural disasters and vulnerability
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
79/205	Disaster risk reduction
79/206	Protection of global climate for present and future generations of humankind
79/207	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

Governing Council resolution

22/3	Cities and climate change

United Nations Environment Assembly of the United Nations Environment Programme resolutions

5/5	Nature-based solutions for supporting sustainable development

Subprogramme 4
Effective urban crisis prevention and response

General Assembly resolutions

69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
73/230	Effective global response to address the impacts of the El Niño phenomenon
78/161	Culture and sustainable development
78/185	Assistance to refugees, returnees and displaced persons in Africa
78/205	Protection of and assistance to internally displaced persons
79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
79/140	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
79/217	International migration and development

Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development
26/2	Enhancing the role of UN-Habitat in urban crisis response

Economic and Social Council resolution

2024/8 Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Deliverables

15.18 Table 15.1 lists all cross-cutting deliverables of the programme.

Table 15.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**–**	**2**
1. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General	1	1	–	1
2. Report of the Secretary-General on progress in the implementation of the New Urban Agenda	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	**15**	**21**	**30**	**22**
Meetings of:				
3. The governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	12	18	26	18
4. The Committee for Programme and Coordination	1	1	1	1
5. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. The Fifth Committee	1	1	1	1
7. The General Assembly on the review of the implementation of the New Urban Agenda	–	–	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**2**	**2**	**1**	**2**
8. World Cities Report	1	1	–	1
9. UN-Habitat annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with all Member States on resolutions of the General Assembly and of the Economic and Social Council; and briefings to all Member States on sustainable development issues and processes.				
Databases and substantive digital materials: Global Urban Indicators database with more than 3,000 users updated with new data for 114 urban-related indicators; and the Global Urban Monitoring Framework, an indicator framework to monitor the implementation of the quadrennial comprehensive policy review and progress towards achieving the Sustainable Development Goals, and which currently contains 114 indicators, with substantive improvements to the Framework to include the addition of 20 new housing-focused indicators and an integrated partner information management system containing information on networks and alliances for housing and urban development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: digital and print materials about UN-Habitat and ministerial meetings at the Conference of the Parties to the United Nations Framework Convention on Climate Change; materials and reports for the commemoration of international days and events, including the thirteenth session of the World Urban Forum and Urban October; and the UN-Habitat annual report; the World Cities Report.				
External and media relations: interviews and commentaries about UN-Habitat focus themes: housing, urban climate action, urban crisis response and shared prosperity; and articles and blogs about Sustainable Development Goal 11 and local action to achieve sustainable cities and communities.				
Digital platforms and multimedia content: Urban Agenda Platform; materials on adequate housing, land and basic services, urban climate action, urban crisis response and shared prosperity; and social media materials for the UN-Habitat annual report, and online and social media materials for sustainable urban development topics at the General Assembly.				

Evaluation activities

15.19 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) Midterm evaluation conducted by the Office of Internal Oversight Services of the UN-Habitat strategic plan for the period 2020–2025;

(b) Evaluations conducted by UN-Habitat of 10 projects and programmes, including on the Global Future Cities Programme, climate change, the water sector, urban policies, land-sea planning and management, the response to the coronavirus disease (COVID-19) pandemic and accountability systems.

15.20 In response to the results of the evaluations referenced above, UN-Habitat has incorporated the findings and recommendations from the midterm evaluation of its strategic plan for 2020–2025 into the development of its strategic plan for 2026–2029. For example, the strategic plan for 2026–2029 will contain a single strategic focus on access to adequate housing, land and basic services for all, including the urgent transformation of informal settlements and slums. In addition, in response to the results and recommendations from the midterm evaluation of a project on land-sea planning and management, UN-Habitat will strengthen capacity-building for regional and county governments, establish a coastal region data management system and draft land-sea planning guidelines.

15.21 The following evaluations are planned for 2026:

(a) Final evaluation of the UN-Habitat strategic plan for the period 2020–2025;

(b) Evaluation of thirteenth session of the World Urban Forum;

(c) One country programme evaluation;

(d) One thematic evaluation;

(e) Sixteen project and programme evaluations.

Programme of work

Subprogramme 1
Reduced spatial inequality and poverty in communities across the urban-rural continuum

Objective

15.22 The objective, to which this subprogramme contributes, is to reduce inequality between and within communities and to reduce poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land, adequate and affordable housing and effective human settlements growth and regeneration.

Strategy

15.23 To contribute to the objective, the subprogramme will:

(a) Develop standards, tools and guidelines for local and national governments, and engage them in policy dialogues, learning and best practices, in addition to capacity-building with regard to adequate housing, infrastructure, planning, water, sanitation, mobility, waste management and energy, localizing the Sustainable Development Goals and designing low-emission and climate-resilient actions;

(b) Provide technical support to Member States with policy, legislation, strategic planning and financing instruments to implement integrated, inclusive, low-emission, climate-resilient and

gender-sensitive land and housing policies, strategies and action plans, and provide technical support to an intergovernmental expert working group on accelerating progress towards the universal achievement of adequate housing;

(c) Advocate for adequate, safe and affordable housing, a more integrated, comprehensive and inclusive approach thereto, including the prevention of unlawful forced evictions, and the implementation of sustainable building codes, regulations and certification tools;

(d) Provide technical assistance to national and local governments seeking to implement sustainable and inclusive urban transformation, expansion and regeneration, and support partner cities in institutionalizing urban regeneration and adequate housing through planning, policies and equitable solutions, in line with the International Guidelines on Urban and Territorial Planning and the principles of sustainable urbanization;

(e) Support national and local governments in addressing structural inequalities, developing technical guidelines, scaling up access to basic and social services and infrastructure, sustainable mobility and safe public spaces, taking transformative actions targeting homelessness, slums and informal settlements, and putting the most vulnerable first, by co-producing programmes with a multilevel governance and partnership approach and initiating learning, innovations and long-term commitments towards inclusive and sustainable urbanization.

15.24 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 2, 5, 6, 7, 10, 11, 12, 14, 15 and 17.

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

(a) Safer, more accessible and inclusive public spaces integrated into national and local urban policies and sectoral plans, with diverse stakeholders supporting the localization of transformative actions, in particular for the most vulnerable;

(b) Increased accessibility to low-emission, adequate and affordable housing, and strengthened capacities of policymakers, in particular local and regional governments, to implement sustainable transformative actions, including land governance systems, while leaving no one behind;

(c) Sustainable, integrated transformation and regeneration of urban areas into socially and economically inclusive and climate resilient neighbourhoods that offer improved quality of life to all, including improved access to basic services.

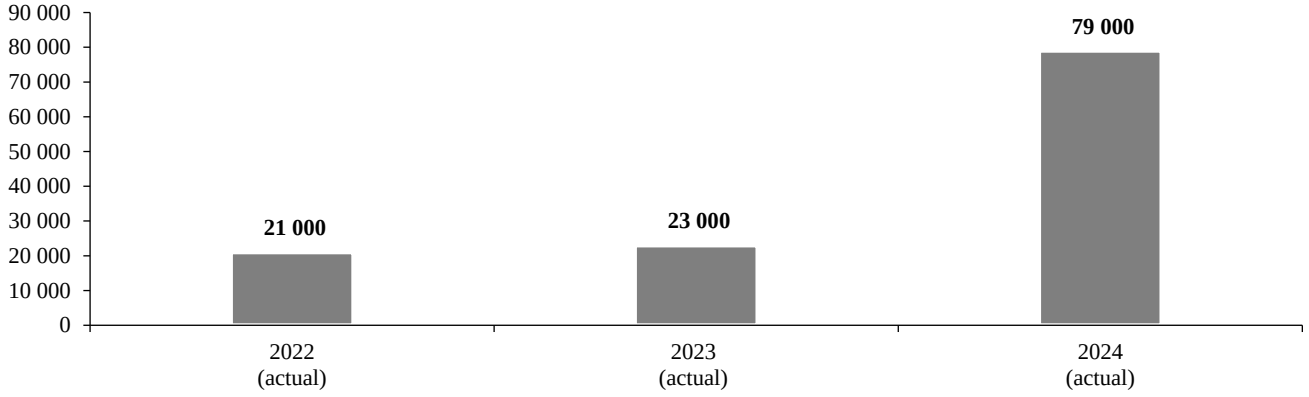
Programme performance in 2024

Enhanced water, sanitation and hygiene services in the Lao People's Democratic Republic

15.26 More than 70 per cent of the population of the Lao People's Democratic Republic depends on small-scale water sources for daily needs, which are increasingly vulnerable to the impacts of climate change, such as droughts, erratic rainfall and floods. In partnership with the Ministry of Public Works and Transport and the Ministry of Natural Resources and Environment, the subprogramme implemented projects to enhance water, sanitation and hygiene services and build the climate resilience of local communities. In Sekong, Attapeu and Saravan Provinces, a comprehensive climate risk and vulnerability assessment informed urban planning, resulting in the development of water, sanitation and hygiene resilience plans. Between 2022 and 2024, this initiative benefited some 123,000 people directly, who had access to enhanced water, sanitation and hygiene services. The subprogramme also supported the Government in developing a national climate risk and vulnerability assessment. In addition, capacity-building workshops have benefited more than 200 local stakeholders by enhancing their knowledge on climate-resilient practices and infrastructure management. The projects have not only improved water, sanitation and hygiene services, but also fostered healthier communities that are more resilient to the impacts of climate change.

15.27 Progress towards the objective is presented in the performance measure below (see figure 15.I).

Figure 15.I
Performance measure: number of people with access to enhanced water, sanitation and hygiene services in the Lao People's Democratic Republic (annual)



Planned results for 2026

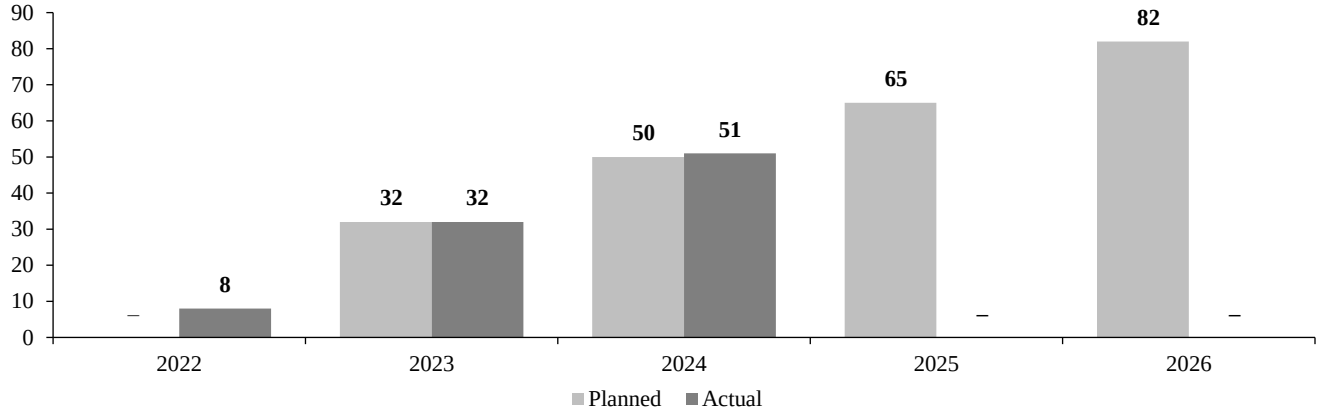
Result 1: inclusive cities and communities through urban regeneration

Programme performance in 2024 and target for 2026

15.28 The subprogramme's work contributed to an additional 19 cities implementing urban and territorial regeneration initiatives, for a total of 51 cities across eight countries in the Middle East and North Africa and the Latin America and the Caribbean regions, which exceeded the planned target of 50 cities.

15.29 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.II).

Figure 15.II
Performance measure: number of partner cities that have implemented urban and territorial regeneration initiatives (cumulative)



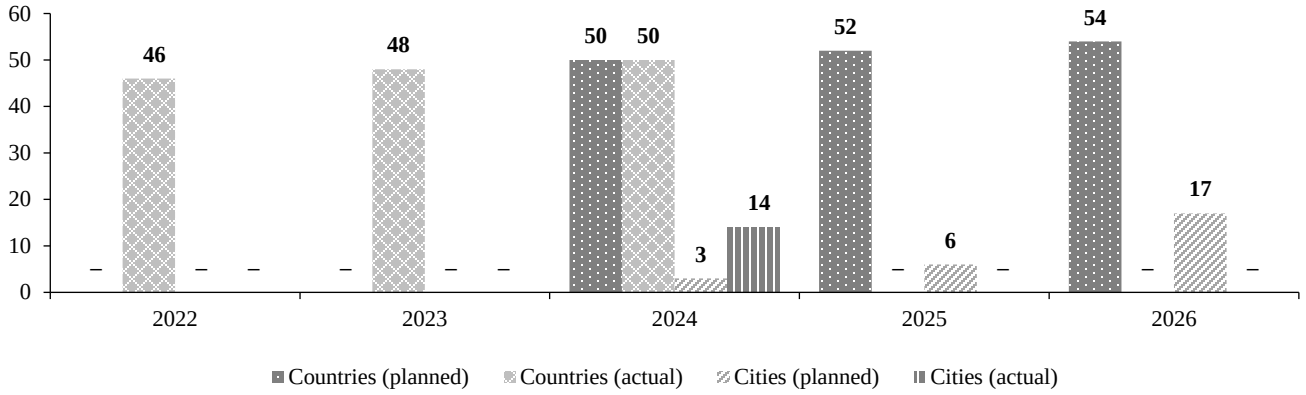
Result 2: cities and countries commit to providing adequate housing for all and addressing homelessness and housing exclusion

Programme performance in 2024 and target for 2026

15.30 The subprogramme's work contributed to two additional countries and 14 cities adopting strategies towards ending homelessness, which met the planned target and exceeded the planned target of 3 cities, respectively.

15.31 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.III).

Figure 15.III
Performance measure: number of partner cities and countries that have adopted strategies towards ending homelessness and ensuring sustainable access to adequate housing for all (cumulative)



Result 3: increased security of tenure rights to land

Proposed programme plan for 2026

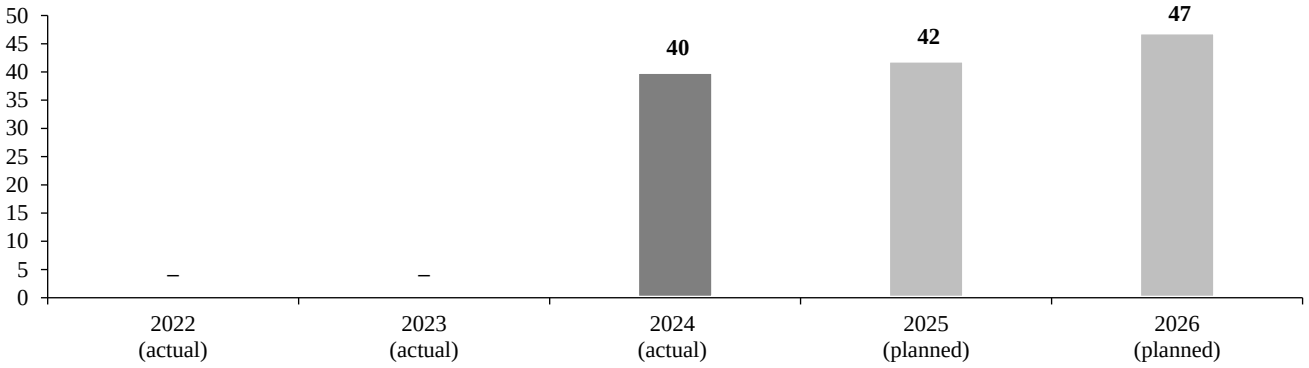
15.32 Access to land and other natural resources and the associated security of tenure have significant implications for human development. However, land tenure insecurity remains a significant challenge for many countries and cities, especially for the poor and vulnerable. Conventional ways to manage and administer land and housing have failed in large part to deliver secure tenure at an affordable cost for all. Furthermore, the complex interplay between land tenure security and housing availability can severely limit individuals' ability to gain and maintain access to stable housing. The subprogramme supported 40 cities in implementing innovative land tools and approaches to improve tenure security, such as the Social Tenure Domain Model and participatory and inclusive land readjustment approaches.

Lessons learned and planned change

15.33 The lesson for the subprogramme was that capacity-building for land actors on innovative land tools and approaches, as well as on the institutionalization of those tools, had contributed significantly to land reforms at the local and national levels. In applying the lesson, the subprogramme will support a sustained focus on secure land and housing tenure by strengthening partnerships with cities, building the capacity of local and national authorities to promote scaled implementation, and institutionalizing land tools within countries' policy and implementation frameworks.

15.34 Expected progress towards the objective is presented in the performance measure below (see figure 15.IV).

Figure 15.IV
Performance measure: number of partner cities implementing innovative strategies, tools or approaches in order to increase the security of tenure rights to land (cumulative)



Deliverables

15.35 Table 15.2 lists all deliverables for the subprogramme.

Table 15.2
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**38**	**38**	**38**	**38**
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	14	14	15	15
2. Projects on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1
3. Projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	9	9	9	9
4. Projects on land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict	7	7	6	6
5. Projects on integrated urban and territorial planning and effective planning laws	5	5	6	6
6. Projects on urban monitoring, evidence-based policies for crime prevention and community safety and social cohesion in cities and human settlements	2	2	2	2
Seminars, workshops and training events (number of days)	**57**	**57**	**59**	**60**
7. Training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management	23	23	25	25
8. Training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, urban planning, design labs, crime prevention and urban safety	13	13	14	15
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	6	6	6	6
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	5	5	5	5
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	7	7	7	7
12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance	3	3	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Publications (number of publications)	**3**	**3**	**6**	**5**
13. Publication on land tenure and land degradation	1	1	1	1
14. Publication on land governance, finance and territorial planning	1	1	2	2
15. Publication on affordable and sustainable housing, including homelessness and slum transformation	1	1	2	2
16. Global report on localizing the Sustainable Development Goals and the state of water and sanitation service providers	–	1	1	–
Technical materials (number of materials)	**13**	**13**	**15**	**14**
17. Compendium of policies, plans and good practices on urban planning, regeneration, heritage conservation and extension	1	1	1	1
18. Best practices, guides and case studies on increased and equal access to basic services, sustainable mobility and public space	3	3	4	4
19. Guide for land management and spatial plans for poverty reduction and spatial equality	1	1	1	1
20. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants	1	1	1	1
21. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	1	1	1	1
22. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	2	2	3	3
23. Guides and tools to improve land management and tenure security	1	1	1	1
24. Guidelines and handbooks on slum upgrading solutions	2	2	2	1
25. Neighbourhood planning guidelines on participation and inclusive regeneration	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: technical advice to requesting Member States on monitoring and implementation of the New Urban Agenda, the Sustainable Development Goals and UN-Habitat Assembly resolutions; urban basic services and integrated inclusive slum upgrading; inclusive and integrated urban planning; and the right to housing and tenure security for all, urban law reform and effective urban regeneration and growth management and urban land administration and management.

Databases and substantive digital materials: UrbanLex database; global knowledge platforms on adequate housing; digital materials on global commitments related to land, housing, urban basic services, mobility, energy, water and sanitation, solid waste management, air quality, climate change mitigation and adaptation and cultural heritage; and African Clean Cities Platform and the Waste Wise Cities platform.

D. Communication deliverables

Outreach programmes, special events and information materials: Global Network of Public Space; dedicated housing campaign under the World Urban Campaign umbrella; Best Practices Awards; global initiative on transforming informal settlements and slums by 2030; and brochures, leaflets and spotlights on slum upgrading, urban regeneration, public space and housing, urban land governance and management, and urban basic services.

External and media relations: media kits, press releases, web stories and social media content on inclusive cities.

Digital platforms and multimedia content: video documentaries, infographics, webinars and open digital platforms on urban safety, heritage, regeneration and urban growth.

Subprogramme 2
Enhanced shared prosperity of cities and regions

Objective

15.36 The objective, to which this subprogramme contributes, is to enhance the shared prosperity of cities and regions through improved spatial connectivity and productivity, increased and equitably distributed locally generated revenue and expanded deployment of frontier technologies and innovation.

Strategy

15.37 To contribute to the objective, the subprogramme will:

(a) Support Member States and other partners through the formulation of national urban policies and related legal, financial and implementation frameworks integrated into whole-of-government planning, policy and financing frameworks; knowledge transfer; capacity-building; and the development of tools on urban and rural territorial planning and design;

(b) Provide technical assistance, capacity-building and advisory services to cities on:

(i) Developing participatory and accountable budgeting approaches, optimizing local revenue systems through data collection and the development of municipal databases, and leveraging private sources of capital for sustainable urban development;

(ii) Effectively procuring, testing and implementing people-centred frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data processing and visualization;

(c) Build on the lessons learned from challenges to local revenue generation exposed by global risks to develop tailored policies and technical assistance, with a focus on effective local public financial management.

15.38 In doing so, the subprogramme will assist Member States in making progress towards Sustainable Development Goals 1, 8, 9, 10 and 11.

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

(a) Balanced territorial development and better-connected human settlements;

(b) Enactment by local authorities of institutional and legal reforms conducive to the generation of additional financial resources, including through public-private partnerships, land-based revenue and financing tools;

(c) Strengthened urban-level action to address inequalities and bridge social, spatial and digital divides.

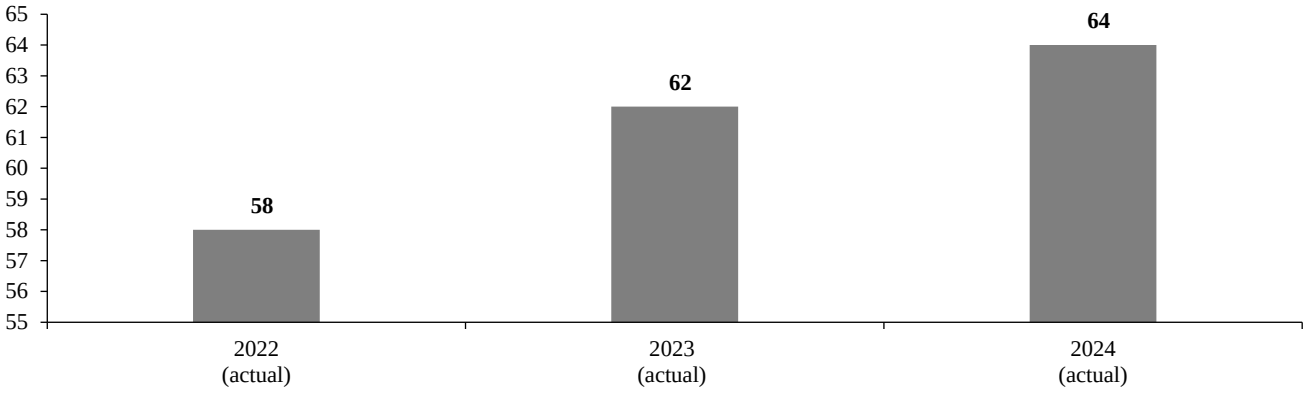
Programme performance in 2024

Multilevel policies for sustainable urban development

15.40 Home to approximately half of the world's population, cities are hubs of economic, social and cultural activity, acting as engines of growth, innovation and global connectivity, and accounting for more than 80 per cent of the world's gross domestic product. However, challenges such as climate change and inequalities in cities are jeopardizing sustainable development. The targets related to the urban resilience of many cities are below the 2015 baselines. While several factors can explain poor progress, a critical factor is often limited coordination across levels of government and policy areas. Given that cities influence economic, social and environmental outcomes beyond their boundaries, it is essential that sustainable urban development policy interventions be designed and implemented across wider territorial scales. In that respect, national urban policies can provide a clear strategic framework and an effective coordination mechanism to articulate policies across the urban-rural continuum, including at metropolitan and regional scales. The subprogramme has, to date, supported 64 countries in developing national urban policies, with a view to enhancing spatial connectivity and productivity and advancing sustainable urban development. In Paraguay, for example, the urban planning, housing and habitat policy was adopted by presidential decree in 2024 and will support the country's transformative housing programme, through which the Government has already provided more than 17,000 housing units. In addition, the subprogramme, in collaboration with Organisation for Economic Co-operation and Development, published the report *Global State of National Urban Policy 2024: Building Resilience and Promoting Adequate, Inclusive and Sustainable Housing*, which highlights how national urban policies have become critical instruments in localizing the Sustainable Development Goals, especially Goal 11.

15.41 Progress towards the objective is presented in the performance measure below (see figure 15.V).

Figure 15.V
Performance measure: number of countries that have developed national urban policies with the support of UN-Habitat (cumulative)



Planned results for 2026

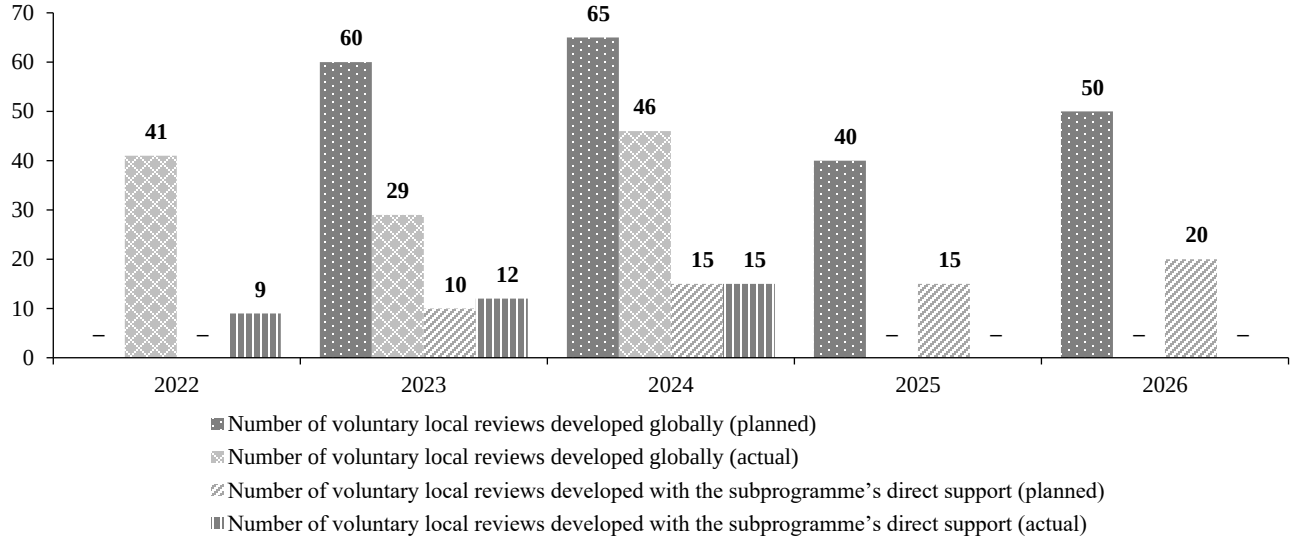
Result 1: voluntary local reviews to enhance the shared prosperity of cities and regions globally through Sustainable Development Goal localization

Programme performance in 2024 and target for 2026

15.42 The subprogramme's work contributed to the development of 15 voluntary local reviews by local and regional governments with the subprogramme's direct support, which met the planned target, and to the monitoring of the development of 46 voluntary local reviews globally, which did not meet the planned target of 65. The target was not met owing to the competing priorities of local and regional governments.

15.43 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.VI).

Figure 15.VI
Performance measure: number of voluntary local reviews prepared by local and regional governments (annual)



Result 2: digital transformation for sustainable urban development

Programme performance in 2024 and target for 2026

15.44 The subprogramme's work contributed to 20 cities piloting strategies, plans and projects to inform the development of the international guidelines on people-centred smart cities, which did not meet the planned target of 25 cities. The target was not met owing to lower-than-expected voluntary contributions and the focus of the subprogramme on the development of the international guidelines, which delayed the operationalization of projects.

15.45 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 15.3).

Table 15.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Thirty cities adopted people-centred smart city strategies	UN-Habitat Assembly adopted resolution 2/1 Fifteen cities developed people-centred smart city strategies and plans	Twenty cities piloted strategies, plans and projects to inform the development of the international guidelines on people-centred smart cities	The international guidelines on people-centred smart cities are endorsed by the UN-Habitat Assembly	Ten cities pilot the international guidelines on people-centred smart cities

Result 3: upgraded own-source revenue systems to improve the performance of local governments

Proposed programme plan for 2026

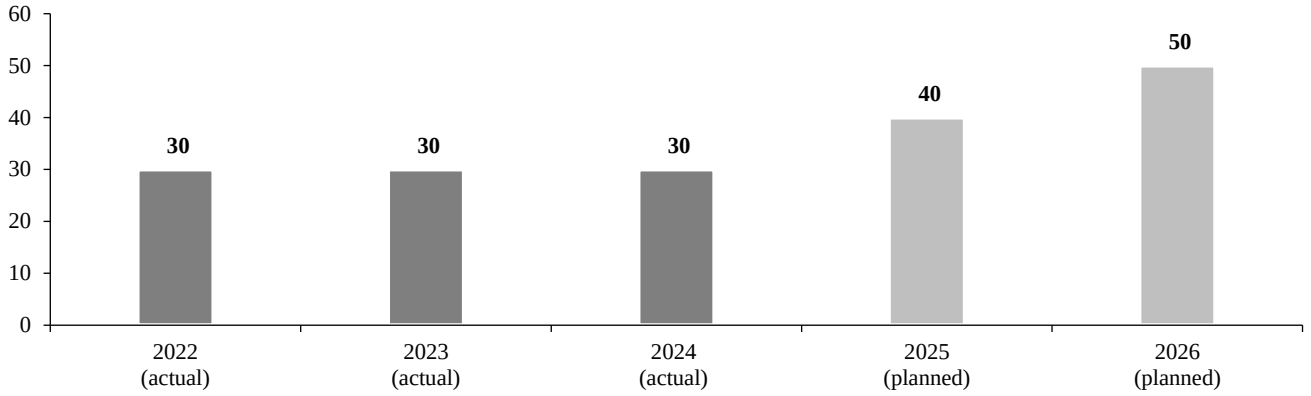
15.46 Effective devolution of authority and service delivery require robust own-source revenue systems for local governments. Own-source revenue enhances flexibility, creditworthiness and accountability, driving improved service delivery and representation in exchange for tax contributions. To support own-source revenue reforms, the subprogramme has provided technical assistance to more than 30 local governments, developed an e-learning course on own-source revenue and upgraded the rapid own-source revenue analysis tool for self-assessment. Efforts also include fostering participatory budgeting and engaging civil society while reforming national fiscal decentralization and intergovernmental transfer mechanisms.

Lessons learned and planned change

15.47 The lesson for the subprogramme was that own-source revenue reforms required multilevel interventions to guarantee their sustainability. In applying the lesson, the subprogramme will expand its online tools to empower more local governments to strengthen their own-source revenue frameworks. It will also engage more closely with national authorities and civil society to ensure broader and more sustainable implementation of the own-source revenue reforms.

15.48 Expected progress towards the objective is presented in the performance measure below (see figure 15.VII).

Figure 15.VII
Performance measure: number of local governments that have developed strategies and reform initiatives to enhance own-source revenue (annual)



Deliverables

15.49 Table 15.4 lists all deliverables for the subprogramme.

Table 15.4
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**27**	**27**	**27**	**27**
1. Projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural links and integrated territorial development	13	13	13	13
2. Projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	6	6	6	6
3. Projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	8	8	8	8
Seminars, workshops and training events (number of days)	**41**	**41**	**40**	**40**
4. Training events and dialogues on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	26	26	26	26
5. Training events and workshops on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the achievement of the Sustainable Development Goals	6	6	6	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	9	9	8	8
Publications (number of publications)	**2**	**2**	**2**	**2**
7. National cities reports	2	2	2	2
Technical materials (number of materials)	**12**	**12**	**12**	**12**
8. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural links, action planning, urban and territorial planning, national urban policies and people-centred smart cities	6	6	6	6
9. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	3	3	3	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the achievement of the Sustainable Development Goals	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to 20 Member States on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring, financing sustainable urban development, smart cities and private sector-focused engagement frameworks.

Databases and substantive digital materials: national urban policy database comprising approximately 160 countries; compendium of urban-rural links case studies; e-learning courses on urban policy and urban-rural linkages; and global municipal database, comprising 50 countries and approximately 110 cities.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, leaflets, profiles and events on national urban policy, urban-rural links, metropolitan development, territorial development, urban monitoring, financing sustainable urban development, smart cities and private sector-focused engagement frameworks.

Digital platforms and multimedia content: content for social media.

Subprogramme 3
Strengthened climate action and improved urban environment

Objective

15.50 The objective, to which this subprogramme contributes, is strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improving air quality, improving resource efficiency and protecting ecological assets, and the effective adaptation of communities and infrastructure to climate change.

Strategy

15.51 To contribute to the objective, the subprogramme will:

(a) Provide technical support for the development of low-emission and climate-resilient cities and the integration of climate action into domains of sustainable urban development;

(b) Provide assistance on sustainable approaches to urban climate action to requesting Member States through innovative technologies, knowledge transfer, capacity-building, data and the development of an evidence base, policy advice and peer-to-peer engagement in global and regional networks;

(c) Provide assistance to Member States on the integration of the urban dimension into nationally determined contributions, national adaptation plans and other national climate change policies, strategies and plans and support their implementation across all levels of government;

(d) Promote solutions to environmental protection, renovation and restoration through the development of tools, guidelines and field projects;

(e) Promote innovative solutions to address climate change adaptation, mitigation, loss and damage and mobilize climate finance through the facilitation of global, regional and national joint networks of practitioner and researchers networks and the development of tools and guidelines;

(f) Provide assistance in the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments, including through its flagship programme titled “RISE-UP: resilient settlements for the urban poor”, which focuses on mobilizing investment to address climate resilience issues affecting urban communities in vulnerable situations;

(g) Support the implementation of global adaptation initiatives, such as the National Adaptation Plan Global Support Programme and the Nationally Determined Contributions Partnership.

15.52 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 and 15.

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

(a) Multidimensional climate action and urban environment planning by Member States and partner cities that reduces greenhouse gas emissions, builds the climate resilience of urban systems and communities, preserves, regenerates and restores urban biodiversity, and reduces air and water pollution;

(b) Mobilization of additional financial resources for adaptation to climate change at the national and subnational levels;

(c) Member States' nationally determined contributions and national climate adaptation plans incorporating urban dimensions;

(d) More climate- and pandemic-resilient cities, human settlements and communities.

Programme performance in 2024

Policymakers, experts and other stakeholders identify knowledge gaps and action priorities for climate action in cities

15.54 The accelerated dissemination and application of innovations are necessary to stimulate climate action at the urban level. The subprogramme, in response to UN-Habitat Assembly resolution 2/5, advanced the dissemination of information on innovations relating to climate action, with an emphasis on closing research and knowledge gaps. In 2024, the subprogramme, in collaboration with the Global Covenant of Mayors for Climate and Energy, organized the Innovate4Cities conference, convening nearly 2,000 experts, leaders and advocates across research, government, business and civil society. Directly informed by the 2024 conference, the subprogramme also co-developed an updated "Global research and action agenda on cities and climate change science", in which 160 knowledge gaps and 259 action priorities were identified that, if addressed, could accelerate climate action implementation at the speed and scale needed to meet Paris Agreement goals and the Sustainable Development Goals. The action agenda is also intended to infuse cutting-edge practice, research and innovation into climate action in cities. The UN-Habitat *World Cities Report 2024* drew from the cutting-edge knowledge presented at Innovate4Cities, expert knowledge and good practice. The subprogramme also ensured that the outcomes of the Innovate4Cities conference and recommendations contained in *World Cities Report 2024* informed the upcoming Intergovernmental Panel on Climate Change special report on climate change and cities.

15.55 Progress towards the objective is presented in the performance measure below (see table 15.5).

Table 15.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Policymakers, experts and other stakeholders exchanged views and identified 160 knowledge gaps and 259 action priorities for climate action in cities

Planned results for 2026

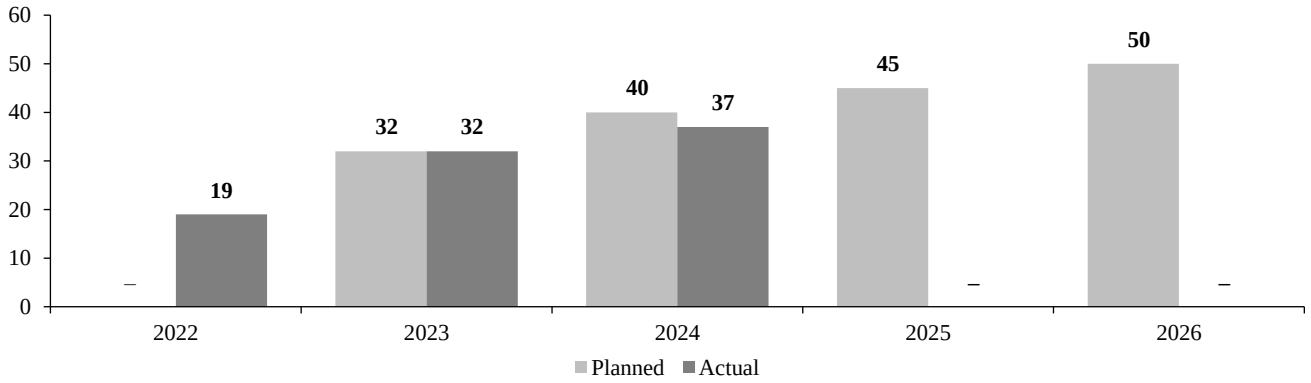
Result 1: conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, to improve the livelihoods and resilience of urban poor communities

Programme performance in 2024 and target for 2026

15.56 The subprogramme's work contributed to an additional 5 cities with resources mobilized and implementing conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, for a total of 37 towns and cities, which did not meet the planned target of 40 towns and cities. The target was not met owing to lower-than-expected voluntary contributions.

15.57 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.VIII).

Figure 15.VIII
Performance measure: number of towns and cities implementing conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches (cumulative)



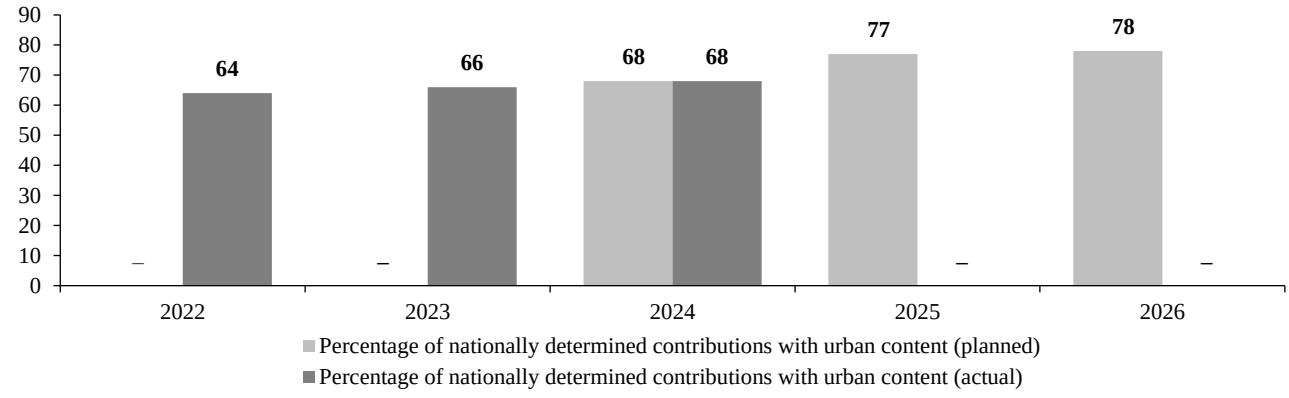
Result 2: nationally determined contributions increasingly contain urban content

Programme performance in 2024 and target for 2026

15.58 The subprogramme's work contributed to 68 per cent of nationally determined contributions with urban content, which met the planned target.

15.59 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.IX).

Figure 15.IX
Performance measure: percentage of nationally determined contributions with urban content (cumulative)



Result 3: urban climate action plans to build the resilience of the most vulnerable

Proposed programme plan for 2026

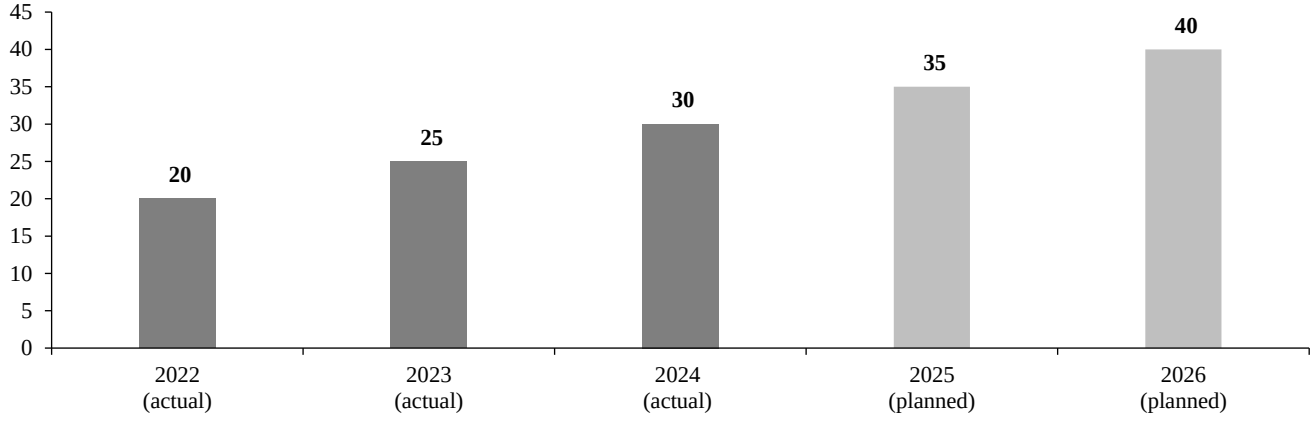
15.60 Approximately one in four urban dwellers, or more than 1.1 billion people, live in slums or informal settlements globally, the majority of whom are extremely vulnerable to the impacts of climate change. At the same time, climate change is exacerbating pre-existing vulnerabilities within slums, trapping the urban poor in an unrelenting cycle of enduring hardship. The subprogramme has worked to strengthen the climate resilience of these communities, with a focus on those residing in informal settlements. Building on UN-Habitat's long-standing experience in participatory slum upgrading, Member States have been supported through direct interventions at the community level and through capacity-building and governance support at the city level.

Lessons learned and planned change

15.61 The lesson for the subprogramme was that integrated approaches to climate resilience that take into account economic development, poverty eradication, social integration, disaster risk reduction, nature-based solutions, ecosystem-based approaches and other management and conservation approaches are effective in improving resilience and development outcomes. In applying the lesson, the subprogramme will foster such integrated approaches through support for local and national authorities in developing urban climate action plans that are coordinated at the subnational level and aligned with national adaptation plans, nationally determined contributions and/or national climate change policies and strategies. Such action plans would help cities to attract further climate and development finance and increase the resilience of the most vulnerable.

15.62 Expected progress towards the objective is presented in the performance measure below (see figure 15.X).

Figure 15.X
Performance measure: number of integrated urban climate action plans developed by local and national authorities focusing on the most vulnerable (cumulative)



Deliverables

15.63 Table 15.6 lists all deliverables of the subprogramme.

Table 15.6
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**30**	**30**	**37**	**45**
1. Projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-emission basic services, more sustainable infrastructure and buildings	4	4	5	5
2. Projects on policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation, low-emission basic services and sustainable infrastructure and buildings	2	2	3	6
3. Projects on effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (e.g., remote sensing) and processing	16	16	18	20
4. Projects on policies, legal instruments, plans and strategies for strengthened resilience and effective adaptation of communities and infrastructure to climate change	4	4	5	6
5. Projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	2	2	4	4
6. Projects on urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency	2	2	2	4
Seminars, workshops and training events (number of days)	**47**	**47**	**61**	**61**
7. Training events for partners and those in vulnerable situations (e.g., in informal settlements) on climate change mitigation, air quality and low-emission basic services	12	12	15	15
8. Training events on effective adaptation of communities and infrastructure to climate change	30	30	35	35
9. Training events on sustainable city models and their application, sustainable infrastructure and urban planning	–	-	6	6
10. Training events for national and local government partners and other urban stakeholders on urban environmental management, restoration and renovation, biodiversity protection, circular economy and ecosystem services	5	5	5	5
Publications (number of publications)	**4**	**4**	**6**	**6**
11. Publications on climate change mitigation and air quality	2	2	2	2
12. Publications on effective adaptation of communities of slums and other urban communities in vulnerable situations in urban neighbourhoods, and infrastructure, to climate change	1	1	2	2
13. Publications on improved low-emission urban services and resource efficiency (e.g. focusing on technological innovation)	1	1	2	2
Technical materials (number of materials)	**8**	**8**	**10**	**12**
14. Technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	2	3
15. Technical materials on climate change mitigation and air quality	2	2	2	2
16. Technical materials on climate action, basic services or environment in human settlements	2	2	2	3
17. Technical materials on national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, ecological assets and ecosystem services	1	1	2	2
18. Technical materials on improved low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	1	1	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to 20 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-emission urban services, improving resource efficiency and protecting ecological assets.				

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

Databases and substantive digital materials: databases on urban climate- or environment-relevant subjects, and simulations, including a global database on the urban dimension of nationally determined contributions; urban climate resilience frameworks in Southern Africa, ecosystems-based adaptation solutions in South-East Asia, the Arab region and Latin America and the Caribbean and a toolbox for urban biodiversity solutions; and e-mobility toolbox supporting the shift to electric mobility.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, campaigns and events on greenhouse gas emissions and air quality, resource efficiency, protection of ecological assets and effective adaptation of communities and infrastructure to climate change.

External and media relations: press articles on climate action and the urban environment.

Digital platforms and multimedia content: websites and content for social media accounts; and multimedia content on urban climate- or environment-relevant subjects.

Subprogramme 4
Effective urban crisis prevention and response

Objective

15.64 The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response and advance social integration and inclusive communities, as well as improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees.

Strategy

15.65 To contribute to the objective, the subprogramme will:

(a) Engage in-country comprehensive, participatory and inclusive operational programmes that respond to crises, establishing fit-for-purpose land administration aimed at the achievement of tenure security for all in crisis-affected areas, while supporting measures for national urban frameworks;

(b) Support Member States in adopting evidence-based recovery approaches, settlement-based approaches and community participatory processes while ensuring equitable representation;

(c) Build the capacity of national, regional and local actors to increase social cohesion, reduce discrimination in urban crisis situations and prevent disaster risk, including through foresight and early warning;

(d) Prioritize improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees, focusing on housing, land and basic services and by supporting integrated urban development strategies for host communities and the displaced;

(e) Develop evidence-based local disaster risk reduction and resilience strategies and support their implementation in target cities and territories;

(f) Facilitate early collaboration between humanitarian and development actors in displacement situations.

15.66 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 5, 8, 9, 10, 11, 13 and 16.

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

(a) Increased community participation in crisis-affected areas in local decision-making related to recovery, thereby ensuring social inclusion;

(b) Increased number of cities offering secure tenure, sustainable basic services and adequate housing, safety and security for the displaced and host communities;

(c) Reduced multidimensional risks and increased protection for those in vulnerable situations in cities;

(d) Strengthened city-level infrastructure analysis and decision-making, with a focus on resilience, in particular in crisis settings;

(e) Increased adoption of an integrated settlements approach to manage the presence of the displaced across a territory and in cities.

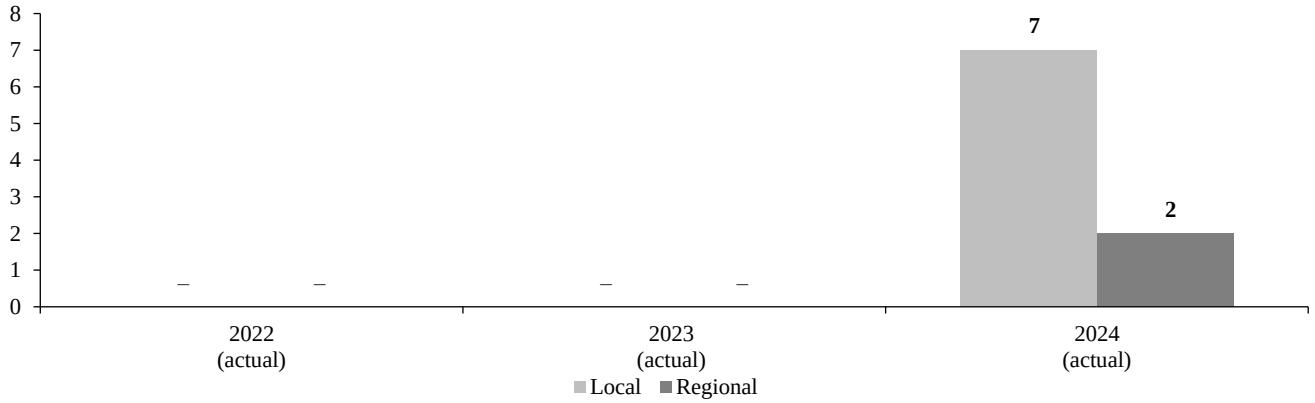
Programme performance in 2024

Sustainable integration of displacement-affected communities for improved access to housing, land and property

15.68 Ethiopia hosts one of the world's largest populations of internally displaced persons, with 4.51 million identified as of February 2022, according to the International Organization for Migration Displacement Tracking Matrix. In response, the Government of Ethiopia launched a durable solutions initiative in 2019, providing a framework for multisectoral programme support for the return, relocation and local integration of internally displaced persons. In 2024, the subprogramme completed a report on the legal, policy and institutional frameworks for housing, land and property rights in the Oromia and Somali regions, providing a foundational analysis for advancing durable solutions. More than 116 regional, zonal and district officials have been trained on durable solutions, housing, land and property rights, mainstreaming internally displaced persons into planning and budgeting, solid waste management, and geographical information systems and remote sensing-based early warning and monitoring systems. As a result of this support, two settlement plans have been finalized, with six others undergoing consultation. The subprogramme also co-delivered, with displacement-affected communities and civil society organizations, solutions for wind and flood protection through tree-planting initiatives and distributed solid waste management equipment and awareness-raising materials in local languages across six sites. The subprogramme contributed to increasing the capacities of seven local and two regional administrations to enhance displacement-affected communities' access to housing, land and property rights.

15.69 Progress towards the objective is presented in the performance measure below (see figure 15.XI).

Figure 15.XI
Performance measure: number of regional and local administrations that supported access to housing, land and property rights in Ethiopia



Planned results for 2026

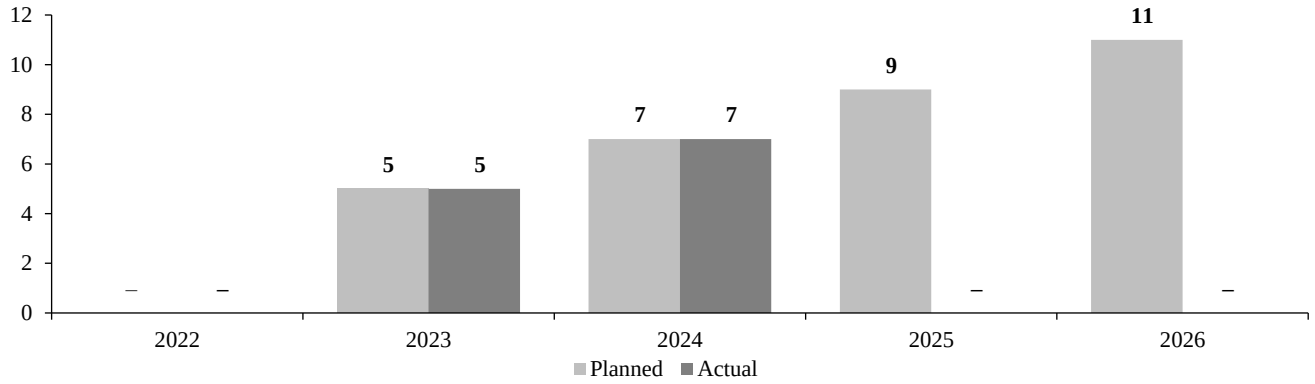
Result 1: enhanced sustainable solutions to migration

Programme performance in 2024 and target for 2026

15.70 The subprogramme's work contributed to the adoption of context-specific responses to urban migration and forced displacement in two additional countries (Burkina Faso and Ukraine), for a total of seven countries, which met the planned target.

15.71 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.XII).

Figure 15.XII
Performance measure: number of countries adopting a context-specific response to urban migration and displacement (cumulative)



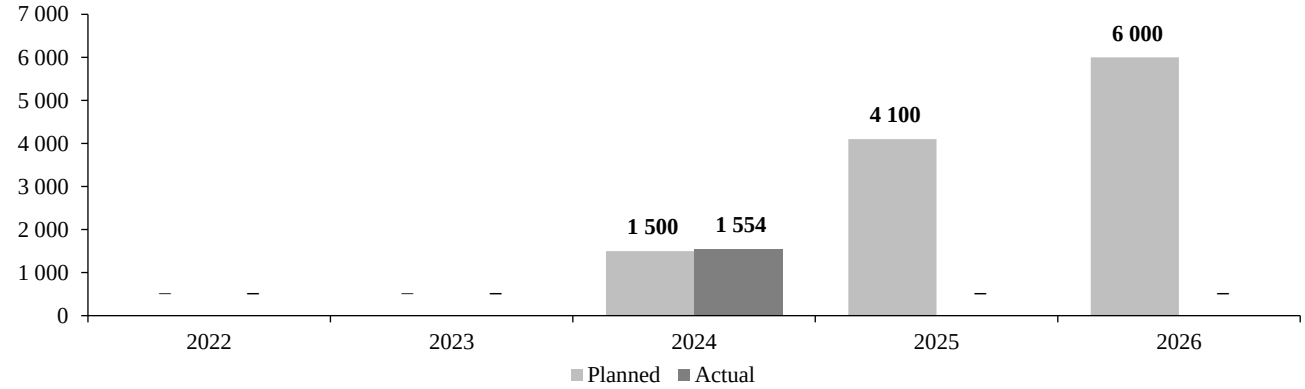
Result 2: sustainable integration of displaced communities in urban areas in Somalia

Programme performance in 2024 and target for 2026

15.72 The subprogramme's work contributed to the integration of displaced communities in Somalia through the issuance of 1,554 land title and tenure security documents, which exceeded the planned target of 1,500.

15.73 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 15.XIII).

Figure 15.XIII
Performance measure: number of land title deeds and tenure security documents issued in Somalia in support of integrating displaced communities (cumulative)



Result 3: integrated and participatory urban planning and inclusive development

Proposed programme plan for 2026

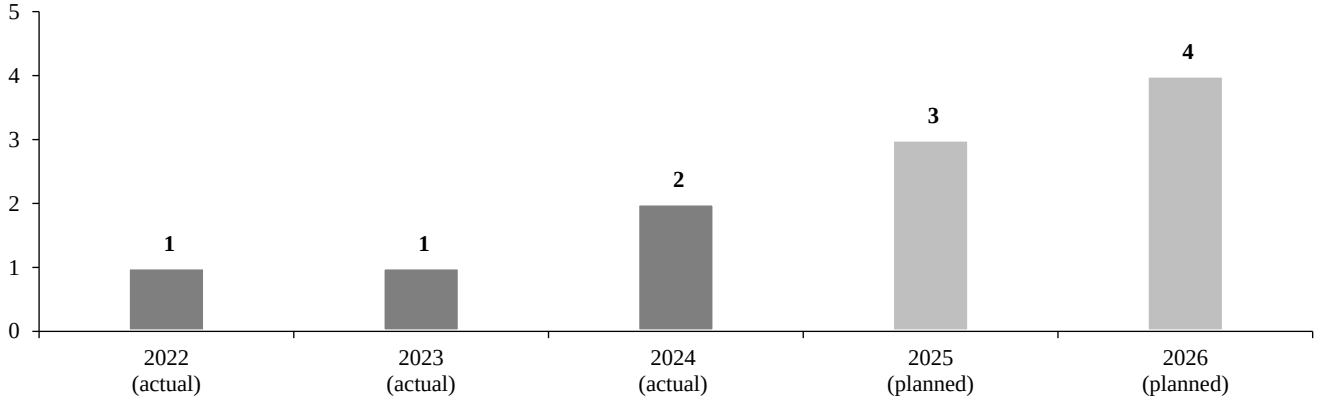
15.74 Displaced populations are increasingly settling in urban areas, which may strain urban infrastructure and services. Addressing these challenges requires sustainable and inclusive approaches that target the needs of both displaced and host communities. To this end, the subprogramme has focused on housing, land and basic services for displaced populations, supporting a comprehensive whole-of-system response, including greater cooperation, coherence, coordination and complementarity in terms of development, disaster risk reduction, humanitarian action and sustaining peace. Efforts include urban planning initiatives, community-based approaches and enhancing partnerships with local governments to ensure durable solutions in displacement contexts.

Lessons learned and planned change

15.75 The lesson for the subprogramme was the need to prioritize collaboration with local actors and to better align humanitarian and development activities, given that this can help to support a comprehensive whole-of-system response and enable the scalability of interventions. In applying the lesson, the subprogramme will strengthen engagement with local governments and adopt cross-sectoral, area-based approaches that integrate displaced and host communities. These efforts will focus on spatial urban planning, enhancing land tenure security and housing and building on urban systems for sustainable infrastructure development, while embedding resilience-building into crisis responses to support inclusive urban development.

15.76 Expected progress towards the objective is presented in the performance measure below (see figure 15.XIV).

Figure 15.XIV
Performance measure: number of settlements with displaced populations adopting integrated, participatory urban planning and inclusive development approaches (cumulative)



Deliverables

15.77 Table 15.7 lists all deliverables of the subprogramme.

Table 15.7
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**22**	**22**	**22**	**22**
1. Projects on enhanced social integration and cohesive communities	8	8	8	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced persons	8	8	8	8
3. Projects on enhanced resilience of the built environment and infrastructure	6	6	6	6
Seminars, workshops and training events (number of days)	**31**	**31**	**31**	**31**
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	10	10	10	10
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons	9	9	9	9
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	12	12	12	12
Publications (number of publications)	**–**	**–**	**1**	**1**
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced persons	–	–	1	1
Technical materials (number of materials)	**7**	**7**	**7**	**7**
8. Technical materials on enhanced social integration and cohesive communities	2	2	2	2
9. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced persons	3	3	3	3
10. Technical materials on enhanced resilience of the built environment and infrastructure	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory services provided to five Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including impacts from ongoing conflicts, climate change and crises related to migration and displacement.

Databases and substantive digital materials: urban migration indicators in the UN-Habitat Global Urban Monitoring Framework.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, leaflets and online awareness-raising and digital learning materials on social inclusion and the response to migration and displacement, urban recovery and reconstruction, risk reduction, and early warning systems and foresight.

Digital platforms and multimedia content: content for social media accounts, blogs and websites related to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts; and risk reduction and recovery in urban areas.

B. Proposed post and non-post resource requirements for 2026

Overview

15.78 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 15.8 to 15.10.

Table 15.8
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	11 640.2	13 469.8	–	–	–	–	–	13 469.8
Other staff costs	86.0	407.8	–	–	–	–	–	407.8
Hospitality	–	3.4	–	–	–	–	–	3.4
Consultants	–	184.6	(41.3)	–	–	(41.3)	(22.4)	143.3
Experts	–	101.8	(23.5)	–	–	(23.5)	(23.1)	78.3
Travel of representatives	–	12.0	–	–	–	–	–	12.0
Travel of staff	–	125.6	–	–	–	–	–	125.6
Contractual services	7.2	408.4	–	–	(0.3)	(0.3)	(0.1)	408.1
General operating expenses	122.3	246.3	–	–	–	–	–	246.3
Supplies and materials	1.2	19.5	–	–	–	–	–	19.5
Furniture and equipment	1.1	75.8	–	–	–	–	–	75.8
Total	**11 858.0**	**15 055.0**	**(64.8)**	**–**	**(0.3)**	**(65.1)**	**(0.4)**	**14 989.9**

Table 15.9
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	82	1 USG, 1 D-2, 5 D-1, 9 P-5, 21 P-4, 15 P-3, 5 P-2/1, 2 GS (OL), 23 LL
Proposed for 2026	82	1 USG, 1 D-2, 5 D-1, 9 P-5, 21 P-4, 15 P-3, 5 P-2/1, 2 GS (OL), 23 LL

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

Table 15.10
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	5	–	–	–	–	5
P-5	9	–	–	–	–	9
P-4	21	–	–	–	–	21
P-3	15	–	–	–	–	15
P-2/1	5	–	–	–	–	5
Subtotal	**57**	**–**	**–**	**–**	**–**	**57**
General Service and related						
GS (OL)	2	–	–	–	–	2
LL	23	–	–	–	–	23
Subtotal	**25**	**–**	**–**	**–**	**–**	**25**
Total	**82**	**–**	**–**	**–**	**–**	**82**

15.79 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 15.11 to 15.13 and figure 15.XV.

15.80 As shown in tables 15.11 (1) and 15.12 (1), the overall resources proposed for 2026 amount to $14,989,900 and reflect a decrease of $65,100 (or 0.4 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 15.11
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	733.2	823.1	–	–	–	–	–	823.1
B. Executive direction and management	1 668.6	2 002.3	–	–	–	–	–	2 002.3
C. Programme of work								
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	2 018.8	2 549.6	(64.8)	–	–	(64.8)	(2.5)	2 484.8
2. Enhanced shared prosperity of cities and regions	2 022.4	2 769.3	–	–	–	–	–	2 769.3

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
3. Strengthened climate action and improved urban environment	2 054.7	2 679.6	–	–	–	–	–	2.679.6
4. Effective urban crisis prevention and response	2 053.3	2 704.3	–	–	–	–	–	2 704.3
Subtotal, C	**8 149.2**	**10 702.8**	**(64.8)**	**–**	**–**	**(64.8)**	**(0.6)**	**10 638.0**
D. Programme support	1 307.0	1 526.8	–	–	(0.3)	(0.3)	(0.1)	1 526.5
Subtotal, 1	**11 858.0**	**15 055.0**	**(64.8)**	**–**	**(0.3)**	**(65.1)**	**(0.4)**	**14 989.9**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	476.1	557.2	(134.6)	(24.1)	422.6
B. Executive direction and management	3 825.9	2 367.4	629.6	26.6	2 997.0
C. Programme of work					
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	54 736.8	53 548.2	1 004.6	1.9	54 552.8
2. Enhanced shared prosperity of cities and regions	22 631.1	18 605.7	4 443.6	23.9	23 049.3
3. Strengthened climate action and improved urban environment	28 020.4	21 983.2	8 554.6	38.9	30 537.8
4. Effective urban crisis prevention and response	52 006.5	59 673.3	(6 258.8)	(10.5)	53 414.5
Subtotal, C	**157 394.8**	**153 810.4**	**7 744.0**	**5.0**	**161 554.4**
D. Programme support	8 226.1	5 417.9	4 934.7	91.1	10 352.6
Subtotal, 2	**169 922.9**	**162 152.9**	**13 173.7**	**8.1**	**175 326.6**
Total (1+2)	**181 780.9**	**177 208.1**	**13 088.6**	**7.4**	**190 316.5**

Table 15.12
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Policymaking organs	6	–	–	–	–	6
B. Executive direction and management	9	–	–	–	–	9
C. Programme of work						
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	13	–	–	–	–	13
2. Enhanced shared prosperity of cities and regions	16	–	–	–	–	16
3. Strengthened climate action and improved urban environment	14	–	–	–	–	14
4. Effective urban crisis prevention and response	15	–	–	–	–	15
Subtotal, C	**58**	**–**	**–**	**–**	**–**	**58**
D. Programme support	9	–	–	–	–	9
Subtotal, 1	**82**	**–**	**–**	**–**	**–**	**82**

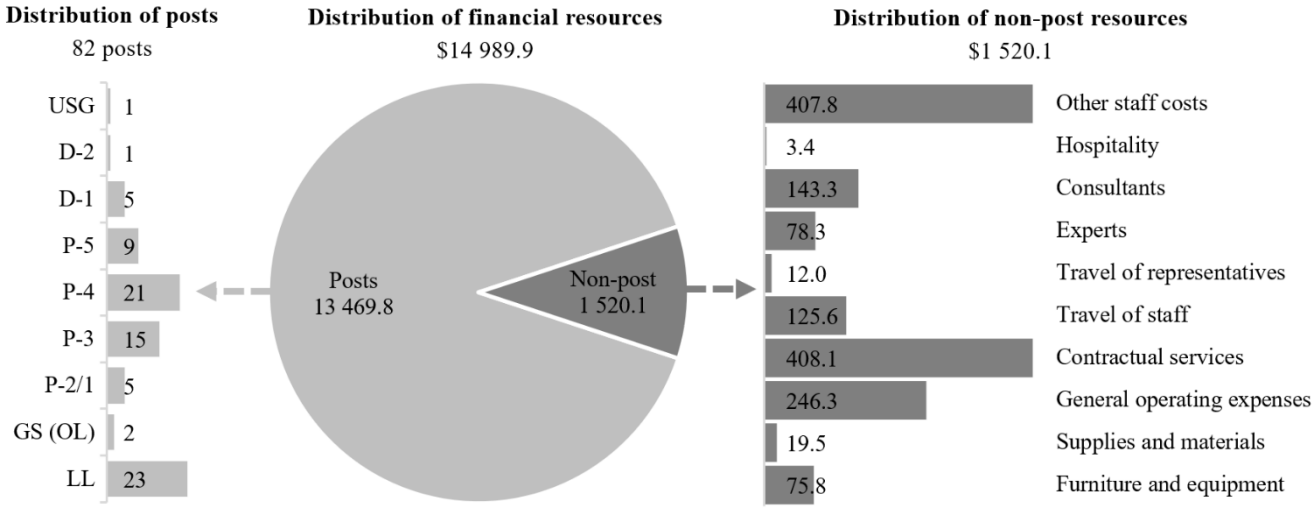
(2) *Extrabudgetary*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	11	3	14
C. Programme of work			
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	13	(9)	4
2. Enhanced shared prosperity of cities and regions	10	(2)	8
3. Strengthened climate action and improved urban environment	9	(5)	4
4. Effective urban crisis prevention and response	8	(4)	4
Subtotal, C	**40**	**(20)**	**20**
D. Programme support	23	9	32
Subtotal, 2	**74**	**(8)**	**66**
Total (1+2)	**156**	**(8)**	**148**

Table 15.13
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	11 640.2	13 469.8	–	–	–	–	–	13 469.8
Non-post	217.8	1 585.2	(64.8)	–	(0.3)	(65.1)	(0.4)	1 520.1
Total	**11 858.0**	**15 055.0**	**(64.8)**	**–**	**(0.3)**	**(65.1)**	**(0.4)**	**14 989.9**
Post resources by category								
Professional and higher		57	–	–	–	–	–	57
General Service and related		25	–	–	–	–	–	25
Total		**82**	**–**	**–**	**–**	**–**	**–**	**82**

Figure 15.XV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

15.81 As shown in tables 15.8 and 15.11 (1), resource changes reflect a decrease of $64,800, which relates to subprogramme 1. The decrease of $64,800 relates to the removal of non-recurrent provisions associated with the resource requirements related to the report to the General Assembly on the progress achieved and remaining challenges in addressing homelessness requested by the Assembly in its resolution 78/172, entitled “Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)”, that were approved for 2025 and are no longer required in 2026.

Other changes

15.82 As shown in table 15.11 (1), resource changes reflect a decrease of $300, which relates to a decrease under programme support. The decrease relates to changes to the standard price of the core software package.

Extrabudgetary resources

15.83 As reflected in tables 15.11 (2) and 15.12 (2), extrabudgetary resources amount to $175,326,600. The resources would complement regular budget resources and would be used mainly to provide for 66 posts (1 Assistant Secretary-General, 5 D-1, 9 P-5, 9 P-4, 13 P-3, 3 P-2, 2 National Professional Officer, level B, and 24 Local Level), to perform mainly the functions of programme support and some normative roles. In addition, non-post resources would be used for payments directly associated with the posts under service-level agreements with internal service providers, procurement of office automation equipment and payments to some external service providers, and in relation to projects implemented in country offices.

15.84 The extrabudgetary resources under the present section are subject to the oversight of the Executive Board, which has delegated authority from the UN-Habitat Assembly.

Policymaking organs

15.85 The resources proposed under this component would provide for the policymaking organs as shown in table 15.14.

Table 15.14
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
UN-Habitat Assembly	Provides policy guidance on human settlements and sustainable urbanization and strategic oversight of UN-Habitat. The UN-Habitat Assembly approves the UN-Habitat four-year strategic plan. It reports every four years on its work to the General Assembly through the Economic and Social Council at its substantive session. The UN-Habitat Assembly meets every four years for five days. Its first session was held in May 2019. The second session was held in June 2023, while the resumed second session is scheduled to be held on 29 and 30 May 2025. Mandate: General Assembly resolution 73/239 and note by the Secretary-General (A/73/726) UN-Habitat Assembly rules of procedure Membership: 193 government officials Number of sessions in 2026: 0	–	–
Committee of Permanent Representatives	Permanent intersessional subsidiary body of the UN-Habitat Assembly. The Committee is responsible for a high-level midterm review of the implementation of Assembly decisions and resolutions and of the UN-Habitat strategic plan, and for preparing for the next session of the Assembly. It meets twice every four years: once prior to the Assembly session, in preparation for that session, and a second time for a high-level midterm review. The open-ended meeting of the Committee of Permanent Representatives on preparations for the resumed second session of the UN-Habitat Assembly and midterm review is scheduled to be held from 26 to 28 May 2025. Mandate: General Assembly resolutions 73/239 and 56/206 and note by the Secretary-General (A/73/726) UN-Habitat Assembly rules of procedure Membership: 193 government officials Number of sessions in 2026: 0	–	–

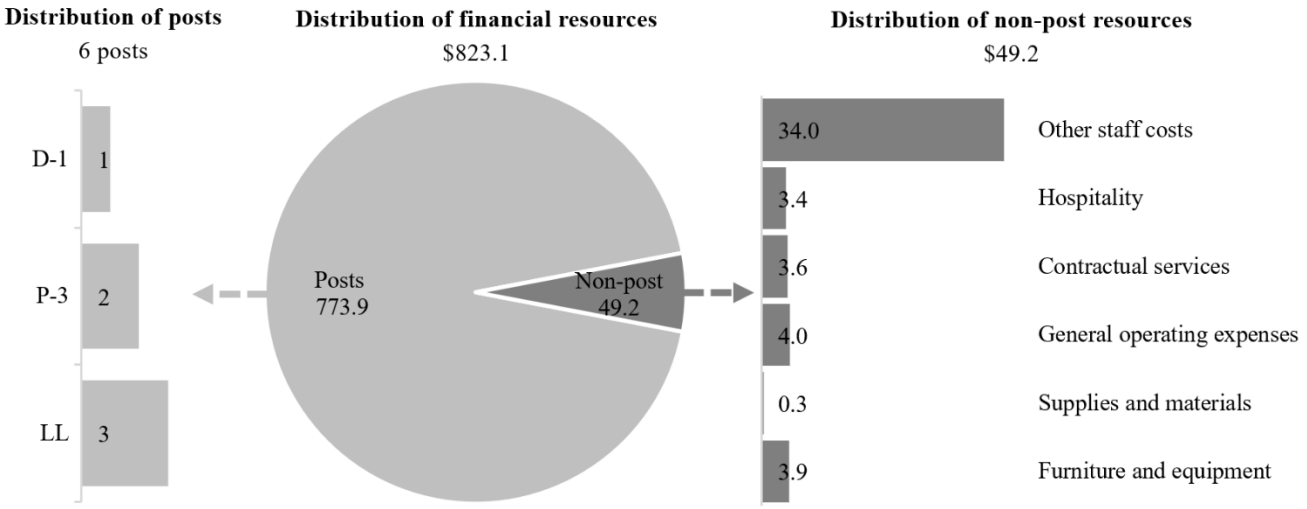
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Executive Board	Permanent intersessional subsidiary body of the UN-Habitat Assembly. The Executive Board is responsible for strengthening the oversight of UN-Habitat operations and enhancing the accountability, transparency, efficiency and effectiveness of UN-Habitat. It oversees the preparation of the draft strategic plan before its approval by the Assembly and is responsible for the review and approval of the annual programme of work and budget and the resource mobilization strategy, in accordance with the strategic plan and guidance provided by the Assembly. The Board meets two to three times per year as provided in the rules of procedure. Its sessions in 2026 are scheduled to be held in March and November. Mandate: General Assembly resolution 73/239 and note by the Secretary-General (A/73/726) UN-Habitat Assembly resolution 1/1, adopted by the Assembly at its first session in May 2019 UN-Habitat Assembly rules of procedure Rules of procedure of the Executive Board of UN-Habitat Membership: 36 Number of sessions in 2026: 2	823.1	823.1
Total		**823.1**	**823.1**

15.86 The proposed regular budget resources for 2026 amount to $823,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.15 and figure 15.XVI.

Table 15.15
Policymaking organs: evolution of financial resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	694.5	773.9	–	–	–	–	–	773.9
Non-post	38.7	49.2	–	–	–	–	–	49.2
Total	**733.2**	**823.1**	**–**	**–**	**–**	**–**	**–**	**823.1**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		3	–	–	–	–	–	3
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 15.XVI
Policymaking organs: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Executive direction and management

15.87 The executive direction and management component comprises the Office of the Executive Director, the Office of the Deputy Executive Director, the Office of the Chief of Staff, the liaison offices in New York, Brussels and Geneva, the Governing Bodies Secretariat, the Legal Unit and the Independent Evaluation Unit. The Executive Director is also supported by the Office of the Principal Adviser, which undertakes special assignments.

15.88 The overall responsibilities of the executive direction and management component include the following functions:

(a) To provide overall direction, translating the vision of the Executive Director and the guidance from the Executive Board into the Programme's work priorities;

(b) To foster relationships with Member States and keep abreast of the needs of the Executive Board, the Committee of Permanent Representatives, the UN-Habitat Assembly and stakeholders affiliated with the Economic and Social Council;

(c) To coordinate the planning and ensure the implementation of the UN-Habitat strategic plan by ensuring the overall effectiveness of the Programme's organizational structure. It provides direction and alignment through the Executive Committee, which is chaired by the Executive Director, whom it assists in providing policy direction in order to ensure the effectiveness of the Programme;

(d) To contribute, in close cooperation with other United Nations agencies, to discussions on, and the implementation of, United Nations reforms, in particular in relation to improving system-wide coherence in United Nations development work, with a special focus on sustainable urbanization;

(e) To foster the mainstreaming of gender and disability inclusion into the four subprogrammes of UN-Habitat.

15.89 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UN-Habitat continues to integrate environmental

management practices into its operations. UN-Habitat will continue to incrementally improve the environmental management performance of its operations and facilities management in a number of ways. In 2024, in partnership with the Secretariat and in accordance with the United Nations Framework Convention on Climate Change, UN-Habitat offset its greenhouse gas emissions for the year 2024.

15.90 Information on the timely submission of parliamentary documentation and advance booking for air travel is reflected in table 15.16. In 2025, UN-Habitat is maintaining centralized monitoring and oversight of the timely purchase of air tickets, with exceptions requiring approval from the Office of the Executive Director. The rate of compliance for timely submission of documentation to the Department for General Assembly and Conference Management improved in 2024. However, the rate of travel compliance fell from 58 per cent to 52 per cent, due largely to the late nomination of meeting participants, including for the session of the World Urban Forum held in 2024. In response, the Executive Director has issued additional guidance and reminders to support improvement in this statistic.

Table 15.16
Compliance rate
(Percentage)

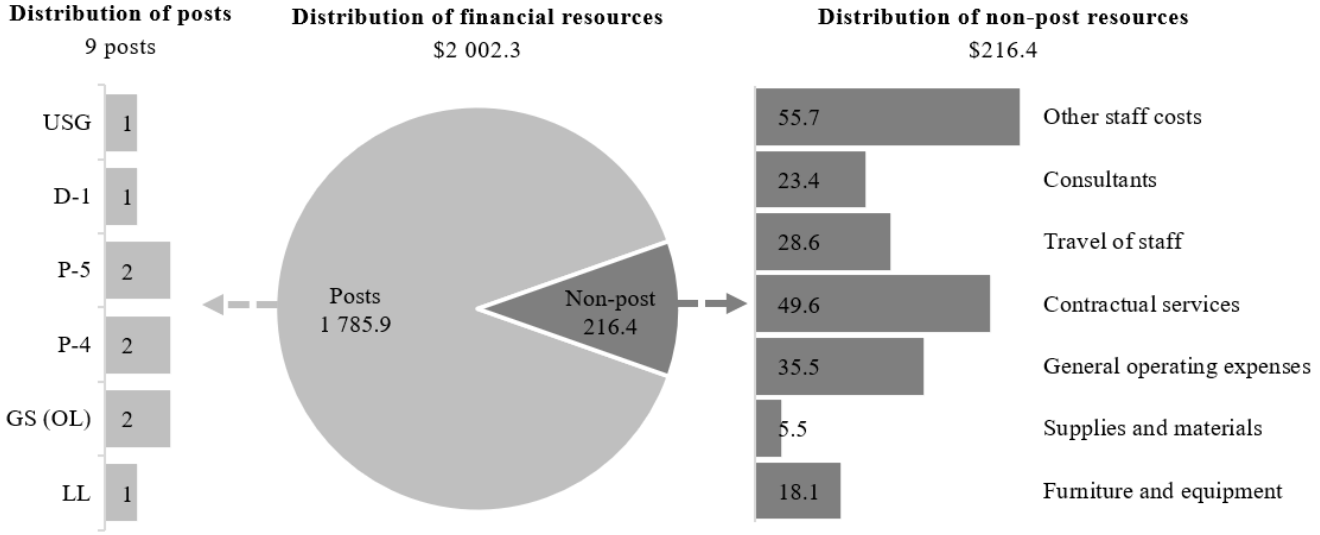
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	97	73	77	100	100
Air tickets purchased at least two weeks before the commencement of travel	34	58	52	100	100

15.91 The proposed regular budget resources for 2026 amount to $2,002,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.17 and figure 15.XVII.

Table 15.17
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 630.8	1 785.9	–	–	–	–	–	1 785.9
Non-post	37.8	216.4	–	–	–	–	–	216.4
Total	**1 668.6**	**2 002.3**	**–**	**–**	**–**	**–**	**–**	**2 002.3**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 15.XVII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

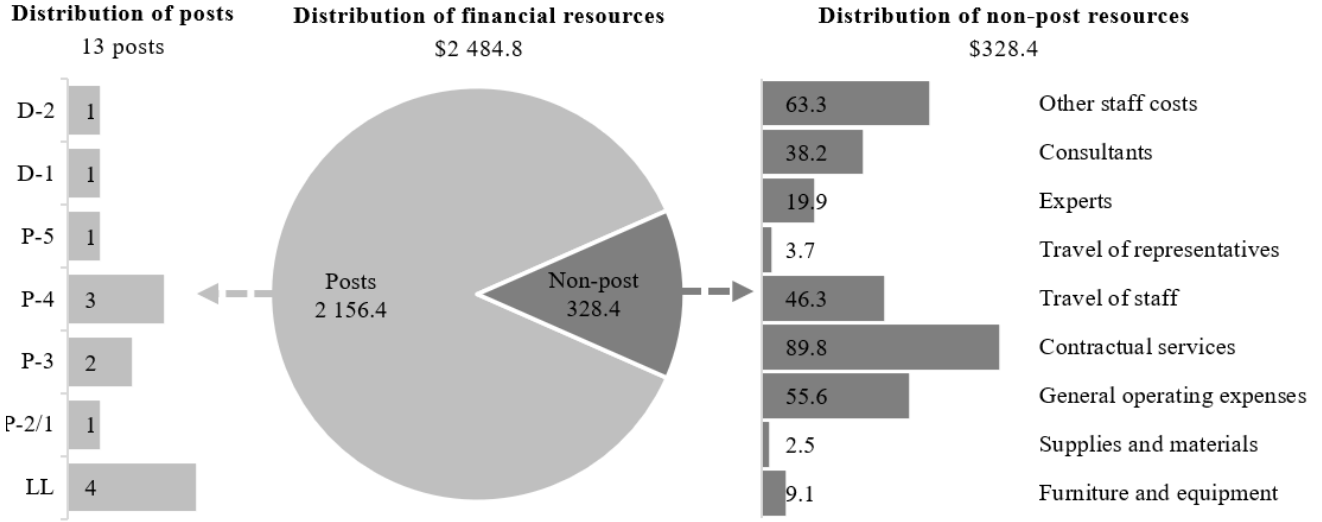
Subprogramme 1
Reduced spatial inequality and poverty in communities across the urban-rural continuum

15.92 The proposed regular budget resources for 2026 amount to $2,484,800 and reflect a decrease of $64,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 15.81. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.18 and figure 15.XVIII.

Table 15.18
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 999.3	2 156.4	–	–	–	–	–	2 156.4
Non-post	19.5	393.2	(64.8)	–	–	(64.8)	(16.5)	328.4
Total	**2 018.8**	**2 549.6**	**(64.8)**	**–**	**–**	**(64.8)**	**(2.5)**	**2 484.8**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		4	–	–	–	–	–	4
Total		**13**	**–**	**–**	**–**	**–**	**–**	**13**

Figure 15.XVIII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



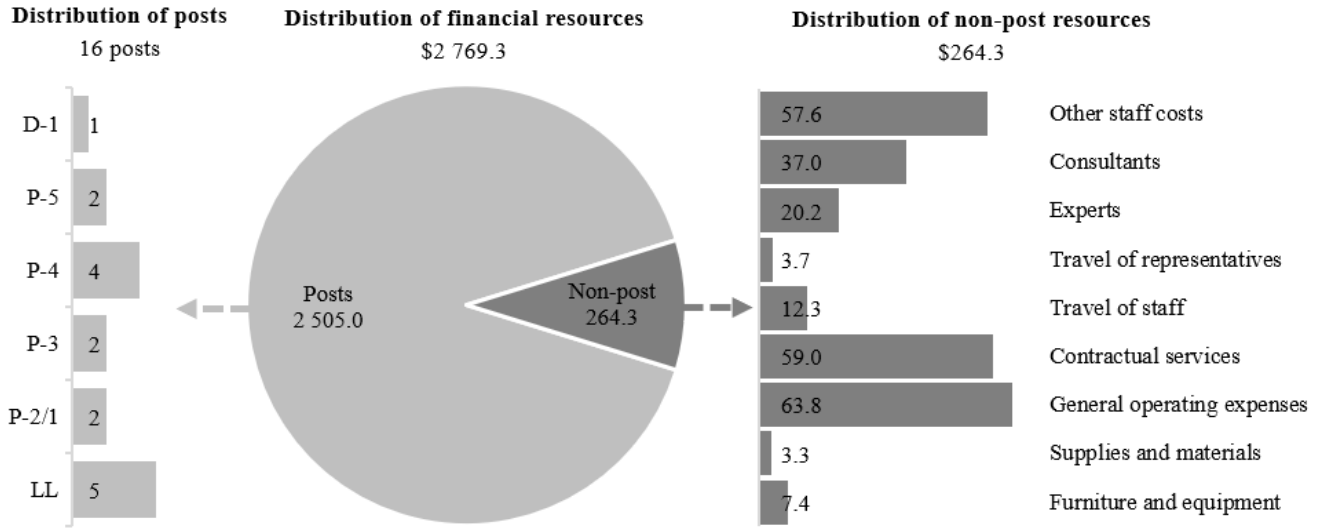
Subprogramme 2
Enhanced shared prosperity of cities and regions

15.93 The proposed regular budget resources for 2026 amount to $2,769,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.19 and figure 15.XIX.

Table 15.19
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 996.7	2 505.0	–	–	–	–	–	2 505.0
Non-post	25.7	264.3	–	–	–	–	–	264.3
Total	**2 022.4**	**2 769.3**	**–**	**–**	**–**	**–**	**–**	**2 769.3**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		5	–	–	–	–	–	5
Total		**16**	**–**	**–**	**–**	**–**	**–**	**16**

Figure 15.XIX
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



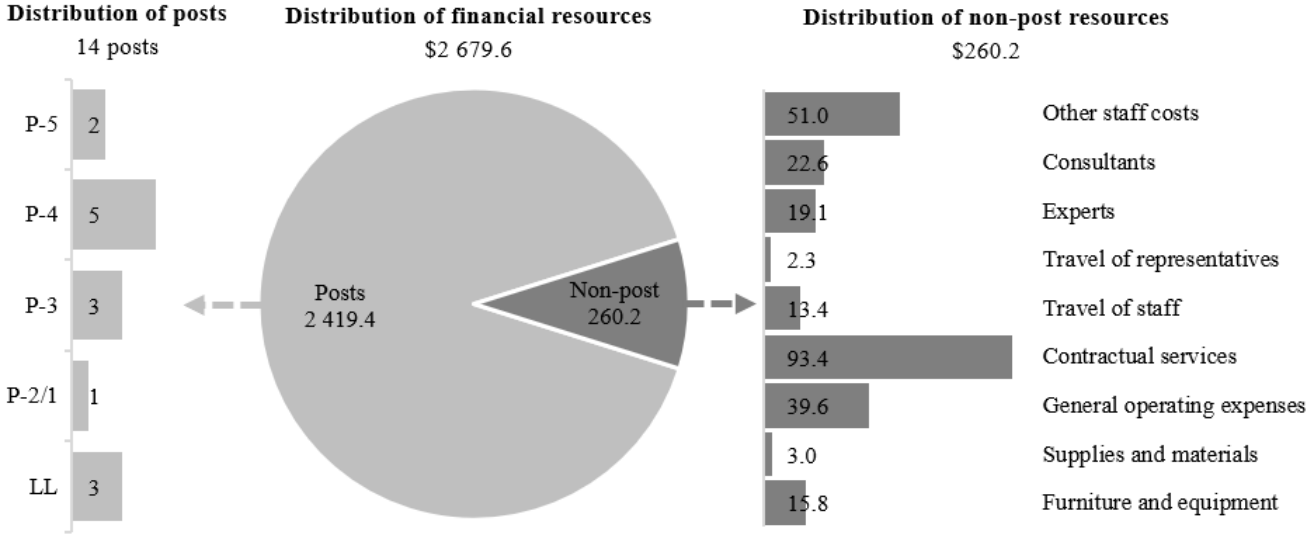
Subprogramme 3
Strengthened climate action and improved urban environment

15.94 The proposed regular budget resources for 2026 amount to $2,679,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.20 and figure 15.XX.

Table 15.20
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 028.6	2 419.4	–	–	–	–	–	2 419.4
Non-post	26.1	260.2	–	–	–	–	–	260.2
Total	**2 054.7**	**2 679.6**	**–**	**–**	**–**	**–**	**–**	**2 679.6**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		3	–	–	–	–	–	3
Total		**14**	**–**	**–**	**–**	**–**	**–**	**14**

Figure 15.XX
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



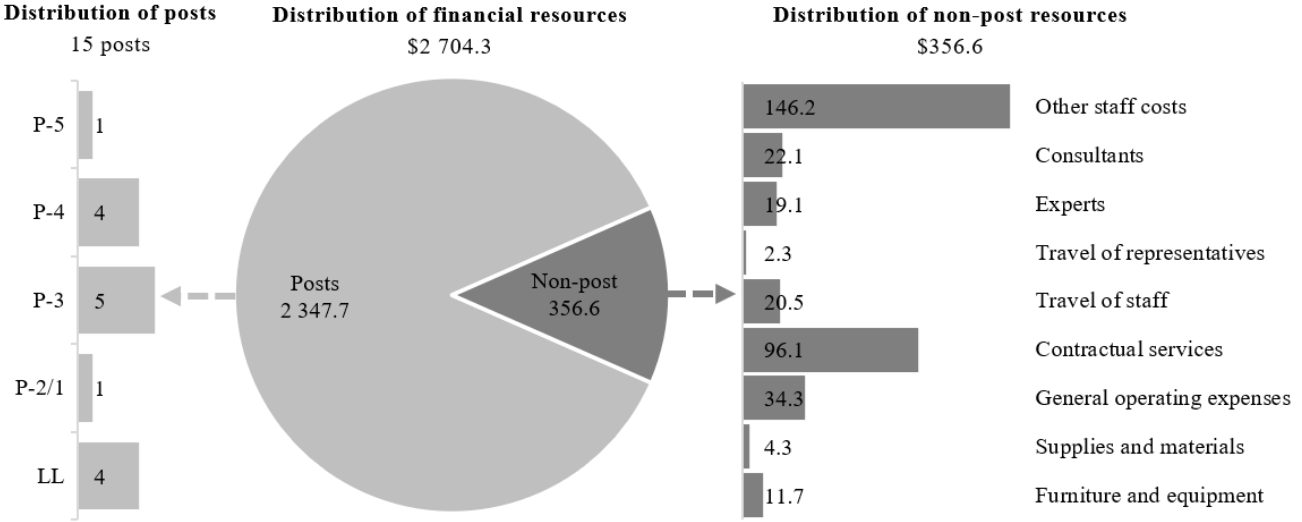
Subprogramme 4
Effective urban crisis prevention and response

15.95 The proposed regular budget resources for 2026 amount to $2,704,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.21 and figure 15.XXI.

Table 15.21
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 991.8	2 347.7	–	–	–	–	–	2 347.7
Non-post	61.5	356.6	–	–	–	–	–	356.6
Total	**2 053.3**	**2 704.3**	**–**	**–**	**–**	**–**	**–**	**2 704.3**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		4	–	–	–	–	–	4
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

Figure 15.XXI
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

15.96 The programme support component comprises the Management Advisory and Compliance Service of UN-Habitat.

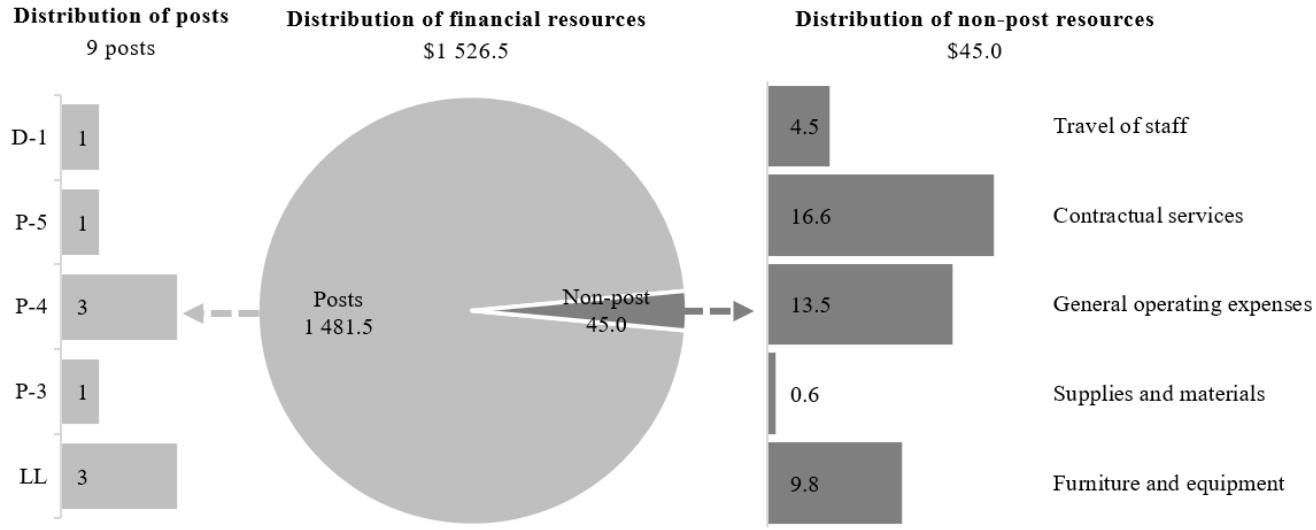
15.97 The main responsibilities of the programme support component include the following functions: human resources management; budget and finance; information and communications technology; oversight and internal controls; and operations support.

15.98 The proposed regular budget resources for 2026 amount to $1,526,500 and reflect a decrease of $300 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2026 are reflected in table 15.22 and figure 15.XXII.

Table 15.22
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

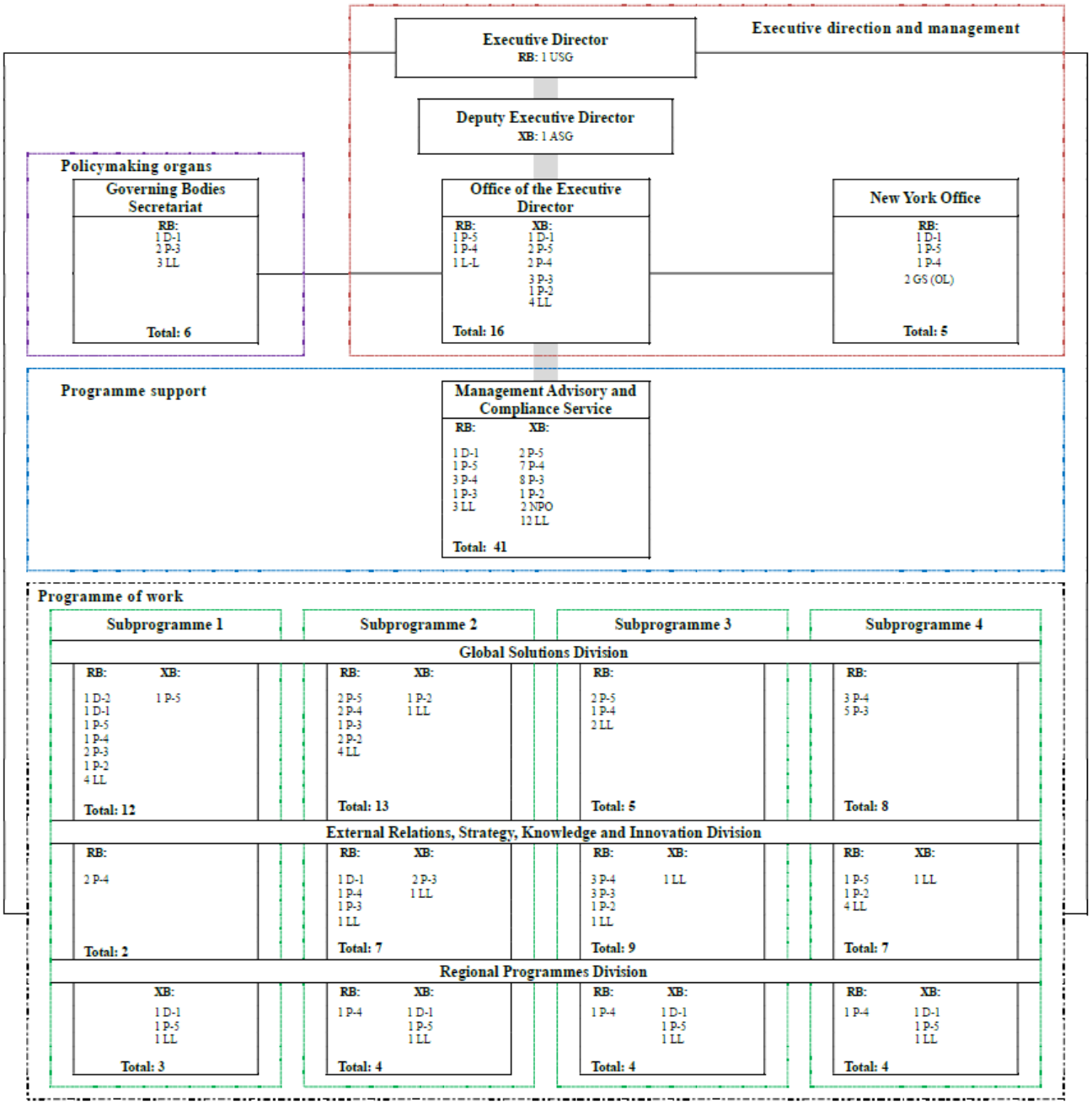
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 298.4	1 481.5	–	–	–	–	–	1 481.5
Non-post	8.6	45.3	–	–	(0.3)	(0.3)	(0.1)	45.0
Total	**1 307.0**	**1 526.8**	**–**	**–**	**(0.3)**	**(0.3)**	**(0.1)**	**1 526.5**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 15.XXII
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2026



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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General Assembly

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Items 137 and 138 of the preliminary list*

Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

Section 16
International drug control, crime and terrorism prevention and criminal justice

Programme 13
International drug control, crime and terrorism prevention and criminal justice

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

16.1 The United Nations Office on Drugs and Crime (UNODC) is responsible for supporting Member States in making the world safer from drugs, crime, corruption and terrorism, with a view to promoting security and justice for all. The mandate derives from the priorities established in relevant United Nations conventions and General Assembly resolutions, including Assembly resolutions 45/179, 46/152 and 46/185 C. The work of the Office is grounded in a series of conventions and other international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption, the 19 international conventions and protocols against terrorism, the United Nations standards and norms in crime prevention and criminal justice, and the United Nations Convention against Cybercrime; Strengthening International Cooperation for Combating Certain Crimes Committed by Means of Information and Communications Technology Systems and for the Sharing of Evidence in Electronic Form of Serious Crimes, adopted by the General Assembly on 24 December 2024. The thematic focus areas of the Office include addressing and countering the world drug problem, preventing and countering transnational organized crime, corruption and economic crime, terrorism and cybercrime, and undertaking crime prevention and criminal justice reform. UNODC supports Member States by facilitating multilateral cooperation and partnerships, by delivering technical assistance, by expanding the evidence base and by developing the capacity of Governments to formulate and implement coherent policies to address these issues.

Strategy and external factors for 2026

16.2 As a United Nations entity whose mandate contributes to the three pillars of the United Nations, the Office supports Member States through three broad, interconnected and mutually supportive workstreams:

(a) Normative work, including policy, advocacy and legislative assistance to promote the ratification and implementation of the relevant international treaties and the provision of secretariat and substantive services to the treaty-based, governing and other Member State-driven bodies that help identify priorities, challenges, responses and commitments in relevant mandate areas relating to drugs, crime, corruption and terrorism;

(b) Research and policy support work to expand the evidence base and inform policymaking processes at the national, regional and global levels, through increased knowledge and understanding of drug and crime issues;

(c) Technical cooperation to enhance the capacity of Member States and other stakeholders to prevent and counter illicit drugs, crime, corruption, and terrorism at the local, national, regional and global levels through the Office's specialized assistance, expertise and extensive field presence.

16.3 In 2026, the work of the Office will be guided by a new UNODC strategy for the period 2026–2030, building upon best practices and lessons learned from the implementation and review of the UNODC Strategy 2021–2025. Under the new strategy, the strong field presence and thematic expertise of UNODC will be utilized to deepen cross-sectoral partnerships, promote cross-border cooperation and ensure systematic coordination across UNODC mandates. The implementation of specific thematic and geographic strategies will guide the Office in better supporting Member States in addressing priority emerging issues. Moreover, the Office will strengthen its capacity in cross-cutting areas, including

promoting human rights, mainstreaming a gender perspective and empowering youth. The Office will further strengthen its capacity to respond to increasing requests for support for country-led evaluations.

16.4 With regard to cooperation with other entities, UNODC will continue to work closely with international and regional organizations and promote systematic South-South cooperation, enabling the exchange of information and expertise between countries facing similar challenges. Moreover, the Office will facilitate multi-stakeholder engagement in partnerships with civil society. Within these partnerships, particularly with academia, UNODC will promote an evidence-based analysis and understanding of the nature of the challenges faced by Member States and design coherent programmes and policies to support the implementation of the 2030 Agenda for Sustainable Development.

16.5 With regard to inter-agency coordination and liaison, UNODC will continue to coordinate and participate in all relevant groups linked to its mandated areas. It will continue to jointly implement projects on women's empowerment (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)); drug prevention, treatment and rehabilitation (World Health Organization (WHO)); corruption (United Nations Development Programme); terrorism prevention (Office of Counter-Terrorism of the Secretariat); access to justice for children (United Nations Children's Fund); and measuring illicit financial flows (United Nations Conference on Trade and Development). The Office also remains an active co-sponsor of the Joint United Nations Programme on HIV/AIDS.

16.6 With regard to external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States recognize in their policies, programmes and budgets that challenges related to security, justice, governance, and the rule of law must be addressed as part of an integrated effort to implement the 2030 Agenda;

(b) The United Nations system and other multilateral organizations highlight the importance of addressing issues under UNODC mandates, to contribute to the implementation of the 2030 Agenda and other multilateral commitments in a holistic manner;

(c) Member States share real-time, statistical and operational data with the UNODC Research and Trend Analysis Branch and with their counterparts across borders;

(d) Extrabudgetary resources, including general-purpose funding for core functions, continue to be available.

16.7 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, through a systemic and institutional approach guided by the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women. In 2026, the focus will be on contextualizing the implementation of commitments towards gender equality and the empowerment of women in field contexts, taking into account local needs and priorities. A third iteration of the Strategy, covering the period 2027–2031, will be developed for launch in 2027.

16.8 In line with commitments set out in the United Nations Youth Strategy, the Office aims to mainstream meaningful youth engagement through the Youth Empowerment Accelerator Framework. In 2026, the Office will focus on strengthening meaningful youth participation in commissions and conventions, including in the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice. It will also advocate for the youth and peace and security agenda, supporting progress towards Sustainable Development Goal 16.

16.9 In line with the United Nations Disability Inclusion Strategy, the Office will continue to promote the inclusion of persons with disabilities throughout its work. The implementation of the disability inclusion action plan for the period 2025–2026 will ensure the continuity of the institutional approach to mainstreaming disability inclusion. In 2026, the Office will develop a new iteration of

the action plan for the period 2027–2028, building on best practices and lessons learned from the implementation and review of the previous action plan. UNODC will maintain a twin-track approach on disability inclusion in technical assistance and normative support provided to Member States.

Legislative mandates

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

Conventions and protocols

- Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
- Convention on Psychotropic Substances of 1971
- United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
- United Nations Convention against Transnational Organized Crime and the Protocols thereto
- Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
- United Nations Convention against Corruption
- United Nations Convention against Cybercrime; Strengthening International Cooperation for Combating Certain Crimes Committed by Means of Information and Communications Technology Systems and for the Sharing of Evidence in Electronic Form of Serious Crimes

General Assembly resolutions

S-20/2	Political Declaration
S-20/4	Measures to enhance international cooperation to counter the world drug problem
34/180; 70/131	Convention on the Elimination of All Forms of Discrimination against Women
44/25; 45/104	Convention on the Rights of the Child
45/179	Enhancement of the United Nations structure for drug abuse control
46/104; 47/101	United Nations International Drug Control Programme
48/12	Measures to strengthen international cooperation against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities
48/104	Declaration on the Elimination of Violence against Women
48/112; 52/92	International action to combat drug abuse and illicit production and trafficking
59/162	Follow-up on strengthening the systems of control over chemical precursors and preventing their diversion and trafficking
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
66/180; 68/186	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking
69/237	Building capacity for the evaluation of development activities at the country level
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/182	International cooperation against the world drug problem

71/256	New Urban Agenda
72/194	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
72/197	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
73/183	Enhancing the role of the Commission on Crime Prevention and Criminal Justice in contributing to the implementation of the 2030 Agenda for Sustainable Development
73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
74/175; 78/226	Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism
74/253; 76/273	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
76/181	Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
76/188	International cooperation to address and counter the world drug problem
76/270	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union
77/10	The situation in Afghanistan
77/209	Torture and other cruel, inhuman or degrading treatment or punishment
77/325	Tackling illicit trafficking in wildlife
78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
78/179	Policies and programmes involving youth
78/180	Violence against women migrant workers
78/181	Improvement of the situation of women and girls in rural areas
78/187	Rights of the child
78/188	The girl child
78/229	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
79/1	The Pact for the Future
79/136	Cooperation between the United Nations and the International Criminal Police Organization (INTERPOL)
79/154	Trafficking in women and girls
79/172	Human rights in the administration of justice
79/180	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
79/186	Follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
79/234	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
79/243	United Nations Convention against Cybercrime; Strengthening International Cooperation for Combating Certain Crimes Committed by Means of Information and Communications Technology Systems and for the Sharing of Evidence in Electronic Form of Serious Crimes

Economic and Social Council resolutions and decisions

1946/9 (I)	Commission on Narcotic Drugs
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region
1991/38	Terms of reference of the Commission on Narcotic Drugs
1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances
1997/41	Implementation of comprehensive measures to counter the illicit manufacture, trafficking and abuse of amphetamine-type substances and their precursors
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs
2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
2006/23; 2007/22	Strengthening basic principles of judicial conduct

2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
2008/23	Protection against trafficking in cultural property
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge of trends in specific areas of crime
2010/19	Crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
2010/20; 2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2011/36; 2013/40	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora
2012/19	Strengthening international cooperation in combating transnational organized crime in all its forms and manifestations
2013/31	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
2013/39	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2013/42	United Nations Guiding Principles on Alternative Development
2019/23	Combating transnational organized crime and its links to illicit trafficking in precious metals and illegal mining, including by enhancing the security of supply chains of precious metals
2022/14	Strengthening national and international efforts, including with the private sector, to protect children from sexual exploitation and abuse
2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
Decision 2022/316	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
Decision 2022/317	Organization of the thematic discussions at future sessions of the Commission on Crime Prevention and Criminal Justice

Security Council resolutions

2370 (2017)
2462 (2019)
2482 (2019)

Commission on Crime Prevention and Criminal Justice resolutions

21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities
24/2	Strengthening crime prevention and criminal justice responses with respect to trafficking in cultural property and other related offences
27/5	International cooperation against trafficking in cultural property
30/3	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime

Commission on Narcotic Drugs resolutions

44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs
50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet
51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes
54/8	Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs
54/11	Improving the participatory role of civil society in addressing the world drug problem

55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances
56/8	Promoting initiatives for the safe, secure and appropriate return for disposal of prescription drugs, in particular those containing narcotic drugs and psychotropic substances under international control
56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances
57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
58/5	Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature
58/6	Strengthening international cooperation in preventing and combating illicit financial flows linked to drug trafficking, from the anti-money-laundering perspective
58/7	Strengthening cooperation with the scientific community, including academia, and promoting scientific research in drug demand and supply reduction policies in order to find effective solutions to various aspects of the world drug problem
58/10	Promoting the use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances
58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine
59/5	Mainstreaming a gender perspective in drug-related policies and programmes
59/7	Promotion of proportionate sentencing for drug-related offences of an appropriate nature in implementing drug control policies
59/8	Promotion of measures to target new psychoactive substances and amphetamine-type stimulants
60/4	Preventing and responding to the adverse health consequences and risks associated with the use of new psychoactive substances
60/5	Increasing international coordination relating to precursors and non-scheduled precursor chemicals used in the illicit manufacture of narcotic drugs and psychotropic substances
60/6	Intensifying coordination and cooperation among United Nations entities and relevant domestic sectors, including the health, education and criminal justice sectors, to address and counter the world drug problem
60/9	Enhancing the capacity of law enforcement, border control and other relevant agencies to counter illicit drug trafficking through training
61/5	Promoting the implementation of the electronic International Import and Export Authorization System for licit trade in narcotic drugs and psychotropic substances
61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids
61/9	Protecting children from the illicit drug challenge
62/2	Enhancing detection and identification capacity for synthetic drugs for non-medical use by increasing international collaboration
62/4	Advancing effective and innovative approaches, through national, regional and international action, to address the multifaceted challenges posed by the non-medical use of synthetic drugs, particularly synthetic opioids
62/5	Enhancing the capacity of Member States to adequately estimate and assess the need for internationally controlled substances for medical and scientific purposes
63/1	Promoting efforts by Member States to address and counter the world drug problem, in particular supply reduction-related measures, through effective partnerships with private sector entities
63/2	Promoting and improving the collection and analysis of reliable and comparable data to strengthen balanced, integrated, comprehensive, multidisciplinary and scientific evidence-based responses to the world drug problem
64/7	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
65/2	Strengthening international cooperation to address the links between illicit drug trafficking and illicit firearms trafficking
65/3	Intensifying efforts to address the diversion of non-scheduled chemicals frequently used in the illicit manufacture of drugs and the proliferation of designer precursors
66/1	Preparations for the midterm review to be held during the sixty-seventh session of the Commission on Narcotic Drugs, in 2024

67/2	Promoting awareness-raising, education, training and data collection as part of a comprehensive approach to ensuring access to and the availability of controlled substances for medical and scientific purposes, including for the treatment of children, and ensuring their rational use

Subprogramme 1
Countering transnational organized crime

General Assembly resolutions

64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
71/1	New York Declaration for Refugees and Migrants
74/173	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing
75/282	Countering the use of information and communications technologies for criminal purposes
76/7	2021 Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
76/185	Preventing and combating crimes that affect the environment
76/266	Progress Declaration of the International Migration Review Forum
78/228	Improving the coordination of efforts against trafficking in persons
78/267	International Day for the Prevention of and Fight against All Forms of Transnational Organized Crime
79/31	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
79/40	The illicit trade in small arms and light weapons in all its aspects
79/144	Oceans and the law of the sea
79/189	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs

Security Council resolutions

2117 (2013)	2388 (2017)
2220 (2015)	2551 (2020)
2331 (2016)	2616 (2021)

Commission on Crime Prevention and Criminal Justice resolutions

20/4	Promoting further cooperation in countering transnational organized crime
25/1	Preventing and combating trafficking in human organs and trafficking in persons for the purpose of organ removal
27/2	Preventing and combating trafficking in persons facilitated by the criminal misuse of information and communications technologies
27/3	Improving the protection of children against trafficking in persons, including by addressing the criminal misuse of information and communications technologies
27/4	Strengthening measures against trafficking in persons
28/2	Countering the smuggling of commercial goods in cases falling within the scope of the United Nations Convention against Transnational Organized Crime
28/3	Strengthening regional and international cooperation in crime prevention and criminal justice responses to illicit trafficking in wildlife
30/1	Strengthening international cooperation in addressing the smuggling of migrants
31/1	Strengthening the international legal framework for international cooperation to prevent and combat illicit trafficking in wildlife
32/1	Taking action against trafficking in persons in business operations, public procurement and supply chains for goods and services
33/1	Countering trafficking in persons in the context of rapid technological change

Conference of the Parties to the United Nations Convention against Transnational Organized Crime resolutions

5/4	Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition
6/2	Promoting accession to and implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
7/2	Importance of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
8/1	Enhancing the effectiveness of central authorities in international cooperation in criminal matters to counter transnational organized crime
9/1	Establishment of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
9/2	Enhancing and ensuring effective implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
9/3; 12/1	Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime
10/1	Launch of the review process of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
10/2	Strengthening international cooperation against the illicit manufacturing of and trafficking in firearms, their parts and components and ammunition
10/3; 11/5	Effective implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
10/4	Celebrating the twentieth anniversary of the adoption of the United Nations Convention against Transnational Organized Crime and promoting its effective implementation
10/5	Preventing and combating the manufacturing of and trafficking in falsified medical products as forms of transnational organized crime
10/6	Preventing and combating crimes that affect the environment falling within the scope of the United Nations Convention against Transnational Organized Crime
11/2; 12/2	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
11/3	Outcomes of the joint thematic discussion of the Working Group of Government Experts on Technical Assistance and the Working Group on International Cooperation on the application of the United Nations Convention against Transnational Organized Crime for preventing and combating transnational organized crimes that affect the environment
11/4	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking in any situations, including in the context of all armed conflicts and natural disasters
11/6	Strengthening international cooperation to prevent, combat and eradicate the illicit manufacturing of and trafficking in firearms, their parts and components and ammunition
12/3	Enhancing measures, including under the Firearms Protocol, to prevent, combat and eradicate the illicit manufacturing of and trafficking in firearms, their parts and components and ammunition, in view of technological developments
12/4	Enhancing measures to prevent and combat crimes that affect the environment falling within the scope of the United Nations Convention against Transnational Organized Crime

Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem

General Assembly resolutions

S-20/3	Declaration on the Guiding Principles of Drug Demand Reduction
S-26/2	Declaration of Commitment on HIV/AIDS
S-30/1	Our joint commitment to effectively addressing and countering the world drug problem
60/262	Political Declaration on HIV/AIDS
65/277	Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS
70/266	Political Declaration on HIV and AIDS: On the Fast Track to Accelerating the Fight against HIV and to Ending the AIDS Epidemic by 2030

73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases
74/20	Global health and foreign policy: an inclusive approach to strengthening health systems
75/153	Follow-up to the twentieth anniversary of the International Year of the Family and beyond
75/284	Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030
78/131	Enhancing action at the national, regional and international levels to address the global public health and security challenges posed by synthetic drugs
79/191	Addressing and countering the world drug problem through a comprehensive, integrated and balanced approach

Economic and Social Council resolutions and decisions

2003/32	Training in precursor control, countering money-laundering and drug abuse prevention
2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities
2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2023/30	Joint United Nations Programme on HIV/AIDS
Decision 2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

Commission on Narcotic Drugs resolutions and decisions

49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users
58/4	Promoting the implementation of the United Nations Guiding Principles on Alternative Development
64/3	Promoting scientific evidence-based, quality, affordable and comprehensive drug prevention, treatment, sustained recovery and related support services
64/5	Facilitating access to comprehensive, scientific evidence-based drug demand reduction services and related measures, including for people impacted by social marginalization
65/1	Promoting alternative development as a development-oriented drug control strategy, taking into account measures to protect the environment
65/4	Promoting comprehensive and scientific evidence-based early prevention
66/4	Promoting alternative development as a development-oriented drug control strategy that is sustainable and inclusive
67/1	Promoting recovery and related support services for people with drug use disorders
67/3	Celebrating the tenth anniversary of the United Nations Guiding Principles on Alternative Development: effective implementation and the way forward
67/4	Preventing and responding to drug overdose through prevention, treatment, care and recovery measures, as well as other public health interventions, to address the harms associated with illicit drug use as part of a balanced, comprehensive, scientific evidence-based approach

Commission on Narcotic Drugs statements and declarations

Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

Joint Ministerial Statement of the 2014 high-level review by the Commission on Narcotic Drugs of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem

High-level declaration by the Commission on Narcotic Drugs on the 2024 midterm review, following up to the Ministerial Declaration of 2019

Commission on Crime Prevention and Criminal Justice resolutions

26/2	Ensuring access to measures for the prevention of mother-to-child transmission of HIV in prisons

Subprogramme 3
Countering corruption

General Assembly resolutions

S-32/1	Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthen international cooperation
79/190	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption

Conference of the States Parties to the United Nations Convention against Corruption resolutions and decisions

1/1; 2/1	Review of implementation
1/4	Establishment of an intergovernmental working group on asset recovery
1/5	Technical assistance
2/3; 3/3	Asset recovery
3/1	Review mechanism
4/1	Mechanism for the Review of Implementation of the United Nations Convention against Corruption
4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
4/4	International cooperation in asset recovery
4/6	Non-governmental organizations and the Mechanism for the Review of Implementation of the United Nations Convention against Corruption
5/6	Private sector
6/1	Continuation of the review of implementation of the United Nations Convention against Corruption
6/2	Facilitating international cooperation in asset recovery and the return of proceeds of crime
6/3	Fostering effective asset recovery
6/5	St. Petersburg statement on promoting public-private partnership in the prevention of and fight against corruption
6/10	Education and training in the context of anti-corruption
7/1	Strengthening mutual legal assistance for international cooperation and asset recovery
7/2	Preventing and combating corruption in all its forms more effectively, including, among others, when it involves vast quantities of assets, based on a comprehensive and multidisciplinary approach, in accordance with the United Nations Convention against Corruption
7/3	Promoting technical assistance to support the effective implementation of the United Nations Convention against Corruption
7/4	Enhancing synergies between relevant multilateral organizations responsible for review mechanisms in the field of anti-corruption
7/5	Promoting preventive measures against corruption
7/7; 8/11; 10/2	Strengthening the implementation of the United Nations Convention against Corruption in small island developing States
7/8	Corruption in sport
8/1	Strengthening of international cooperation on asset recovery and of the administration of frozen, seized and confiscated assets
8/3	Promoting integrity in the public sector among States parties to the United Nations Convention against Corruption
8/4	Safeguarding sport from corruption
8/5	Enhancing integrity by raising public awareness
8/6	Implementation of international obligations to prevent and combat bribery as defined under the United Nations Convention against Corruption
8/7	Enhancing the effectiveness of anti-corruption bodies in fighting corruption
8/8; 10/3	Follow-up to the Marrakech declaration on the prevention of corruption
8/9	Strengthening asset recovery to support the 2030 Agenda for Sustainable Development
8/10	Measurement of corruption
8/12	Preventing and combating corruption as it relates to crimes that have an impact on the environment
8/13	Abu Dhabi declaration on enhancing collaboration between the supreme audit institutions and anti-corruption bodies to more effectively prevent and fight corruption
8/14	Promoting good practices in relation to the role of national parliaments and other legislative bodies in preventing and combating corruption in all its forms

9/1	Sharm el-Sheikh declaration on strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery
9/2	Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthening international cooperation: follow-up to the special session of the General Assembly against corruption
9/3	Follow-up to the Abu Dhabi declaration on enhancing collaboration between the supreme audit institutions and anti-corruption bodies to more effectively prevent and fight corruption, and the use of information and communications technologies
9/4	Strengthening the implementation of the United Nations Convention against Corruption at regional levels
9/5	Enhancing international anti-corruption law enforcement cooperation
9/7	Enhancing the use of beneficial ownership information to facilitate the identification, recovery and return of proceeds of crime
9/8	Promoting anti-corruption education, awareness-raising and training
10/1	Atlanta 2023: promoting integrity, accountability and transparency in the fight against corruption
10/4	Methodologies and indicators for measuring corruption and the effectiveness of anti-corruption frameworks
10/5	Measures to address corruption involving organized criminal groups
10/6	Enhancing the use of beneficial ownership information to strengthen asset recovery
10/7	Promoting international cooperation in civil and administrative proceedings related to corruption as provided in the United Nations Convention against Corruption
10/8	Protection of reporting persons
10/9	Promoting transparency and integrity in public procurement in support of the 2030 Agenda for Sustainable Development
10/10	Addressing the societal impacts of corruption
10/11	Follow-up to the Sharm el-Sheikh declaration on strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery
10/12	Providing incentives for the private sector to adopt integrity measures to prevent and combat corruption
Decision 7/1	Work of the subsidiary bodies established by the Conference
Decision 8/1	Extension of the second cycle of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption
Decision 10/2	Further extension of the second cycle of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption

Subprogramme 4
Terrorism prevention

Conventions and protocols

- Convention on Offences and Certain Other Acts Committed on Board Aircraft of 1963 as amended by the Protocol of 2014
- Convention for the Suppression of Unlawful Seizure of Aircraft of 1970 as supplemented by the Protocol of 2010
- Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation of 1971 as supplemented by the Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation of 1988
- Convention on the Prevention and Punishment of Crimes against Internationally Protected Persons, including Diplomatic Agents, of 1973
- International Convention against the Taking of Hostages of 1979
- Convention on the Physical Protection of Nuclear Material of 1980 and its Amendment of 2005
- Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation of 1988 as amended by the Protocol of 2005
- Protocol for the Suppression of Unlawful Acts Against the Safety of Fixed Platforms Located on the Continental Shelf of 1988 as amended by the Protocol of 2005

- Convention on the Marking of Plastic Explosives for the Purpose of Detection of 1991
- International Convention for the Suppression of Terrorist Bombings of 1997
- International Convention for the Suppression of the Financing of Terrorism of 1999
- International Convention for the Suppression of Acts of Nuclear Terrorism of 2005
- Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation of 2010

General Assembly resolutions

58/136; 59/153	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the Centre for International Crime Prevention	72/180	Protection of human rights and fundamental freedoms while countering terrorism
		72/284; 75/291; 77/298	The United Nations Global Counter-Terrorism Strategy and the reviews thereof
		79/129	Measures to eliminate international terrorism

Security Council resolutions

1267 (1999)	1624 (2005)
1373 (2001)	2133 (2014)
1540 (2004)	2610 (2021)

Subprogramme 5
Justice

General Assembly resolutions

34/169; 35/170	Code of Conduct for Law Enforcement Officials	51/60	United Nations Declaration on Crime and Public Security
40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)	52/86	Crime prevention and criminal justice measures to eliminate violence against women
40/34	Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power	55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
43/173	Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment	56/261	Plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules)	57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
45/111	Basic Principles for the Treatment of Prisoners	65/228	Strengthening crime prevention and criminal justice responses to violence against women
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines)	65/229	United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty	67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
45/118	Model Treaty on the Transfer of Proceedings in Criminal Matters	67/187	United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems
45/119	Model Treaty on the Transfer of Supervision of Offenders Conditionally Sentenced or Conditionally Released		
46/152	Creation of an effective United Nations crime prevention and criminal justice programme		

69/194	United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice
70/175	United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
70/176	Taking action against gender-related killing of women and girls
72/193	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
74/174	Countering child sexual exploitation and sexual abuse online
76/183	Integrating sport into youth crime prevention and criminal justice strategies
77/233	Strengthening national and international efforts, including with the private sector, to protect children from sexual exploitation and abuse
78/227	Equal access to justice for all
79/161	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
79/187	Reducing reoffending through rehabilitation and reintegration
79/188	Preventing and countering violence against children by organized criminal groups and terrorist groups in the field of crime prevention and criminal justice

Economic and Social Council resolutions and decisions

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners
1984/50; 1996/15	Safeguards guaranteeing protection of the rights of those facing the death penalty
1989/57; 2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
1989/60	Procedures for the effective implementation of the Basic Principles on the Independency of the Judiciary
1989/61	Guidelines for the effective implementation of the Code of Conduct for Law Enforcement Officials
1989/64	Implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty
1989/65	Effective prevention and investigation of extralegal, arbitrary and summary executions
1995/9	Guidelines for the prevention of urban crime
1997/30;[1] 1999/28	Administration of juvenile justice
1997/31	Victims of crime and abuse of power
1997/36	International cooperation for the improvement of prison conditions
1998/21;[2] 2004/28	United Nations standards and norms in crime prevention and criminal justice
1998/22	Status of foreign citizens in criminal proceedings
1998/23[3]	International cooperation aimed at the reduction of prison overcrowding and the promotion of alternative sentencing
1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme
1999/25	Effective crime prevention
1999/26	Development and implementation of mediation and restorative justice measures in criminal justice
1999/27[4]	Penal reform
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/13;[5] 2005/22	Action to promote effective crime prevention
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime
2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
2006/20	United Nations standards and norms in crime prevention
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment

[1] In particular the annex, entitled “Guidelines for Action on Children in the Criminal Justice System”.
[2] In particular the annex, entitled “Plan of action for the implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power”.
[3] In particular the annex, entitled “Kadoma Declaration on Community Service”.
[4] In particular the annex, entitled “Arusha Declaration on Good Prison Practice”.
[5] In particular the annex, entitled “Guidelines for the Prevention of Crime”.

2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
2008/24	Strengthening prevention of urban crime: an integrated approach
2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
2011/33	Prevention, protection and international cooperation against the use of new information technologies to abuse and/or exploit children
2014/21	Strengthening social policies as a tool for crime prevention
2016/17	Restorative justice in criminal matters
2016/18	Mainstreaming holistic approaches in youth crime prevention
2017/19	Promoting and encouraging the implementation of alternatives to imprisonment as part of comprehensive crime prevention and criminal justice policies
2024/12	Treatment of children associated with terrorist groups, including children who are recruited and exploited by those groups
Decision 2005/247	Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty

Commission on Crime Prevention and Criminal Justice resolutions and decisions

17/2	Strengthening the rule of law through improved integrity and capacity of prosecution services
18/1	Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings
18/2	Civilian private security services: their role, oversight and contribution to crime prevention and community safety
25/2	Promoting legal aid, including through a network of legal aid providers
27/6	Restorative justice
28/1	Strengthening the engagement of all members of society in crime prevention

Subprogramme 6
Research, trend analysis and forensics

General Assembly resolutions

834 (IX)	United Nations Narcotics Laboratory
1395 (XIV)	Technical assistance in narcotics control

Economic and Social Council resolutions

1988/13	Strengthening of cooperation and coordination in international drug control
2015/24	Improving the quality and availability of statistics on crime and criminal justice for policy development

Commission on Crime Prevention and Criminal Justice resolutions

19/5	International cooperation in the forensic field

Commission on Narcotic Drugs resolutions and decisions

42/3	Monitoring and verification of illicit cultivation
47/5	Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation
48/1	Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions
50/4	Improving the quality and performance of drug analysis laboratories
50/9	Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis
52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories

54/9	Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it
56/5	Promoting the sharing of expertise in and knowledge on forensic drug profiling
58/9	Promoting the role of drug analysis laboratories worldwide and reaffirming the importance of the quality of the analysis and results of such laboratories
59/3	Promoting informal networking within the scientific community and the sharing of scientific evidence-based findings that may inform policies and practices to address the world drug problem
61/3	Laboratory support for the implementation of the scheduling decisions of the Commission on Narcotic Drugs
66/2	Safe handling and disposal of synthetic drugs, their precursors and other chemicals used in the illicit manufacture of drugs
66/3	Strengthening information-sharing to increase scientific evidence-based support for international scheduling and the effective implementation of international scheduling decisions
Decision 63/15	Improved and streamlined annual report questionnaire

Subprogramme 8
Technical cooperation and field support

General Assembly resolutions

76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
78/166	Operational activities for development of the United Nations system
79/263	New Partnership for Africa's Development: progress in implementation and international support

Commission on Narcotic Drugs resolutions

54/7	Paris Pact initiative

Subprogramme 9, component 1
Provision of secretariat services and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the United Nations Congress on Crime Prevention and Criminal Justice

General Assembly resolutions

415 (V)	Transfer of functions of the International Penal and Penitentiary Commission
72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council

Economic and Social Council resolutions

1992/22	Implementation of General Assembly resolution 46/152 concerning operational activities and coordination in the field of crime prevention and criminal justice

Commission on Narcotic Drugs decisions

Decision 60/1	Strengthening the subsidiary bodies of the Commission on Narcotic Drugs

Subprogramme 9, component 2
Provision of secretariat services and substantive support to the International Narcotics Control Board

Security Council resolutions

1817 (2008)

Economic and Social Council resolutions

1966/1106 (XL)	Implementation of the Single Convention on Narcotic Drugs, 1961	1992/29	Measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances
1967/1196 (XLII); 1991/48	Administrative arrangements to ensure the full technical independence of the International Narcotics Control Board	1996/29	Action to strengthen international cooperation to control precursors and their substitutes used in the illicit manufacture of controlled substances, in particular amphetamine-type stimulants, and to prevent their diversion
1973/1775 (LIV)	Keeping in force the administrative arrangements to ensure the full technical independence of the International Narcotics Control Board	2003/39	Strengthening systems of control over chemical precursors and preventing their diversion and trafficking
1981/7	Implementation of the 1971 Convention on Psychotropic Substances	2004/38	Follow-up on strengthening the systems of control over chemical precursors and preventing their diversion and trafficking
1991/44	Prevention of diversion from international trade into illicit channels of psychotropic substances listed in Schedules III and IV of the Convention on Psychotropic Substances of 1971		

Commission on Narcotic Drugs resolutions

50/5	Identifying sources of precursors used in illicit drug manufacture	62/1	Strengthening international cooperation and comprehensive regulatory and institutional frameworks for the control of precursors used in the illicit manufacture of narcotic drugs and psychotropic substances
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	62/8	Supporting the International Narcotics Control Board in fulfilling its treaty-mandated functions in cooperation with Member States and in collaboration with the Commission on Narcotic Drugs and the World Health Organization

Deliverables

16.11 Table 16.1 lists all cross-cutting deliverables of the programme.

Table 16.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of:				
1. The Fifth Committee	1	1	1	1
2. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
4. On gender equality	1	1	1	1
5. On the independent evaluation function	1	1	1	1
Seminars, workshops and training events (number of days)	**8**	**14**	**15**	**12**
6. Food-for-thought conferences and side events on gender equality	8	7	7	4
7. Trainings for national counterparts on gender equality	–	6	6	6
8. Side events and conferences on topics related to evaluation	–	1	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Technical materials (number of materials)	**21**	**17**	**22**	**19**
9. On topics related to gender equality	5	2	3	2
10. On evaluation (independent, joint and system-wide evaluations and synthesis studies)	15	14	16	15
11. On evaluation tools, methodologies and approaches and evaluation capacity development	1	1	3	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory services in the fields of drug control, crime prevention, anti-corruption, and terrorism prevention and cooperation with Member States, intergovernmental organizations and civil society; advocacy of drug control, crime prevention, anti-corruption and terrorism prevention issues with Member States and civil society; technical advice and advisory services on country-led evaluations on drug control, crime prevention, anti-corruption and terrorism prevention in cooperation with Member States, intergovernmental organizations and civil society.

Databases and substantive digital materials: Unite Evaluations.

D. Communication deliverables

Outreach programmes, special events and information materials: evaluation briefs, presentations, events and training; speaking engagements with internal and external stakeholders, conferences, information dissemination, public awareness and representation of the Secretary-General at international events and forums.

Digital platforms and multimedia content: UNODC website and social media accounts.

Evaluation activities

16.12 The following independent evaluations and evaluative work completed in 2024 have guided the proposed programme plan for 2026:

(a) The triennial review of the implementation of recommendations on the programme evaluation of UNODC, completed by the Office of Internal Oversight Services;

(b) Three in-depth evaluations by the UNODC Independent Evaluation Section on criminal justice reform, strengthening resilience among youth against crime, violence and drugs, and illegal deforestation;

(c) Ten project evaluations by the UNODC Independent Evaluation Section, including two joint evaluations, on victim-centred investigations and prosecutions of trafficking in persons, maritime security, anti-corruption, business integrity, cognitive therapy treatment in prisons, organized crime, anti-money-laundering, management of violent extremist prisoners, criminal justice and prevention of violent extremism;

(d) One evaluation synthesis by the UNODC Independent Evaluation Section on violence prevention programmes and their impacts on homicides and conflict-related deaths.

16.13 In response to the evaluations referenced above, which fully met the required standards of independence set out in the administrative instruction on evaluation (ST/AI/2021/3), UNODC replicated successful interventions promoting resilience against child recruitment by terrorist groups and reintegration; implemented baseline surveys and needs assessments for administration of justice initiatives, ensuring the further integration of human rights, gender equality and disability inclusion; and strengthened partnerships for system-wide evaluation efforts. Capacity training for staff and the roll-out of Unite Evaluations beyond UNODC have been initiated. Lessons learned will be integrated into technical assistance provided to Member States on country-led evaluations in 2026 to continue promoting evaluations for evidence-based policymaking across UNODC mandate areas.

16.14 The following evaluations are planned for 2026 (themes will be determined with Member States, UNODC senior management and project staff):

(a) Strategic and subprogramme evaluations;

(b) Evaluations and syntheses at the programmatic, thematic, country, regional and project levels;

(c) System-wide evaluation and synthesis efforts.

Programme of work

Subprogramme 1
Countering transnational organized crime

Objective

16.15 The objective, to which this subprogramme contributes, is to prevent and combat transnational organized crime and illicit trafficking.

Strategy

16.16 To contribute to the objective, the subprogramme will:

(a) Promote adherence to and implementation of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto, including by developing tools and providing targeted assistance to policymakers, legislators, legislative drafters and criminal justice practitioners, as well as collecting and disseminating knowledge on organized crime;

(b) Support the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, including the Mechanism for the Review of the Implementation of the Convention and the Protocols thereto, by assisting States Parties in participating successfully in the review process, both as States Parties under review and reviewing States Parties;

(c) Provide technical assistance to Member States in preventing and countering transnational organized crime, including in its evolving and emerging forms, ranging from trafficking in persons, smuggling of migrants and trafficking in firearms to other forms of organized crime and trafficking, such as trafficking in cultural property and falsified medical products, organized fraud, crimes that affect the environment, the use of information and communications technologies for criminal purposes and money laundering related to such crimes;

(d) Promote international cooperation on transnational organized crime, by building the capacities of central authorities and other criminal justice actors in international cooperation in criminal matters and acting as a facilitator of mutual legal assistance requests through its support to international judicial cooperation networks and to individual Member States, particularly in trafficking cases as well as through global, regional and interregional initiatives;

(e) Provide support to Member States to strengthen border management, interdict contraband and develop post-seizure criminal justice cooperation along drug and other trafficking routes aimed at disrupting the organized crime groups behind them, involving, as appropriate, relevant international organizations, civil society, the private sector and other actors and actively promote the use of special investigative techniques against drug trafficking and in organized crime investigations.

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

(a) Active and effective participation of States Parties to the United Nations Convention against Transnational Organized Crime in the Mechanism for the Review of the Implementation of the Convention and the Protocols thereto and strengthened legislative, strategic and institutional frameworks to prevent and counter organized crime;

(b) Increased international cooperation and strengthened institutional and legislative capacity of Member States to detect, prevent, investigate and prosecute transnational organized crime and new and emerging crimes;

(c) Reduced trafficking in persons and smuggling of migrants, and trafficking in drugs, firearms and other contraband, through the dismantling of greater numbers of organized criminal groups.

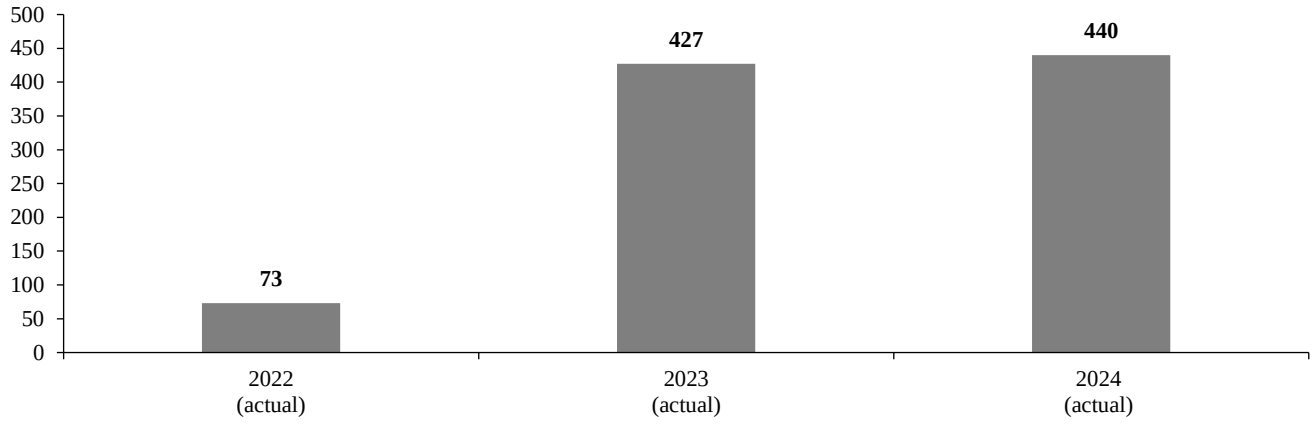
Programme performance in 2024

African Member States are better equipped to investigate emerging money-laundering threats

16.18 In Africa, precious metals and stones and virtual assets are increasingly exploited to facilitate illicit financial flows. Precious metals and stones are often illegally mined and smuggled or misrepresented in trade transactions to obscure the origins of illegally gained funds. A form of trade-based money laundering, this manipulation enables criminals to launder money through legitimate trade channels by under-invoicing or falsifying trade records. Limited capacity to investigate such complex cases compounds the problem and allows these practices to thrive. At the same time, virtual assets, which offer anonymity and swift cross-border transfers, are used in conjunction with trade-based money laundering schemes, enabling criminals to further hide and move illicit profits across borders undetected. In combination, these methods amplify the challenge of curbing financial crime in Africa. The subprogramme developed tailored capacity-building programmes that benefit policymakers as well as officers of financial intelligence units and law enforcement and customs agencies, prosecutors and regulators to strengthen their capacities to regulate, understand, detect, investigate and prosecute these methods of money-laundering.

16.19 Progress towards the objective is presented in the performance measure below (see figure 16.I).

Figure 16.I
Performance measure: number of African anti-money-laundering/countering the financing of terrorism officers better equipped to address money-laundering investigations (annual)



Planned results for 2026

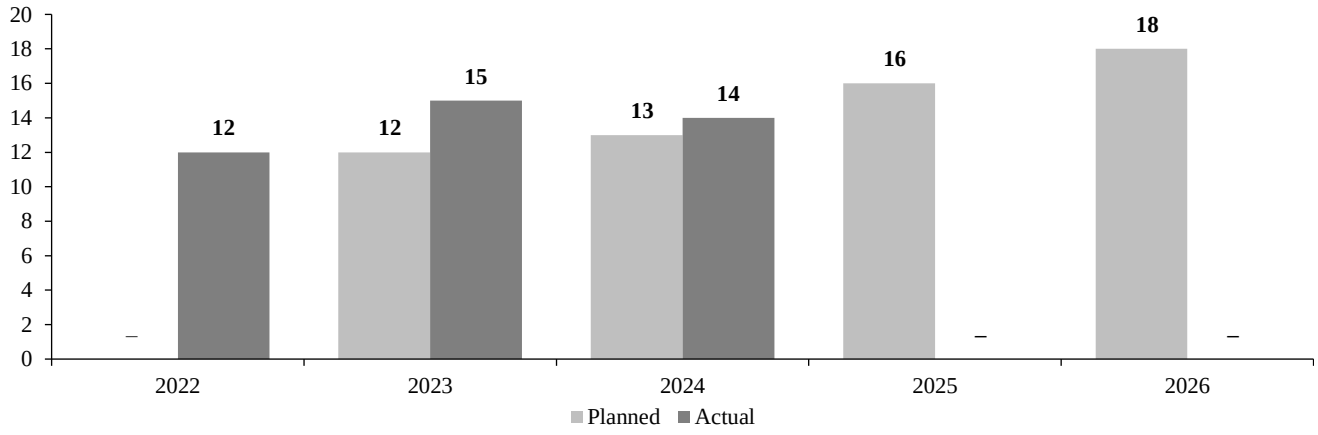
Result 1: increased cooperation between countries along human trafficking and migrant smuggling routes, especially countries of origin and transit countries, including through South-South cooperation

Programme performance in 2024 and target for 2026

16.20 The subprogramme's work contributed to 14 South-South cooperation instances between countries along human trafficking and migrant smuggling routes, which exceeded the planned target of 13 instances.

16.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.II).

Figure 16.II
Performance measure: legal and operational cooperation instances among two or more beneficiary countries (annual)



Result 2: improved registration and traceability of firearms, parts, components and ammunition

Programme performance in 2024 and target for 2026

16.22 The subprogramme's work contributed to the initial customization of the UNODC firearms registry software goIFAR in Honduras and Senegal, which did not meet the planned target of those two countries adopting goIFAR and two additional countries developing actions plans to customize goIFAR. The target was not met due to delays in the recruitment of staff with the required information technology-related experience. In an effort to remedy this situation, the subprogramme recruited an information technology consultant.

16.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16.2).

Table 16.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The beta version of goIFAR underwent internal and external review	Honduras and Senegal developed action plans to customize goIFAR	Customization of goIFAR in Honduras and Senegal is proceeding but has not been finalized	Two additional countries adopt goIFAR	Those two countries develop action plans to customize goIFAR

Result 3: enhanced detection of trafficking by air, sea and land

Proposed programme plan for 2026

16.24 Organized criminal groups are exploiting instability and gaps in the rule of law to expand their trafficking operations. For example, despite the ban imposed in April 2022, the trafficking of drugs originating from Afghanistan continues. Furthermore, cocaine production has reached record highs, while synthetic drugs have shorter production times and no fixed geography, and their illegal manufacture has expanded to low- and middle-income countries, including countries with a strong rule of law. The trafficking of other goods, including wildlife, timber, hazardous waste, precious minerals and firearms also remains a major concern. The subprogramme strengthens passenger and

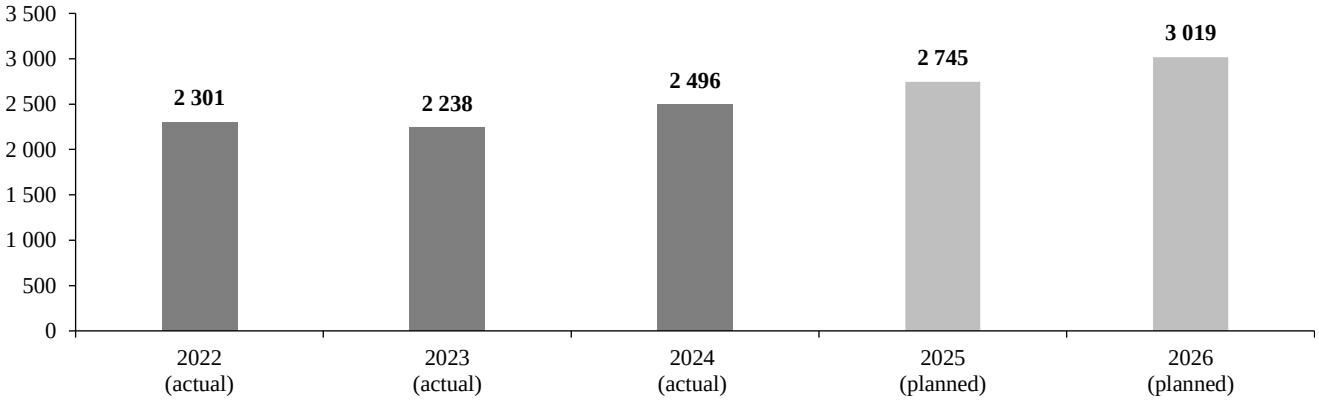
supply-chain security to prevent the trafficking of illicit goods through comprehensive and cohesive border management approaches.

Lessons learned and planned change

16.25 The lesson for the subprogramme was that the alignment of complementary mandates of multiple agencies and increased information-sharing among them at the international level can effectively counter the trafficking of illicit goods. In applying the lesson, the subprogramme will promote an inter-agency approach within UNODC-supported national units and further enhance international cooperation among participating units through the sharing of best practices, the exchange of information, networking and joint actions.

16.26 Expected progress towards the objective is presented in the performance measure below (see figure 16.III).

Figure 16.III
Performance measure: number of seizures in cargo, postal mail and from passengers, as reported by UNODC-supported national units (annual)



Deliverables

16.27 Table 16.3 lists all deliverables of the subprogramme.

Table 16.3
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**42**	**46**	**32**	**58**
1. Documents of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto and its working groups	32	34	32	32
2. Documents of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes	10	12	–	26
Substantive services for meetings (number of three-hour meetings)	**46**	**70**	**26**	**56**
3. Meetings of the Conference of the Parties, including its working groups	26	30	26	26
4. Meetings of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes	20	40	–	30

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**11**	**11**	**11**	**10**
5. To prevent and combat transnational organized crime	2	2	2	2
6. To prevent and combat trafficking in illicit goods and strengthen border management	5	5	5	4
7. To prevent and combat trafficking in firearms and related crimes	1	1	1	1
8. To prevent and combat trafficking in persons and the smuggling of migrants	1	1	1	1
9. To prevent and combat the use of information and communications technologies for criminal purposes and money-laundering	2	2	2	2
Publications (number of publications)	**5**	**14**	**10**	**10**
10. On organized crime and illicit trafficking	5	14	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on accession to the United Nations Convention against Transnational Organized Crime and the Protocols thereto for 10 remaining non-Parties to those instruments; advisory services on legislative implementation of the instruments for 20 States Parties; advocacy on the implementation of the instruments for all 192 Parties; advisory services for five Member States in relation to the three drug control conventions; and contribution to the advice provided to the International Narcotics Control Board, upon request.				
Databases and substantive digital materials: Sharing Electronic Resources and Laws on Crime (SHERLOC) platform, containing over 13,600 annotated legislative excerpts, 257 strategies and more than 3,370 case summaries covering 15 crime types.				

Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem

Objective

16.28 The objective, to which this subprogramme contributes, is to ensure comprehensive and balanced responses to the world drug problem through integrated demand reduction and related measures, supply reduction and related measures, and enhanced international cooperation.

Strategy

16.29 The strategy and results contributing to achievement of the objective are complemented by the strategies and results under subprogramme 1, Countering transnational organized crime, and subprogramme 6, Research, trend analysis and forensics, especially in relation to law enforcement and laboratory and scientific services.

16.30 To contribute to the objective, the subprogramme will:

(a) Promote comprehensive and balanced approaches to countering the world drug problem in full conformity with the purposes and principles of the Charter of the United Nations, the three international drug control conventions and in line with scientific evidence and assist Member States, upon request, in:

(i) Implementing the three international drug control conventions and all the international drug policy commitments to address and counter the world drug problem;

(ii) Establishing and/or expanding drug use prevention approaches and services, as well as drug dependence treatment, care and rehabilitation services and systems for people with drug use disorders;

(iii) Establishing and/or expanding HIV/AIDS prevention, treatment and care and support services for people who use drugs, including people in prison and other custodial settings;

(iv) Establishing and/or expanding access to and availability of controlled substances for medical and scientific use;

(b) Support Member States' progress in each of the above-mentioned areas through advocacy, technical assistance, capacity-building, the provision of standards and operational guidelines based on science and evidence, and the development and dissemination of manuals, toolkits, reports and issue papers based on science and evidence;

(c) Assist Member States, upon request, by promoting sustainable livelihoods to reduce the illicit cultivation of drug crops through alternative development, including preventive alternative development;

(d) In coordination with subprogramme 1, promote the exchange of criminal intelligence and encourage multilateral operations targeting transnational criminal organizations involved in drug trafficking and provide enhanced technical assistance in accordance with the principle of shared responsibility;

(e) Build the capacity of national counterparts, at the request of Member States, to detect, interdict, investigate and prosecute drug-related offences, including the illicit cultivation, production, manufacturing and trafficking of narcotic drugs and psychotropic substances;

(f) Facilitate the exchange of best practices and training curricula, methodologies and materials through the network of law enforcement training institutions, in coordination with subprogramme 1, helping Member States to make progress towards the achievement of Sustainable Development Goals 3, 4, 5, 10 and 16.

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

(a) Increased access to quality healthcare services that include scientific evidence-based interventions in the areas of drug abuse prevention, drug dependence treatment, HIV/AIDS prevention, treatment and care, and access to controlled substances, for medical and scientific use;

(b) Increased resilience, quality of life and diversified, licit, sustainable income for families in rural areas affected by or at risk of illicit cultivation, production of and trafficking in narcotic drugs and psychotropic substances;

(c) Reduced illicit supply of drugs through joint and coordinated work by law enforcement authorities to strengthen maritime, air and land border control, and to track and dismantle networks engaging in drug production, trafficking and distribution both online and offline.

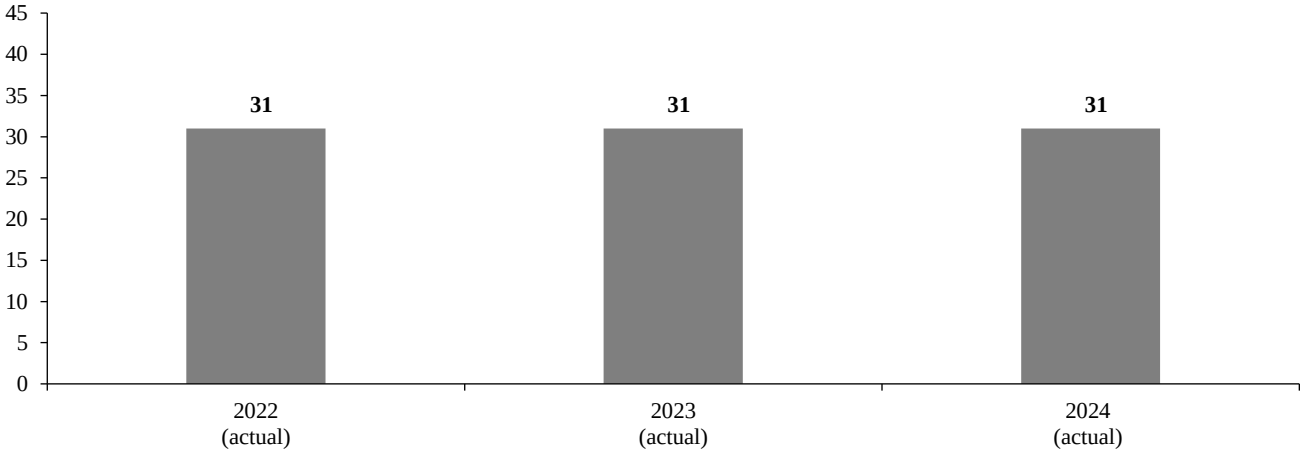
Programme performance in 2024

Health and development interventions implemented by Member States in Latin America and the Caribbean in the context of addressing the world drug problem in line with international standards and guidance

16.32 South and Central America and the Caribbean report the highest proportion of people in drug treatment due to cocaine use, with 50 per cent of those treated in South America being young people (18 to 24 years old). The manufacture of pure cocaine in South America reached a record high of 2,757 tons in 2022. The subprogramme worked with Member States in the region to strengthen their responses to drug production, prevention and treatment and HIV prevention in line with evidence-based international standards and guidelines. In particular, the subprogramme prevented drug use in schools and families, promoting healthy and safe child development; ensured the quality of drug treatment services for all, including Indigenous populations; strengthened HIV responses in prison settings and for women in vulnerable situations; and, worked with farmer groups, community organizations and the private sector to promote high-yield, marketable crops, supporting transitions from illicit to licit economies while ensuring environmental sustainability.

16.33 Progress towards the objective is presented in the performance measure below (see figure 16.IV).

Figure 16.IV
Performance measure: number of strengthened interventions on health and development in the context of addressing the world drug problem by Member States in Latin America and the Caribbean in line with international standards and guidelines (annual)



Planned results for 2026

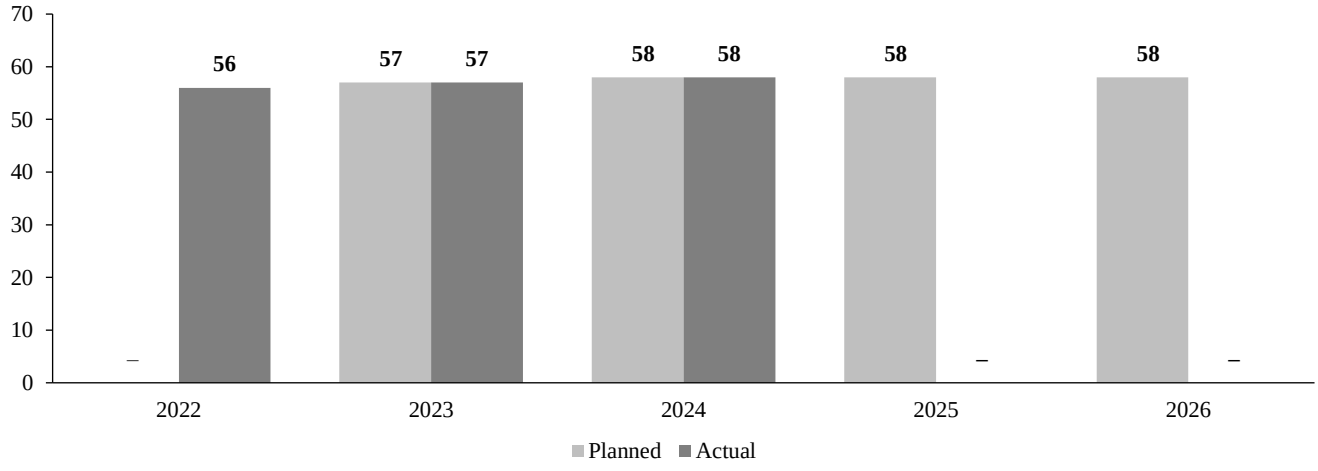
Result 1: Member States in South-East Asia implement stronger health and development interventions in the context of addressing the world drug problem

Programme performance in 2024 and target for 2026

16.34 The subprogramme's work contributed to the implementation of 58 strengthened health and development interventions by Member States in South-East Asia, including drug and HIV prevention and treatment, alternative development, and access to controlled medicines for pain management while preventing diversion and non-medical use, which met the planned target.

16.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.V).

Figure 16.V
Performance measure: number of strengthened interventions on drugs and HIV/AIDS prevention, treatment, care and rehabilitation by Member States in South-East Asia (annual)



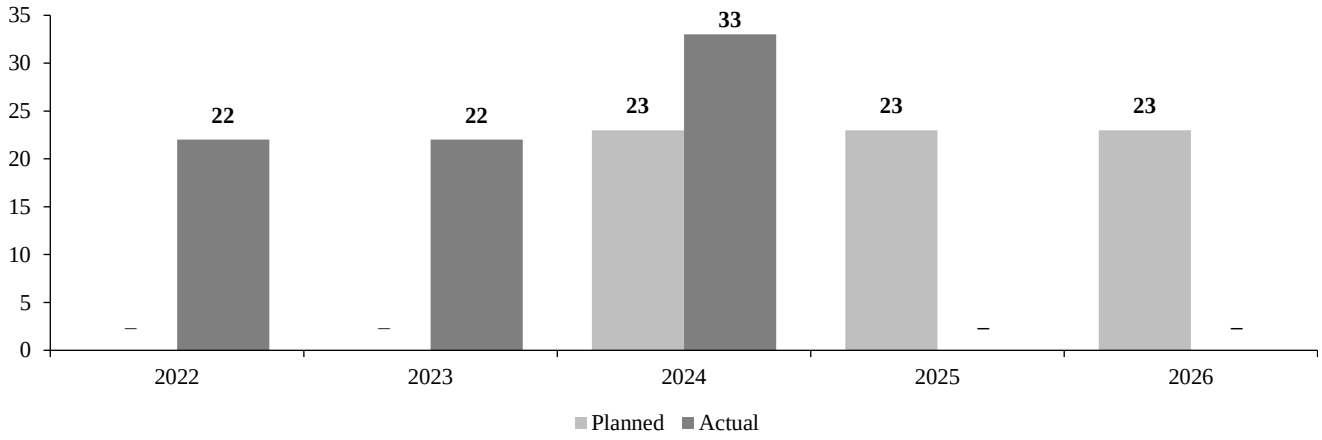
Result 2: Member States in sub-Saharan Africa implement stronger health and development interventions in the context of addressing the world drug problem

Programme performance in 2024 and target for 2026

16.36 The subprogramme's work contributed to the implementation of 33 health and development interventions in sub-Saharan Africa, including drug and HIV prevention and treatment, alternative development in urban settings, and access to controlled medicines while preventing diversion and non-medical use, which exceeded the planned target of 23.

16.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.VI).

Figure 16.VI
Performance measure: number of health and development responses of Member States in sub-Saharan Africa that take into account international standards (annual)



Result 3: global gaps in service provision filled through new health and development initiatives implemented at the national level

Proposed programme plan for 2026

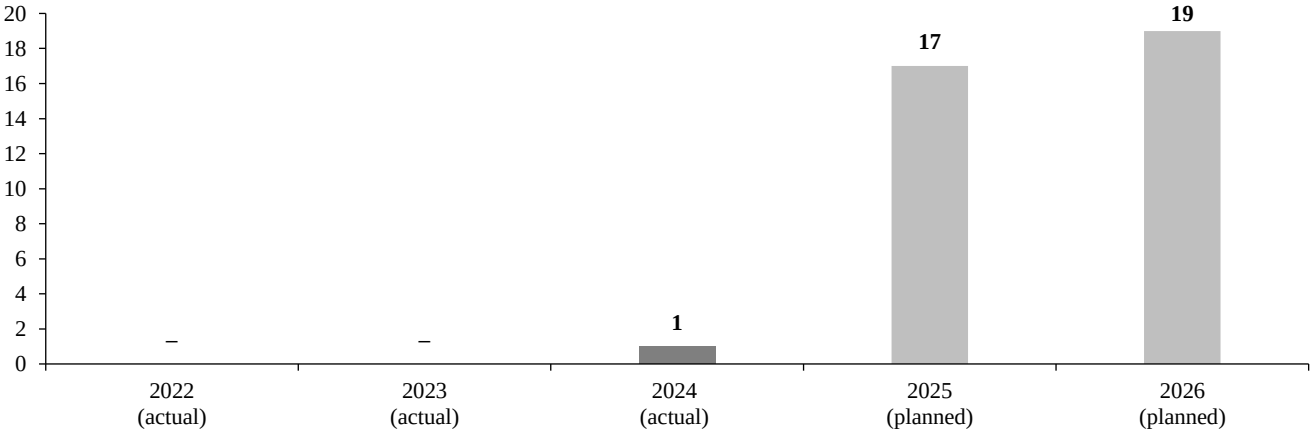
16.38 In 2024, the subprogramme launched new initiatives, including Children Amplified Prevention Services (CHAMPS), to strengthen drug prevention for children; #ScaleUp, to develop scalable treatments for stimulant use disorders; a programme to increase access to controlled medicines while preventing misuse; STRIVE, to address gender-based violence among people who use drugs and people in prison; IMPACT, to ensure the involvement of law enforcement in a human rights- and evidence-based HIV response; and expanding alternative development to urban areas and along drug trafficking routes, and addressing other illicit economies.

Lessons learned and planned change

16.39 The lesson for the subprogramme was that, when supporting Member States in strengthening their health and development responses to the world drug problem, it was better to address the persistent gaps through evidence-based action (e.g. by scaling up proven solutions for stimulant use disorders) or through a change in implementation strategy (e.g. by implementing an integrated drug prevention system rather than separate programmes). In applying the lesson, the subprogramme will work to address these gaps through these newly launched initiatives.

16.40 Expected progress towards the objective is presented in the performance measure below (see figure 16.VII).

Figure 16.VII
Performance measure: number of new initiatives implemented by Member States that address gaps in drug and health service provision (annual)



Deliverables

16.41 Table 16.4 lists all deliverables of the subprogramme.

Table 16.4
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**10**	**5**	**5**	**5**
1. Reports to the Commission on Narcotic Drugs on progress made by Member States in fulfilling the commitments in the 2009 Political Declaration and Plan of Action, and resolutions pertaining to drug demand reduction and related matters, HIV/AIDS, drug supply reduction and related matters and alternative development	3	3	3	3
2. Reports to the Commission on Narcotic Drugs on regional drug trafficking trends	5	–	–	–
3. Note to the Commission on Narcotic Drugs on coordination and alignment between the Commission and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**42**	**36**	**39**	**36**
Meetings of:				
4. The Commission on Narcotic Drugs on issues related to drug demand reduction and related matters, HIV/AIDS, drug supply reduction and related matters and alternative development	21	21	21	21
5. The subsidiary bodies of the Commission on Narcotic Drugs (Heads of National Drug Law Enforcement Agencies and the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East)	15	9	12	9
6. The Commission on Crime Prevention and Criminal Justice on issues related to drug demand reduction, HIV/AIDS prevention, treatment and care, and sustainable livelihoods	1	1	1	1
7. Expert groups on drug demand reduction, HIV/AIDS and alternative development	5	5	5	5
B. Generation and transfer of knowledge				
Field and technical cooperation projects[a] (number of projects)	**11**	**3**	**3**	**3**
8. On drug use prevention, treatment, care and rehabilitation, and availability of and access to controlled substances for medical purposes	5	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
9. On HIV/AIDS prevention, treatment and care	5	1	1	1
10. On alternative development and sustainable livelihoods	1	1	1	1
Seminars, workshops and training events (number of days)	**24**	**24**	**24**	**24**
11. Training courses on drug control conventions and drug supply reduction	15	15	15	15
12. Training on drug demand reduction, HIV/AIDS and alternative development	9	9	9	9
Publications (number of publications)	**3**	**3**	**3**	**3**
13. On drug use prevention and treatment, and access to controlled substances	2	2	2	2
14. On HIV/AIDS prevention, treatment and care	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on law enforcement and the implementation of the drug control conventions; substantive and technical advice on evidence-based drug prevention, treatment and care; HIV/AIDS prevention, treatment and care; access to controlled substances for medical and scientific use; and alternative development and sustainable livelihoods.				
D. Communication deliverables				
Outreach programmes, special events and information materials: social media campaigns and events on International Day against Drug Abuse and Illicit Trafficking, World Mental Health Day and World AIDS Day.				

[a] For field and technical cooperation projects on drug supply reduction and publications thereon, please refer to deliverables B.6 and B.10 under table 16.3.

Subprogramme 3
Countering corruption

Objective

16.42 The objective, to which this subprogramme contributes, is to prevent and counter corruption through the effective implementation of the United Nations Convention against Corruption.

Strategy

16.43 To contribute to the objective, the subprogramme will:

(a) Provide policy and legislative advice, build the capacities of relevant actors and facilitate the transfer of expertise in the areas of prevention, international cooperation, asset recovery, criminalization and law enforcement;

(b) Assist Member States, upon request, in strengthening public sector institutions and the role of civil society, parliamentarians, the private sector, academia, youth and the general public in the prevention of corruption, including by providing technical assistance to States in the follow-up to country reviews conducted under the Mechanism for the Review of Implementation of the United Nations Convention against Corruption, as well as other types of technical assistance;

(c) Implement the mandates given by policymaking and treaty bodies, in particular the Conference of the States Parties to the Convention, its subsidiary bodies and other governing organs, and support related intergovernmental processes, including the follow-up to the special session of the General Assembly against corruption held in 2021;

(d) Promote international cooperation regarding the investigation, prosecution and adjudication of corruption and related offences and provide technical assistance on the recovery of stolen assets, including through the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network) and the convening of expert group meetings;

(e) Develop and disseminate knowledge products on the implementation of the Convention and assist States, upon request, in producing data and conducting statistical and analytical studies and research into corruption, including in collaboration with academia and other stakeholders, and further emphasize South-South cooperation and encourage the sharing of knowledge and good practices at the national and regional levels.

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

(a) States Parties participating actively and effectively in the Mechanism for the Review of Implementation of the United Nations Convention against Corruption;

(b) States' legal, policy and institutional frameworks addressing corruption risks in line with the Convention;

(c) States being able to systematically and in a timely manner trace, seize, freeze, confiscate and return assets stolen by officials through acts of corruption, within the framework of the Convention;

(d) Anti-corruption practitioners and other stakeholders having and using the capacity to prevent and counter corruption;

(e) Policymakers, practitioners and other stakeholders using evidence-based knowledge and tools on anti-corruption to inform decision-making;

(f) Partners actively supporting and promoting implementation of the Convention in a coordinated effort.

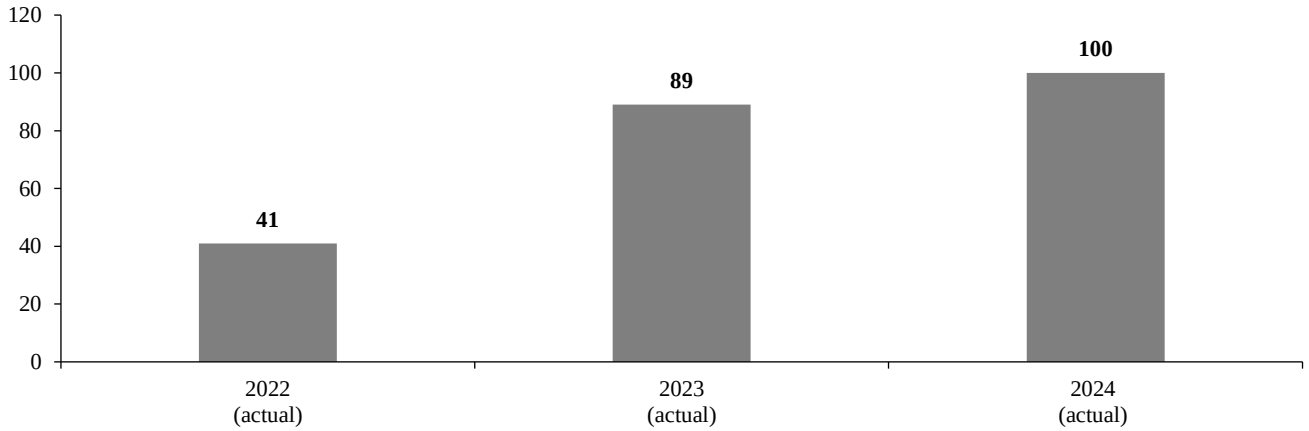
Programme performance in 2024

Corruption in sport effectively tackled by States

16.45 The past two decades have witnessed a substantial increase in corruption and criminal activities in sports. Globalization, a huge influx of money, the rapid growth of legal and illegal sports betting, and technological advances have transformed the way sport is played and consumed. Criminal groups exploit vulnerabilities linked to these changes and the weaknesses of legislative and regulatory frameworks that govern sport. In response, States have recognized the need to tackle corruption in sport in several resolutions adopted by the Conference of the States Parties to the United Nations Convention against Corruption. Since 2018, the subprogramme has supported government and sports officials in implementing these resolutions by conducting awareness-raising activities, building capacities and enhancing cooperation to effectively prevent, detect, investigate and sanction corruption in sport at all levels. In 2024, following the multi-stakeholder conference on safeguarding sport from corruption for officials from sports organizations and criminal justice authorities in South Asia, held in 2023, the subprogramme took follow-up actions such as a workshop for investigators and prosecutors. As a result, Sri Lankan investigators and prosecutors conducted a high-profile investigation into the manipulation of cricket matches, which led to the indictment of criminals.

16.46 Progress towards the objective is presented in the performance measure below (see figure 16.VIII).

Figure 16.VIII
Performance measure: number of countries with improved understanding on how to tackle corruption in sport (annual)



Planned results for 2026

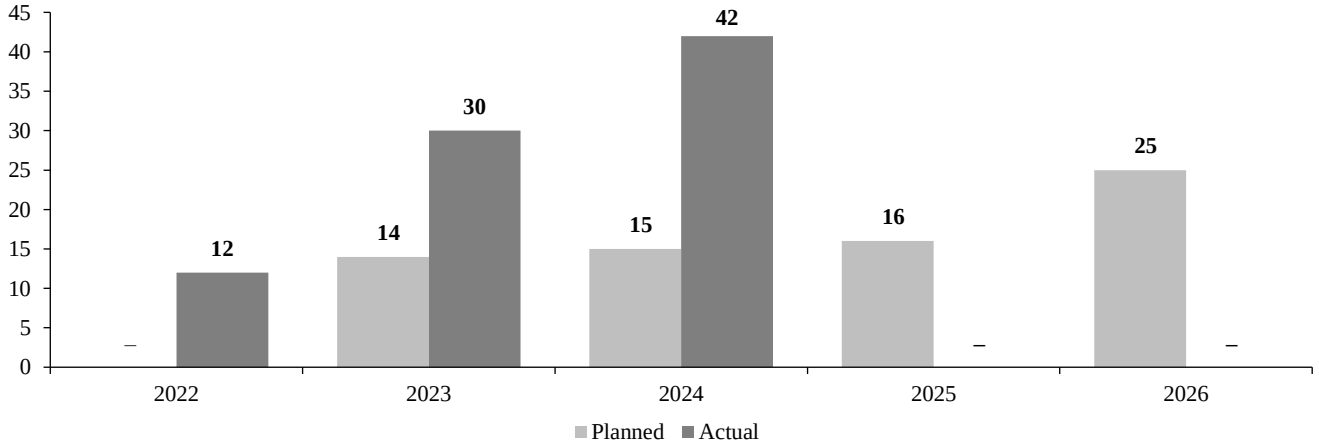
Result 1: national anti-corruption institutions are strengthened

Programme performance in 2024 and target for 2026

16.47 The subprogramme's work contributed to strengthening anti-corruption institutions in 42 countries, which exceeded the planned target of 15 countries.

16.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.IX).

Figure 16.IX
Performance measure: number of countries with strengthened anti-corruption institutions (annual)



Result 2: States' use of beneficial ownership information in anti-corruption efforts strengthened

Programme performance in 2024 and target for 2026

16.49 The subprogramme's work contributed to strengthening six States' cooperation, information-sharing and peer-learning on beneficial ownership, which exceeded the planned target of five countries.

16.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16.5).

Table 16.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Three countries strengthened their national frameworks for disclosing beneficial ownership information	11 countries enhanced their knowledge base on beneficial ownership Second beneficial ownership resolution adopted	Six countries strengthened cooperation, information-sharing and peer-learning on beneficial ownership	Three countries develop policies and practices on beneficial ownership	Three countries strengthen their institutional structure for the collection and use of beneficial ownership information

Result 3: strengthened cooperation among States at the regional level to counter corruption

Proposed programme plan for 2026

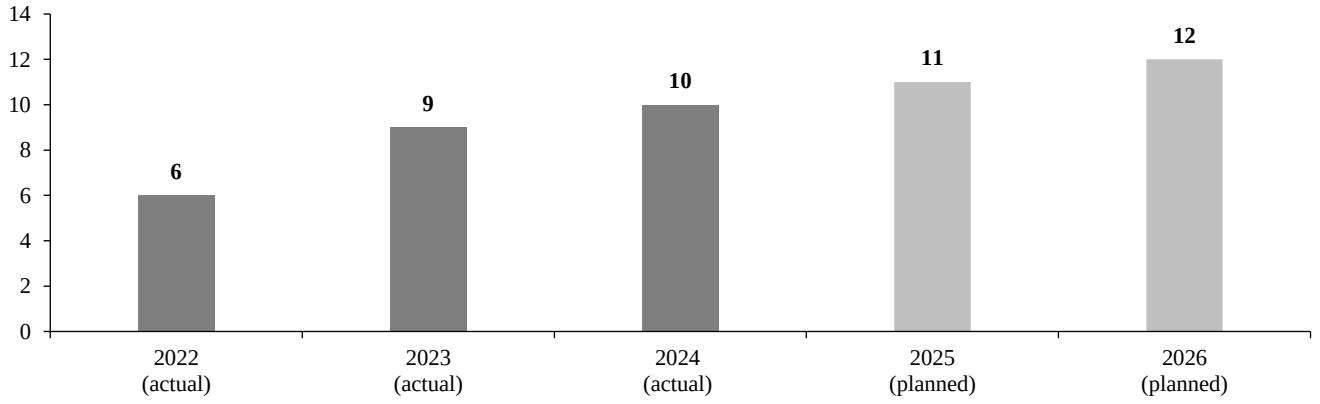
16.51 Regional anti-corruption platforms are groups of countries that come together to identify common challenges and priorities in implementing the United Nations Convention against Corruption and devise strategies and commitments to address these challenges. Through these platforms, the subprogramme creates a mechanism to support countries from the same region in identifying shared corruption-related challenges, adopting a road map of commitments and activities, and facilitating peer-learning.

Lessons learned and planned change

16.52 The lesson for the subprogramme was that corruption cannot be tackled in isolation, hence the need to foster collaboration in tackling common challenges and respond faster to anti-corruption priorities and technical assistance needs at the regional and country levels. In applying the lesson, the subprogramme will assist States in creating and maintaining regional anti-corruption platforms to support them in identifying challenges, priorities and good practices and in adopting a road map to accelerate implementation of the Convention.

16.53 Expected progress towards the objective is presented in the performance measure below (see figure 16.X).

Figure 16.X
Performance measure: number of active regional anti-corruption platforms (cumulative)



Deliverables

16.54 Table 16.6 lists all deliverables of the subprogramme.

Table 16.6
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**80**	**80**	**80**	**80**
1. Reports on the sessions of the Conference of the States Parties and its subsidiary bodies	6	6	7	6
2. Thematic reports on the Mechanism for the Review of Implementation of the United Nations Convention against Corruption	2	2	2	2
3. Regional reports on the Implementation Review Mechanism and other background documents	16	16	8	16
4. Background documents for the sessions of the Conference of the States Parties and for the subsidiary bodies of the Conference (including executive summaries of country review reports for the consideration of the Implementation Review Group)	56	56	63	56
Substantive services for meetings (number of three-hour meetings)	**42**	**48**	**56**	**40**
Meetings of:				
5. The Conference of the States Parties and its subsidiary bodies	42	48	56	40
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
6. To prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16	1	1	1	1
Seminars, workshops and training events (number of days)	**5**	**3**	**5**	**5**
7. Expert group seminars on developing guidance or tools for specific areas of the United Nations Convention against Corruption, including based on the needs identified through the Implementation Review Mechanism	5	3	5	5
Publications (number of publications)	**3**	**1**	**3**	**3**
8. On anti-corruption	3	1	3	3
Technical materials (number of materials)	**6**	**1**	**6**	**6**
9. On anti-corruption	6	1	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services throughout the country review process under the Implementation Review Mechanism, in support of the completion and analysis of self-assessment checklist responses, the conduct of country visits and the preparation of country review reports and executive summaries.				
Databases and substantive digital materials: database of laws and jurisprudence, as well as other knowledge relevant to the implementation of the United Nations Convention against Corruption, including on asset recovery; database of competent authorities, asset recovery focal points and central authorities; the online anti-corruption portal known as Tools and Resources for Anti-Corruption Knowledge (TRACK); the GlobE Network portal; electronic tools and training materials on standards, policies, operational procedures and good practices in the implementation of the Convention by States Parties.				

Subprogramme 4
Terrorism prevention

Objective

16.55 The objective, to which this subprogramme contributes, is to strengthen a criminal justice regime against terrorism that is implemented by Member States in line with internationally agreed rule of law and obligations under relevant United Nations conventions and binding resolutions and the United Nations Global Counter-Terrorism Strategy.

Strategy

16.56 To contribute to the objective, the subprogramme will:

(a) Provide normative and capacity-building support to prevent terrorism and violent extremism as and when conducive to terrorism, at the request of Member States, by initiating and supporting the development of cooperation frameworks with Member States at the national, regional and global levels, based on the strategic objectives of Member States and in line with internationally agreed rule of law and obligations under relevant United Nations conventions and binding resolutions;

(b) Implement projects in coordination and through integrated planning with partners, that support Governments with terrorism prevention, in particular the United Nations Global Counter-Terrorism Coordination Compact led by the Office of Counter-Terrorism and its working groups, helping Member States to make progress towards Sustainable Development Goals 5 and 16;

(c) Deliver counter-terrorism technical assistance tools and training activities to requesting Member States, in accordance with its mandate under resolutions of the General Assembly[6] and the Security Council,[7] as well as the United Nations Global Counter-Terrorism Strategy, adopted by the Assembly in 2006 in its resolution 60/288, and the biennial reviews of the Strategy.

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

(a) Ratification by Member States of an increased number of international legal instruments against terrorism, and enactment and revision of domestic counter-terrorism legislation;

(b) Development by Member States of strategies, policies and action plans for preventing and combating terrorism;

(c) Effective criminal justice investigation, prosecution and adjudication of terrorism offences in line with the relevant international legal instruments and norms, relevant obligations of Member States in accordance with international legal instruments on human rights and good practices;

(d) Increased national, regional and international cooperation, especially between criminal justice entities, to prevent and counter terrorism;

(e) Advanced implementation by Member States of the United Nations Global Counter-Terrorism Strategy and relevant United Nations conventions and resolutions, through structural changes in their legal and criminal justice measures and internal functioning that are sustainable over time.

Programme performance in 2024

Member States built resilience to terrorism through strong legal frameworks

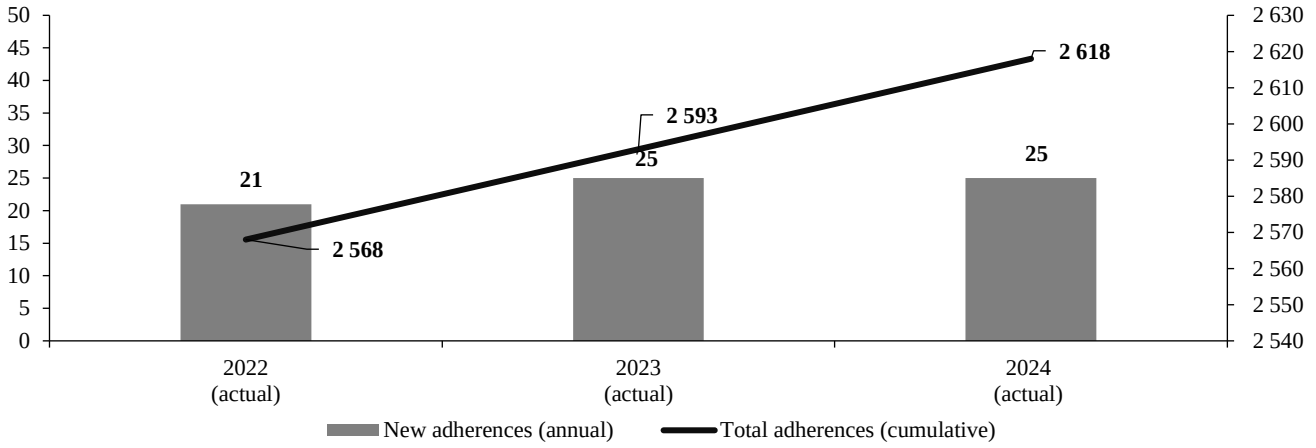
16.58 Member States' adherence to the 19 international legal instruments against terrorism is critical to effectively preventing and countering terrorism. Becoming a Party to these instruments strengthens international cooperation and reinforces the rule of law in the fight against terrorism. The subprogramme promoted the international legal framework against terrorism to Member States through initiatives that highlighted the benefits of adhering to these instruments and through the provision of legislative services, including the revision of counter-terrorism legislation. In 2024, 25 adherences to the international legal instruments against terrorism were recorded by Member States, making them more equipped to prevent and counter terrorism.

16.59 Progress towards the objective is presented in the performance measure below (see figure 16.XI).

[6] See General Assembly resolutions 72/194, 72/284 and 74/175.

[7] See Security Council resolution 2482 (2019) and previous related Council resolutions.

Figure 16.XI
Performance measure: number of adherences by Member States to the international legal framework against terrorism



Planned results for 2026

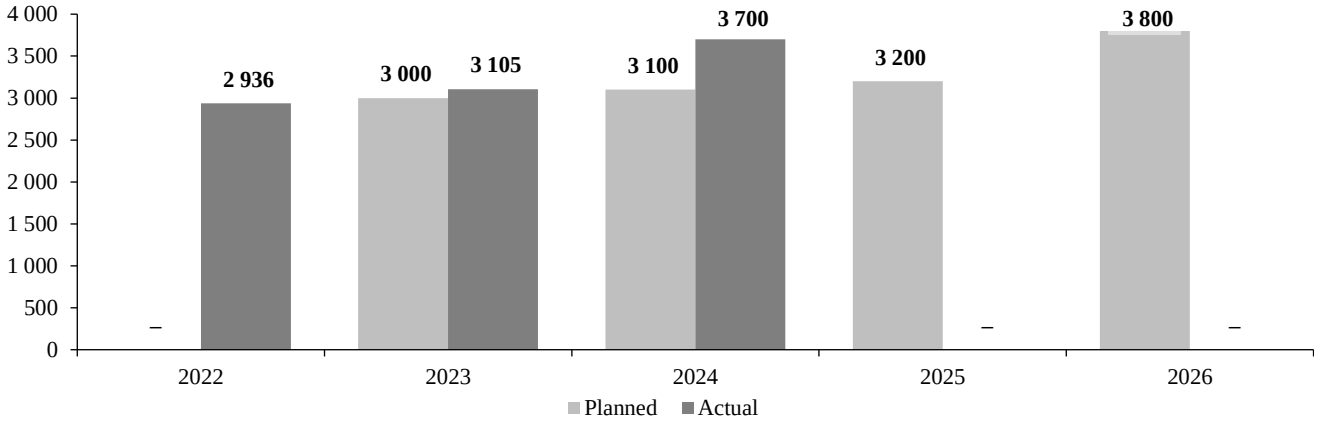
Result 1: increased institutional capacity of Member States to prevent and counter terrorism

Programme performance in 2024 and target for 2026

16.60 The subprogramme's work contributed to building Member States' counter-terrorism normative frameworks and policies and enhancing the skills and knowledge of 3,700 criminal justice officials to prevent and counter terrorism, which exceeded the planned target of 3,100 officials.

16.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XII).

Figure 16.XII
Performance measure: criminal justice officials developing the skills and knowledge to prevent and counter terrorism (annual)



Result 2: institutional change in Southern Africa to build strong and accountable criminal justice systems and counter terrorism

Programme performance in 2024 and target for 2026

16.62 The subprogramme's work contributed to the establishment of the Central Cabinet against Transnational Organized Crime in Mozambique, which includes a counter-terrorism unit, which met the planned target.

16.63 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16.7).

Table 16.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Mozambique established the Central Cabinet against Transnational Organized Crime and a specialized team on counter-terrorism investigations within the National Criminal Investigation Service	Mozambique developed a framework for training and mentoring with the Mozambique Legal and Judicial Training Centre	Mozambique strengthened coordination mechanisms within the Central Cabinet against Transnational Organized Crime and harmonized procedures to ensure a more unified and effective response to terrorism across all districts in Cabo Delgado and Maputo	One country promotes and strengthens national policies and legal and institutional counter-terrorism frameworks	One country strengthens its capacity to implement the national counter-terrorism strategy and to operationalize the newly created counter-terrorism centre

Result 3: increased contributions of women officials to the strengthening of criminal justice systems against terrorism

Proposed programme plan for 2026

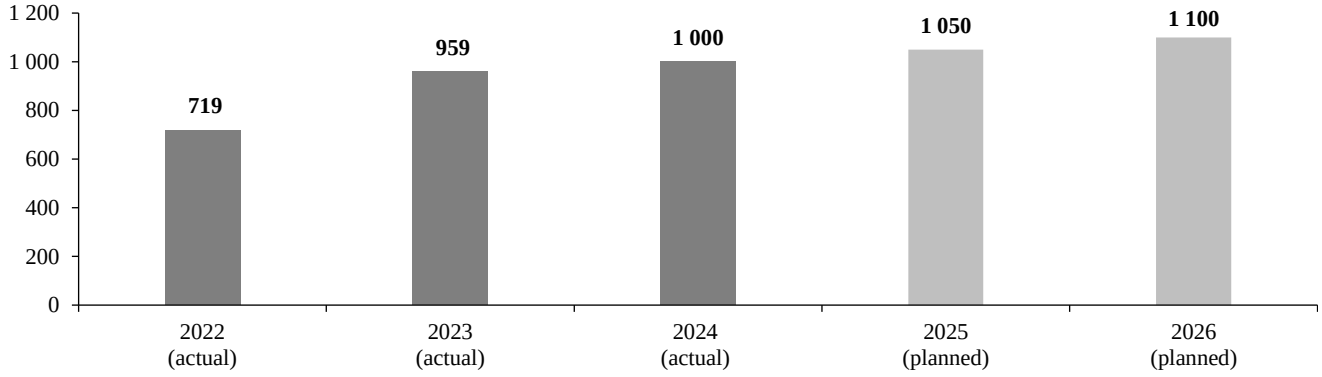
16.64 The international community has increasingly recognized the need to prevent and counter terrorism in a gender-responsive manner, as reiterated in the eighth review of the United Nations Global Counter-Terrorism Strategy. This must consider how men and women are involved with and affected by terrorism in different ways, how gender dimensions can impact engagement with the criminal justice process, and lastly, the important role of women in efforts to address terrorism, both in their communities and as part of government responses. The subprogramme actively promotes the role of women in criminal justice responses to terrorism through its new global programme launched in 2022.

Lessons learned and planned change

16.65 The lesson for the subprogramme was that it should further mainstream gender in its capacity-building programming. In applying the lesson, the subprogramme will continue to incorporate a gender perspective in the design and delivery of its training, engage in targeted outreach to encourage the active involvement of women and further collaborate with women's organizations.

16.66 Expected progress towards the objective is presented in the performance measure below (see figure 16.XIII).

Figure 16.XIII
Performance measure: number of women criminal justice officials developing the skills and knowledge to address terrorism (annual)



Deliverables

16.67 Table 16.8 lists all the deliverables of the subprogramme.

Table 16.8
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**1**
1. Report of the Secretary-General to the Commission on Crime Prevention and Criminal Justice	1	1	1	1
2. Report of the Secretary-General to the General Assembly	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**5**	**6**	**18**	**29**
3. Meetings of the General Assembly and its subsidiary bodies	2	1	1	1
4. Meetings of the Security Council and its subsidiary bodies	2	4	2	2
5. Biennial review of the United Nations Global Counter-Terrorism Strategy	–	–	–	25
6. Meetings of the Commission on Crime Prevention and Criminal Justice	1	1	15	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
7. Global Programme on Strengthening the Legal Regime against Terrorism	1	1	1	1
Publications (number of publications)	**3**	**5**	**3**	**3**
8. On specific thematic issues related to counter-terrorism	3	5	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on legislative drafting and strategies and plans of action; consultation on the development of technical assistance plans; advisory services on the visits of the Counter-Terrorism Committee; advice to national training institutions; advice and advocacy related to the 19 international legal instruments.				
Databases and substantive digital materials: SHERLOC counter-terrorism tools, including the database of national central authorities for counter-terrorism cases.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information kits in legal, criminal justice and related areas.				
Digital platforms and multimedia content: website and social media accounts; dedicated communication campaigns for international days related to counter-terrorism matters.				

Subprogramme 5
Justice

Objective

16.68 The objective, to which this subprogramme contributes, is to prevent crime and ensure more effective, fair, humane and accountable criminal justice systems as a basis for the rule of law and sustainable development.

Strategy

16.69 To contribute to the objective the subprogramme will:

(a) Promote the application and facilitate the development of United Nations standards and norms in crime prevention and criminal justice through support for criminal justice reform and coordination with all relevant sectors in national criminal justice systems and all crime prevention and criminal justice reform actors;

(b) Provide assistance, upon request, to Member States' crime prevention and criminal justice actors by supporting Member States with institution-building and providing capacity-building and technical advice in cooperation with other sectors, including education, health and social services, in the areas of: community and knowledge-based crime prevention to address risk factors and root causes of offending and reoffending; access to justice, including through policing with full respect for human rights, access to legal aid, alternatives to imprisonment and restorative justice; preparation, response and recovery from crisis; violence against women; violence against children; as well as penal and prison reform, including related to treatment of violent extremist[8] prisoners, radicalization and social reintegration upon release;

(c) Develop and disseminate practical tools, such as guidance notes, handbooks, training curricula and model legislation, and support crime prevention and criminal justice actors in applying these tools, and share studies, good practices and online resources;

(d) Incorporate cross-cutting issues related to: developments in the delivery of justice through the use of new technology; victims and witnesses; mainstreaming a gender perspective into crime prevention and criminal justice policies and programmes; and children in the criminal justice system.

16.70 In doing so, the subprogramme will help Member States to make progress towards achievement of the Sustainable Development Goals, in particular, Goals 5, 11 and 16.

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

(a) Improved frequency and quality in application of alternatives to imprisonment in appropriate cases, effective and efficient prison management and humane treatment of prisoners and enhanced capacity of and coordination between justice actors to address excessive and arbitrary police and pretrial detention;

(b) Improved prosecution and adjudication of cases of violence against women and girls and improved prevention of and responses to violence against children;

(c) Increased equal access to justice for people in vulnerable situations and increased public trust in the justice system, including through nationwide legal aid services that are accessible to all and are tailored to the rights and needs of the population;

(d) Enhanced support for social reintegration of prisoners and prevention of recidivism;

(e) Prevention of victimization and creation of safer communities;

[8] The terms "violent extremist" and "violent extremism" refer to violent extremism as and when conducive to terrorism (see General Assembly resolution 77/237).

(f) Empowerment of women and girls within crime prevention and criminal justice programmes and systems;

(g) Continued functioning of criminal justice systems during health and other crises and reduced risk of violations of the rights of those affected disproportionately, in particular detainees, prisoners and victims of crime.

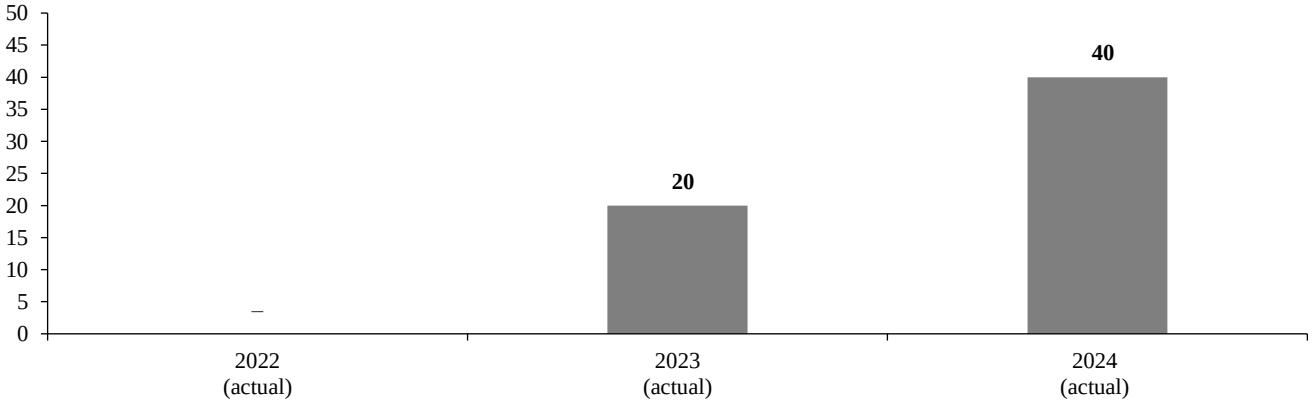
Programme performance in 2024

Enhanced multi-stakeholder engagement in preventing and responding to femicide through femicide review committees

16.72 Efforts to end violence against women and girls continue to face challenges, with the highest number of female homicides recorded in 2022 for the past 20 years. In-depth femicide reviews offer an opportunity to identify limitations of existing responses to gender-based violence against women, as well as opportunities for cross-sector collaboration aimed at ending all forms of violence against women and girls. The subprogramme convened a global expert group meeting in 2023 and regional consultations in South Africa in 2024 on femicide review committees. The meetings, informed by the UNODC background paper on femicide review committees, gathered justice, health and social sector professionals, along with activists from civil society organizations supporting families affected by femicide, to exchange experiences and explore opportunities to establish femicide review committees in their countries. Partnering with the Committee on the Elimination of Discrimination against Women, the Special Rapporteur on violence against women and girls, its causes and consequences, WHO and the United Nations Population Fund further bolstered global action against femicide by pooling resources and maximizing the outreach.

16.73 Progress towards the objective is presented in the performance measure below (see figure 16.XIV).

Figure 16.XIV
Performance measure: number of stakeholders engaged in evidence-building, knowledge exchange and preparatory work towards the establishment of femicide review committees (cumulative)



Planned results for 2026

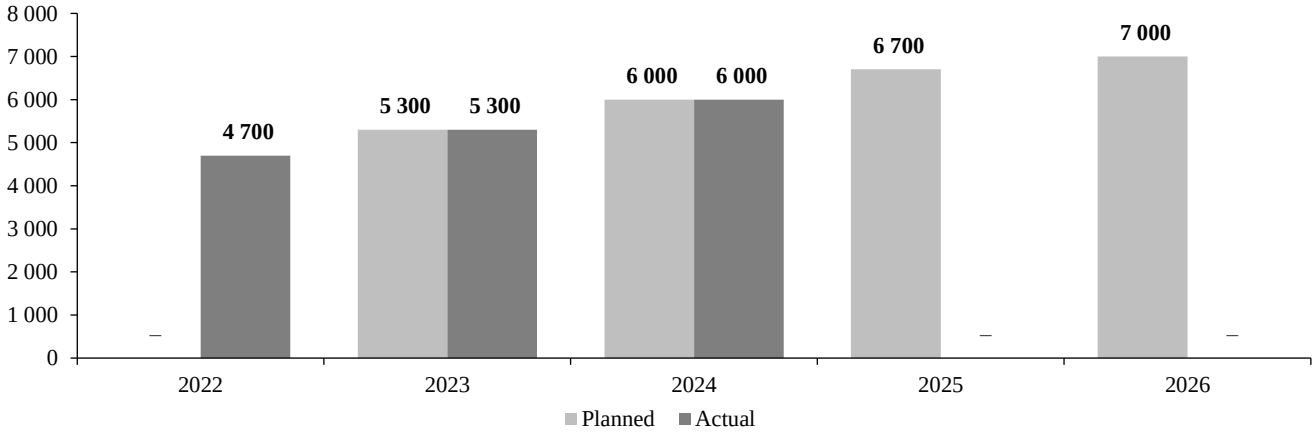
Result 1: criminal justice institutions are effective and accessible

Programme performance in 2024 and target for 2026

16.74 The subprogramme's work contributed to ensuring the operation of fair, effective, representative, transparent and accountable criminal justice institutions while promoting equal access to justice for all, with a specific focus on people in vulnerable situations, by strengthening the capacity of 6,000 criminal justice actors to provide more people-centred justice services, which met the planned target.

16.75 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XV).

Figure 16.XV
Performance measure: criminal justice actors with strengthened capacities to provide more people-centred justice services (cumulative)



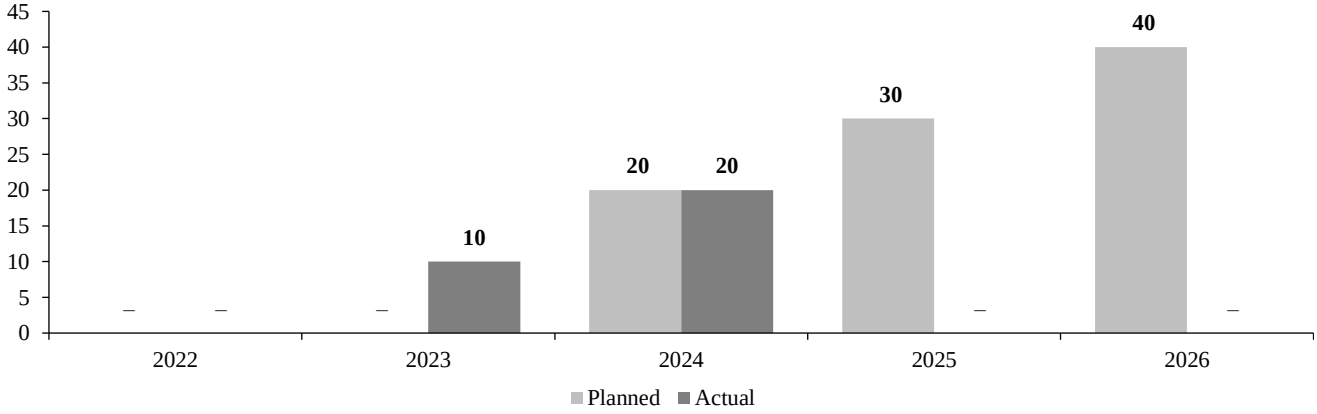
Result 2: crime prevention and criminal justice reform efforts with full respect for human rights

Programme performance in 2024 and target for 2026

16.76 The subprogramme's work contributed to 20 Member States integrating human rights in crime prevention and criminal justice reform with the aim of creating just and equitable societies, in which all individuals are treated with dignity and respect, which met the planned target.

16.77 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XVI).

Figure 16.XVI
Performance measure: number of Member States undertaking crime prevention and criminal justice reform efforts with full respect for human rights (cumulative)



Result 3: children and youth empowered to prevent child involvement in crime and violence

Proposed programme plan for 2026

16.78 Over 1 billion children between the ages of 2 and 17 are subjected to crime and violence from organized crime and terrorist groups. Between 2022 and 2024, the subprogramme supported Member

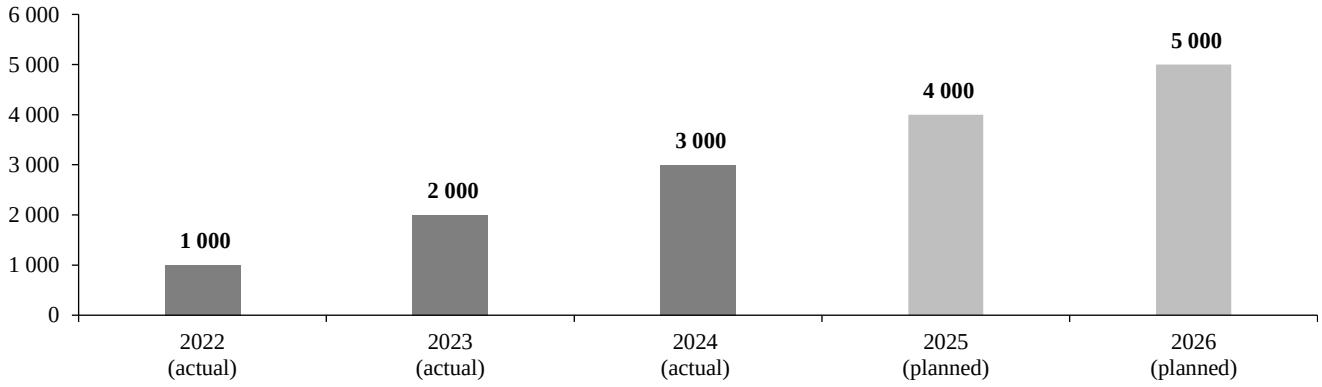
States in preventing and responding to violence against children, which benefited 3,000 children through prevention, rehabilitation and reintegration. Moreover, the subprogramme introduced innovative educational materials, such as the manual on child-sensitive psychosocial assessment and the research study on child recruitment and exploitation by terrorist groups in Indonesia, Iraq and Nigeria. The materials were designed to foster resilience and critical thinking among children, and sensitized training professionals on preventing the recruitment and exploitation of children by terrorist groups. To expand these efforts, the subprogramme empowered Youth Peace Champions with skills to engage with local communities, facilitate intergenerational dialogue and contribute to fostering safer environments for children.

Lessons learned and planned change

16.79 The lesson for the subprogramme was that strengthening the role of beneficiaries as active agents of change enhances programmatic sustainability and impact. In applying the lesson, the subprogramme will further expand beneficiary-led programming while maintaining its integrated approach to addressing justice-related challenges.

16.80 Expected progress towards the objective is presented in the performance measure below (see figure 16.XVII).

Figure 16.XVII
Performance measure: number of children and youth engaged in actions to prevent child involvement in crime and violence (cumulative)



Deliverables

16.81 Table 16.9 below lists all deliverables of the subprogramme.

Table 16.9
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**2**	**2**	**1**
1. Reports for the Commission on Crime Prevention and Criminal Justice	1	2	2	1
Substantive services for meetings (number of three-hour meetings)	**1**	**1**	**1**	**1**
2. Meetings of the Commission on Crime Prevention and Criminal Justice	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**4**	**4**	**2**
3. To support Member States in the field of crime prevention and criminal justice	4	4	4	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**80**	**80**	**80**	**80**
4. Training courses, seminars and workshops on crime prevention and criminal justice	80	80	80	80
Publications (number of publications)	**4**	**4**	**4**	**3**
5. Guidance materials (e.g. handbooks, tools, studies)	4	4	4	3
Technical materials (number of materials)	**20**	**20**	**20**	**20**
6. E-learning modules	20	20	20	20

C. Substantive deliverables

Consultation, advice and advocacy: substantive and technical advice on crime prevention and criminal justice to 70 Member States, relevant organizations and agencies, as well as 18 national and regional programmes; advice on best practices in crime prevention and criminal justice reform.

D. Communication deliverables

Outreach programmes, special events and information materials: campaigns to observe Nelson Mandela International Day; promotional materials on UNODC mandate areas in crime prevention and criminal justice.

External and media relations: fundraising initiatives and strategic partnerships with international organizations and civil society organizations.

Subprogramme 6
Research, trend analysis and forensics

Objective

16.82 The objective, to which this subprogramme contributes, is to ensure that Member States have enhanced knowledge of trends on drugs and crime for effective scientific and evidence-based policy formulation and access to and use of quality forensic science data, information and tools in their efforts against drugs, crime and terrorism.

Strategy

16.83 To contribute to the objective, the subprogramme will:

(a) Provide timely, accurate and gender-sensitive statistics and analyses of world drug and crime problems, with particular attention to specific manifestations of crime and its transnational dimensions through the production of global and thematic reports, an online monitoring platform and a data-sharing portal;

(b) Generate high-quality and relevant evidence through strengthened research capacity in the field and technical oversight at headquarters, including in coordination with the regional Centres of Excellence in Mexico and the Republic of Korea;

(c) Support countries through workshops, training, the provision of guidelines and other capacity-building efforts, in the collection of and reporting on data regarding drugs and crime, including as required to monitor progress against certain Sustainable Development Goals and targets, in particular Goals 3, 5, 15 and 16, as they relate to drug use, trafficking, illicit financial flows, justice, corruption, crime and crime-related violence;

(d) Build capacity of national statistical systems and other relevant national institutions, upon request, to produce, disseminate and analyse drug and crime data and statistics, and assist Member States, upon request, in identifying trends, emerging issues and priorities in drugs, crime and corruption;

(e) Provide technical assistance and expert advice to drug-testing laboratories, forensic institutions and Member States on forensics standard setting, early warning systems and the exchange of quality forensic data, services and support for policymaking and decision-making;

(f) Develop and disseminate forensic best practices guidelines and scientific-technical publications on drugs and crime;

(g) Provide scientific support to the three treaty bodies under the international drug conventions, namely the Commission on Narcotic Drugs, the International Narcotics Control Board and WHO.

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

(a) Enhanced knowledge among Member States, the international community and other relevant stakeholders on formulating strategic responses to existing and emerging drugs and crime issues;

(b) Production and analysis of gender-sensitive statistical data on trends by Member States, including trends in specific and emerging drugs and crime issues;

(c) Enhanced scientific and forensic capacity of law enforcement personnel, national drug testing and toxicology laboratories and forensic service providers in line with internationally accepted standards of performance;

(e) Enhanced scientific support to the three treaty bodies under the international drug conventions.

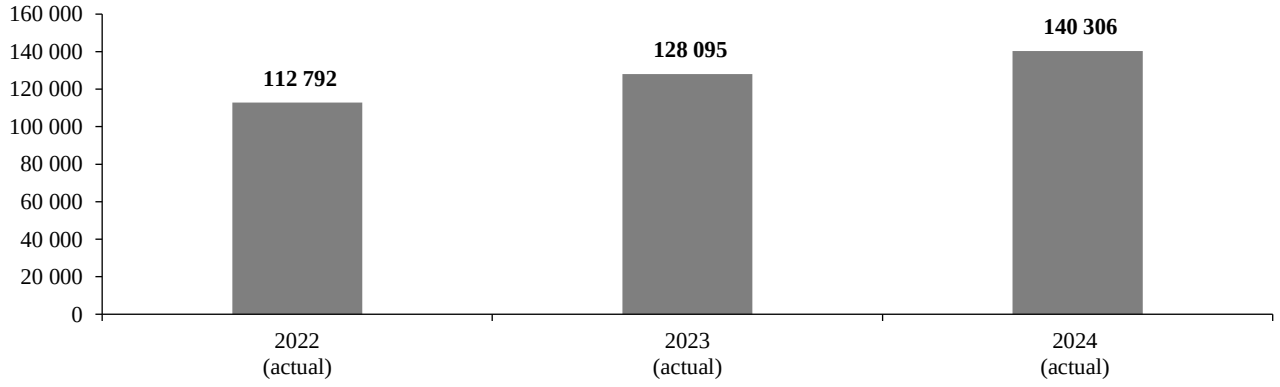
Programme performance in 2024

Enhanced knowledge of Member States to effectively counter wildlife trafficking

16.85 Despite two decades of concerted efforts at both the international and the national levels, wildlife trafficking continues to persist worldwide. Trafficking reduces wildlife populations and can disrupt ecosystems and affect climate resilience. It also threatens socioeconomic benefits that people derive from nature, such as income, food and medicine, and undermines governance by fostering corruption and illicit financial flows. Understanding the scale, geographical scope and trends of wildlife trafficking is key for effective policy formulation and law enforcement responses at the national and international levels. The subprogramme contributed to these efforts by collecting and analysing wildlife seizures data provided by Member States and complemented by other sources, and by providing global and thematic analyses based on these records. As at 2024, UNODC had collated over 140,000 seizure records from 162 countries and territories, dated between 2015 and 2021. On the basis of this data, the subprogramme compiled the 2024 World Wildlife Crime Report, which found signs of progress in reducing trafficking of some iconic species, such as elephants and rhinoceroses. For these species, a combination of preventive efforts on both the demand and supply sides has produced positive outcomes. However, the available evidence did not provide confidence that wildlife trafficking is being substantially reduced overall.

16.86 Progress towards the objective is presented in the performance measure below (see figure 16.XVIII).

Figure 16.XVIII
Performance measure: number of wildlife seizure cases reported by Member States and complemented by other sources (cumulative)



Planned results for 2026

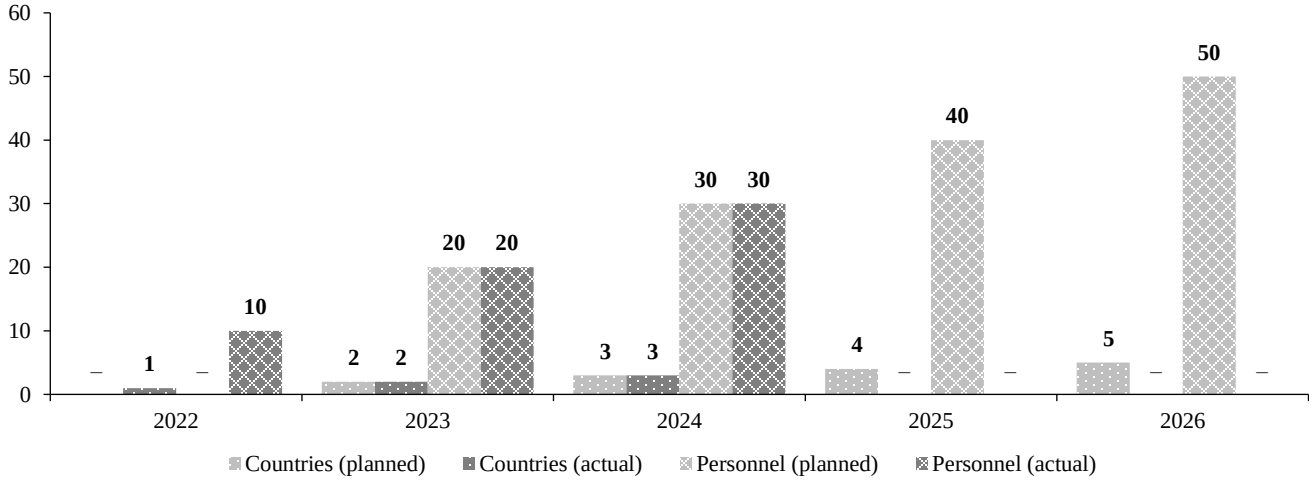
Result 1: safe handling and disposal of drugs and the precursor chemicals used in their illicit manufacture by Member States

Programme performance in 2024 and target for 2026

16.87 The subprogramme's work contributed to three countries with national inter-agency disposal plans and 30 national experts with enhanced knowledge on the disposal of drugs and precursor chemicals in a safe, sustainable and environmentally friendly manner, which met the planned targets.

16.88 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XIX).

Figure 16.XIX
Performance measure: number of countries with national disposal plans and personnel with enhanced knowledge on the disposal of drugs and precursor chemicals (annual)



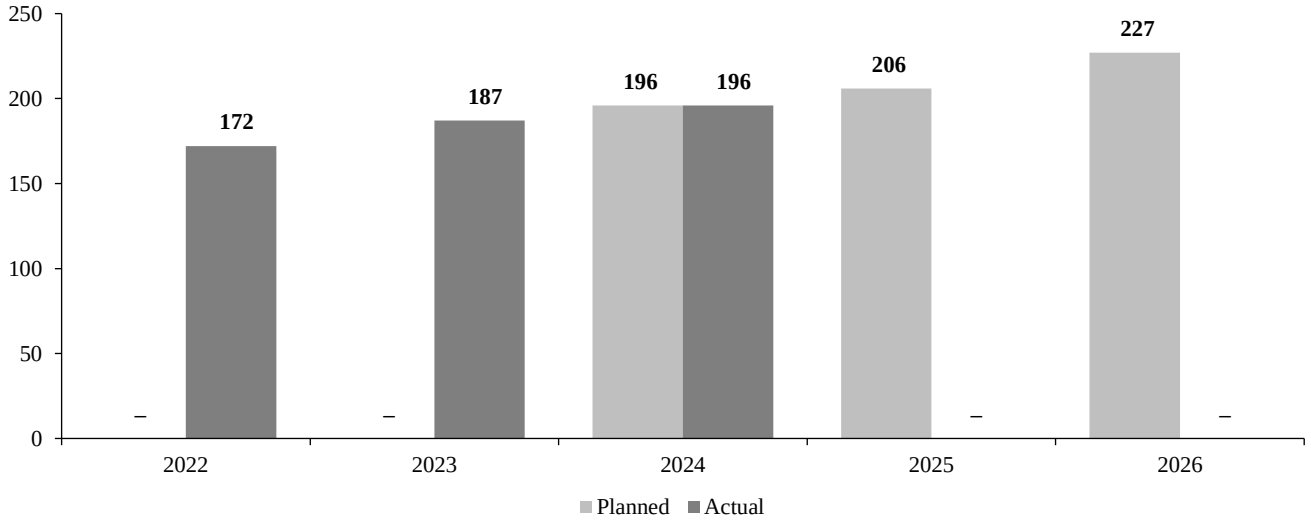
Result 2: Member States drug testing and toxicology laboratories monitor their performance as part of quality assurance practices

Programme performance in 2024 and target for 2026

16.89 The subprogramme's work contributed to the continuous participation of 196 drug testing and toxicology laboratories in the UNODC laboratory's proficiency test in the analysis and identification of drugs, helping Member States to better ensure the accuracy and reliability of testing procedures and foster a culture of continuous improvement, which met the planned target.

16.90 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XX).

Figure 16.XX
Performance measure: number of forensic laboratories continuously participating in the UNODC drug analysis proficiency test (cumulative)



Result 3: greater access to the evidence needed by Member States to understand and combat trafficking in persons

Proposed programme plan for 2026

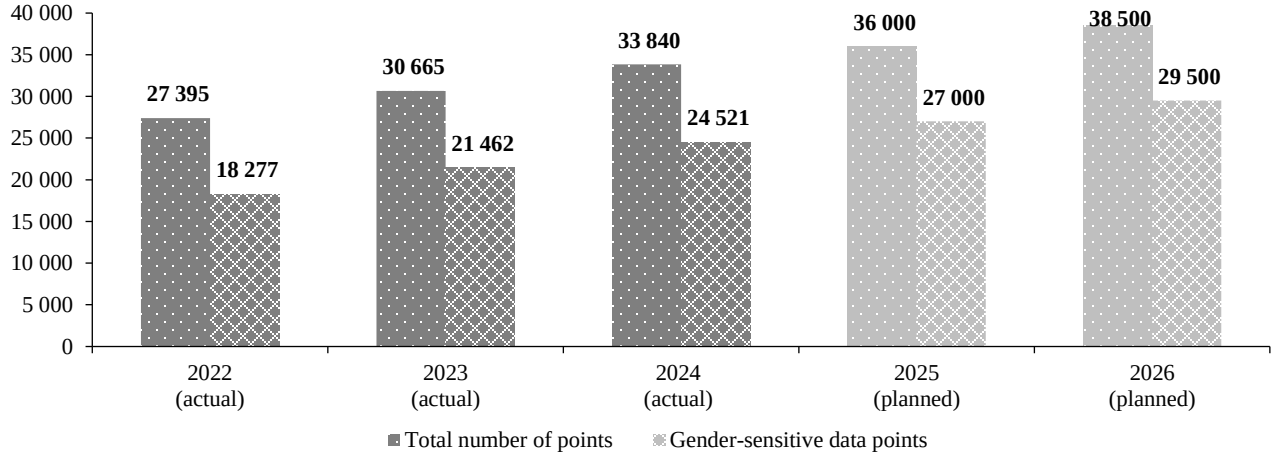
16.91 Trafficking in persons is the recruitment, transportation, transfer, harbouring or receipt of people through force, fraud or deception, with the aim of exploiting them for profit. Men, women and children of all ages and from all backgrounds can become victims of this crime, which occurs in every region of the world. The subprogramme supports Member States by informing their responses in their efforts to combat the crime and protect the victims in accordance with the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime.

Lessons learned and planned change

16.92 The lesson for the subprogramme was that empirical evidence, collected and analysed through the UNODC Global Research on Trafficking in Persons programme, supports Member States by informing their responses. Gender-sensitive data on trafficking in persons, collected from Member States and made available on the UNODC data portal, have become invaluable in providing the evidence and analysis needed to sharpen responses and improve prevention. In applying the lesson, the subprogramme will increasingly solicit and make available relevant data from Member States to the international community.

16.93 Expected progress towards the objective is presented in the performance measure below (see figure 16.XXI).

Figure 16.XXI
Performance measure: number of data points on trafficking in persons reported by Member States available on the United Nations Office on Drugs and Crime data portal (cumulative)



Deliverables

16.94 Table 16.10 lists all deliverables of the subprogramme.

Table 16.10
Subprogramme 6: deliverables for the period of 2023–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report to the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
2. Report to the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
3. Meeting of the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
4. Meeting of the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**10**	**10**	**10**	**10**
5. Workshops and training on drug control, crime prevention and forensics	10	10	10	10
Publications (number of publications)	**10**	**10**	**10**	**10**
6. Research publications on drug control and crime prevention	5	5	5	5
7. Forensic publications on drug control and crime prevention	4	4	4	4
8. Journals on narcotics, and crime and society	1	1	1	1
Technical materials (number of materials)	**14**	**14**	**14**	**14**
9. On the monitoring of illicit drug crops	5	5	5	5
10. On drug control and crime prevention	9	9	9	9
C. Substantive deliverables				
Consultation, advice and advocacy: approximately 60 briefings, and dissemination events to Governments, international, regional and national organizations, institutions and laboratories on drugs and crime statistics and on forensics.				
Databases and substantive digital materials: UNODC crime and drug data, with 750,000 data portal views; near real-time data on drug seizures available for analysis, including 16,000 recent data points; early warning advisory on new psychoactive substances, with 10,000 monthly sessions; United Nations Toolkit on Synthetic Drugs, with 3,500 monthly sessions.				

Subprogramme 7
Policy support

Objective

16.95 The objective, to which this subprogramme contributes, is to advance institutional reform and strengthen policy and operational responses by Member States on drug control, crime prevention and criminal justice.

Strategy

16.96 To contribute to the objective, the subprogramme will:

(a) Conduct dialogues with Member States, international organizations and private sector entities to mobilize resources and carry out targeted advocacy and communication activities in substantive areas such as combating transnational organized crime, trafficking in drugs and corruption;

(b) Provide assistance to headquarters and field-based offices related to supporting institutional reforms and ensuring policy coherence through strengthening policy dialogue and enhancing interdivisional coordination;

(c) Further institutionalize a results-based management culture across UNODC by providing technical advice and quality oversight with a view to further strengthening transparency and accountability in UNODC interventions;

(d) Undertake policy analysis and coordinate with other United Nations agencies on emerging and cross-cutting issues related to drugs, crime, corruption and terrorism, in particular promoting the Sustainable Development Goals and the empowerment of youth;

(e) Strengthen the strategic engagement of non-governmental stakeholders in assisting Member States to prevent and combat corruption, crime and terrorism in support of the Sustainable Development Goals, as appropriate and as determined in relevant treaties.

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

(a) Increased awareness and capacity of Member States to address the interlinked issues of drugs, crime, corruption and terrorism at the global, regional, national and local levels and these issues being reflected within broader national development efforts;

(b) Promotion of participation of civil society on issues related to drugs, crime and corruption, as mandated in relevant conventions and policy instruments, and enhanced engagement between Member States, the private sector, academia and civil society;

(c) Greater public awareness of issues related to drugs, crime, corruption and terrorism.

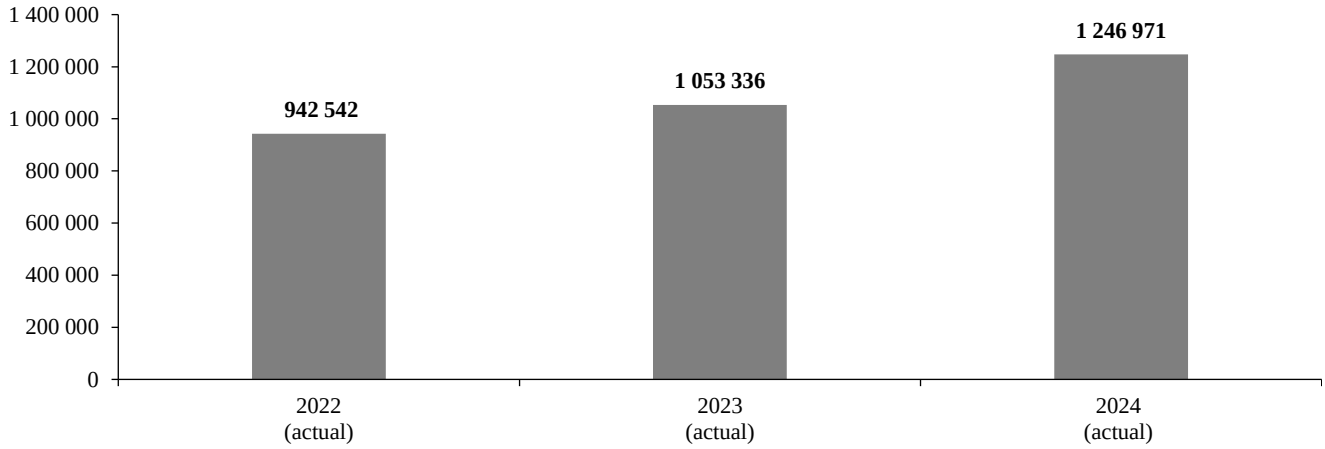
Programme performance in 2024

Improved public awareness of United Nations Office on Drugs and Crime mandate areas

16.98 Member States have benefited from greater access to information about the Office's work and its responses to global challenges, as evidenced by an increase in the number of views of the UNODC corporate website. Focused social media outreach, press releases increasingly translated into additional languages and made available to a wider and more targeted list of journalists, featured web stories accompanied by engaging photos, events, and publications featured on the website played a key role in providing insights and updates to Member States, leading to increased global visibility and improved awareness of the Office's mandates. For example, from 2023 to 2024, the view count of the World Drug Report web page increased by 24 per cent, while the view count of the International Anti-Corruption Day campaign page increased by 22 per cent.

16.99 Progress towards the objective is presented in the performance measure below (see figure 16.XXII).

Figure 16.XXII
Performance measure: average number of monthly views of the United Nations Office on Drugs and Crime website



Planned results for 2026

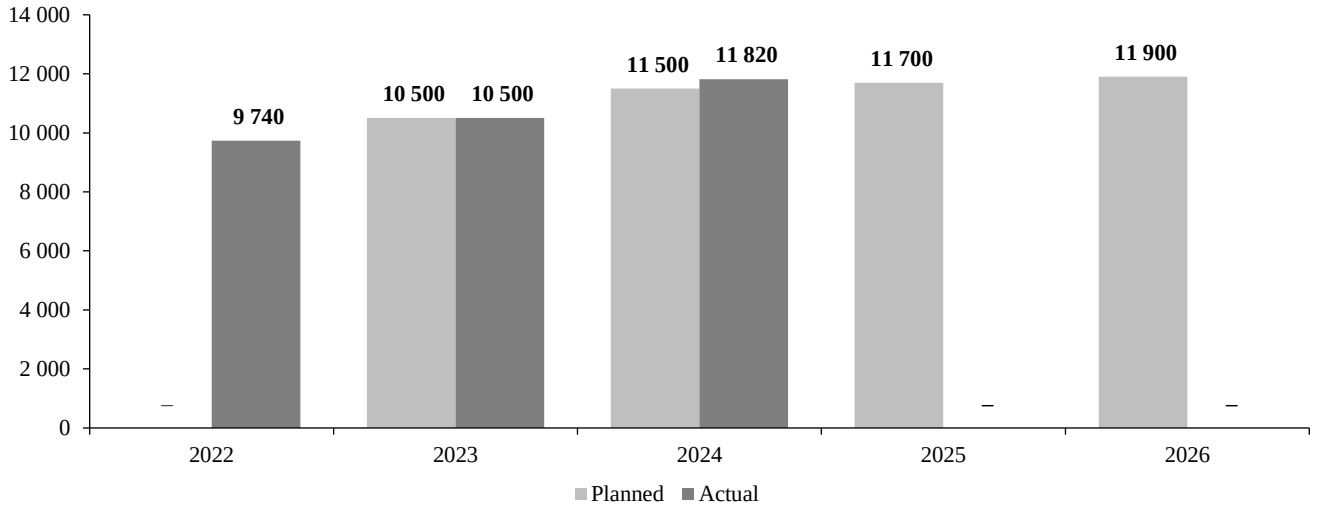
Result 1: victims of trafficking in persons receive critical assistance for their social, physical and psychological recovery

Programme performance in 2024 and target for 2026

16.100 The subprogramme's work contributed to 11,820 direct beneficiaries receiving humanitarian, legal and psychological support and vocational training through specialized organizations, which exceeded the planned target of 11,500 direct beneficiaries.

16.101 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XXIII).

Figure 16.XXIII
Performance measure: number of direct beneficiaries that have received legal and financial assistance through specialized organizations (annual)



Result 2: young people engage meaningfully in decision-making processes on drugs, crime and corruption

Programme performance in 2024 and target for 2026

16.102 The subprogramme's work contributed to the launch of the Generation Justice (GenJust) initiative at the Commission on Crime Prevention and Criminal Justice, which met the planned target.

16.103 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16.11).

Table 16.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
First Youth Consultation alongside the eleventh Conference of the Parties to the United Nations Convention against Transnational Organized Crime	"Youth changemakers" held at the twentieth Conference of the States Parties to the United Nations Convention against Corruption	Generation Justice (GenJust) initiative launched at the Commission on Crime Prevention and Criminal Justice	Regional Youth Consultations to support the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice	Generation Justice Youth Network provides support to the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice

Result 3: public-private partnership initiatives are implemented in the context of the United Nations Convention against Cybercrime

Proposed programme plan for 2026

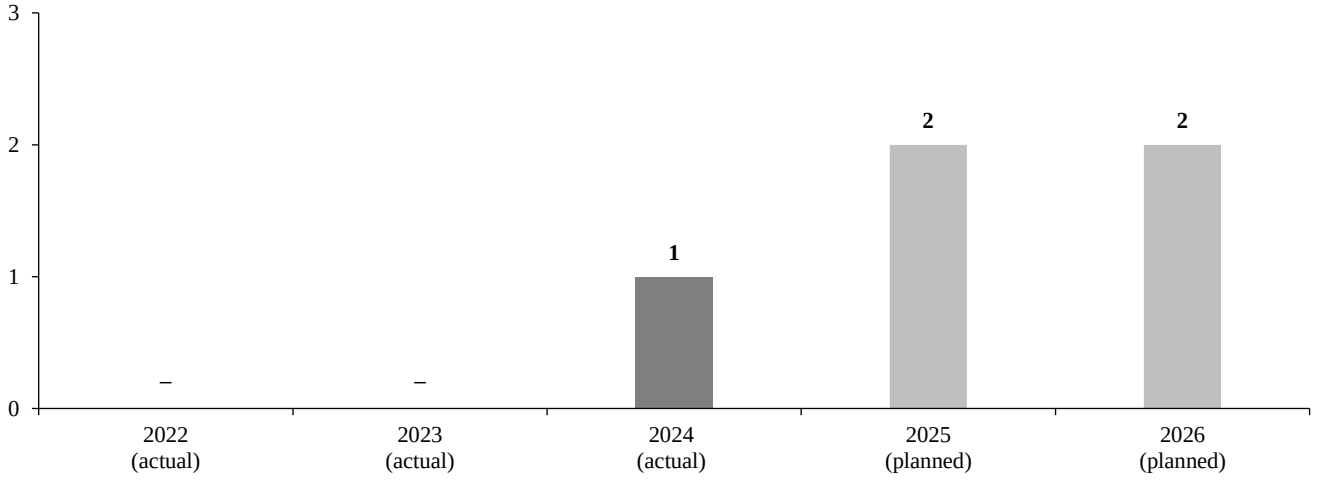
16.104 In December 2024, the General Assembly adopted the United Nations Convention against Cybercrime, which foresees the cooperation of States Parties with private sector entities, academia and civil society in the fight against cybercrime, including on preventive measures, technical assistance and the exchange of information. In addition, based on the dialogue with stakeholders undertaken in the context of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes, stakeholders acknowledged that effectively addressing cybercrime required collaborative efforts among diverse actors. Through the Global Programme on Cybercrime and the Cybercrime Stakeholder Engagement Initiative, the subprogramme brought together representatives from the public and private sectors, civil society, and international and regional organizations to discuss collaborative strategies for preventing and responding to cybercrime in the context of the United Nations Convention against Cybercrime. Participants explored areas of cooperation and approaches that contribute to developing new and strengthening existing multi-stakeholder collaboration in fighting cybercrime as well as to identifying needs and opportunities for future action.

Lessons learned and planned change

16.105 The lesson for the subprogramme was that the public-private model facilitates integration and compliance with international standards by all stakeholders creating platforms that bolster and streamline collaboration. In applying the lesson, the subprogramme will foster such initiatives at the local, national, regional and international levels.

16.106 Expected progress towards the objective is presented in the performance measure below (see figure 16.XXIV).

Figure 16.XXIV
Performance measure: number of new public-private partnerships to address cybercrime (annual)



Deliverables

16.107 Table 16.12 lists all deliverables of the subprogramme.

Table 16.12
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**5**	**6**	**5**
1. On advocacy and global communications	1	1	1	1
2. On civil society partnerships	3	3	3	3
3. On urban safety governance and youth empowerment	1	–	1	–
4. United Nations voluntary trust fund for victims of trafficking in persons, especially women and children	1	1	1	1
Seminars, workshops and training events (number of days)	**30**	**36**	**20**	**35**
5. Training events, workshops and seminars on effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	30	36	20	35
Publications (number of publications)	**3**	**4**	**5**	**3**
6. On effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	2	3	2	2
7. On results-based management and mainstreaming the 2030 Agenda	1	1	3	1
D. Communication deliverables				
Outreach programmes, special events and information materials: global campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons, International Day for the Prevention of and Fight against All Forms of Transnational Organized Crime, and International Anti-Corruption Day; promotional materials on UNODC mandate areas.				
External and media relations: press releases and events; fundraising outreach and strategic partnerships with international financial institutions, international organizations and the private sector.				
Digital platforms and multimedia content: UNODC website and social media channels.				

Subprogramme 8
Technical cooperation and field support

Objective

16.108 The objective, to which this subprogramme contributes, is to strengthen Member State-owned programmes countering drugs, crime and terrorism.

Strategy

16.109 To contribute to the objective, the subprogramme will:

(a) Provide policy advice, strategic guidance and coordination to all UNODC field offices for the development and implementation of integrated operational programmes and ensure their full implementation;

(b) Ensure operational accountability and programmatic efficiency, including by engaging in the development of business operational strategies and common back offices, monitoring risks and ensuring the inclusion of results-based management in the planning, monitoring and reporting of all UNODC field presences;

(c) Provide substantive, technical and policy advice through its field offices, according to their mandates and at the request of Member States, and ensure the inclusion of governance, security, and preventing and countering drugs, crime and terrorism with full respect for human rights in the implementation of joint United Nations programmes through technical assistance;

(d) Support the development of regional strategies and operational programmes promoting the joint pursuit of justice, public security and development that build on the normative and technical assistance of the Office, through policy dialogue and coordination, and by serving as a common platform for joint efforts with United Nations partners, international financial institutions, other multilateral bodies and civil society;

(e) Provide technical and legislative assistance among partner countries designed to foster full ownership by regional entities to support the establishment of South-South cooperation and interregional cooperation;

(f) Provide targeted capacity-building to Member States to support the achievement of the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

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

(a) Improved legal and policy responses and strengthened capacity of Member States to address the world drug problem, prevent and counter transnational organized crime, corruption and terrorism and promote justice and the rule of law and participate more effectively in joint initiatives and cross-border and transnational cooperation;

(b) Member States advancing in evidence-based and tailored programmes in priority areas of UNODC mandates, to support relevant Sustainable Development Goals based on contextual needs assessments;

(c) Renewed cooperation and coherence with offices of the United Nations resident coordinators, other United Nations entities and regional Development Coordination Office desks under both development system and business operations reforms, thus enhancing the efficiency of support to Member States.

Programme performance in 2024

Enhanced national and international collaboration to combat terrorist attacks on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief

16.111 Terrorist attacks on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief undermine social cohesion and pose significant threats to global security. Their transnational nature creates a need for increased international and regional cooperation. In line with the eighth review of the Global Counter-Terrorism Strategy, the subprogramme worked to develop effective responses to these challenges by training and raising awareness among law enforcement officials. This helped to strengthen national and international strategies against such threats, fostering collaboration among countries to address and counter phenomena related to xenophobia, racism and other forms of intolerance, or in the name of religion or belief more effectively.

16.112 Progress towards the objective is presented in the performance measure below (see table 16.13).

Table 16.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Manual on Prevention of and Responses to Terrorist Attacks on the Basis of Xenophobia, Racism and Other Forms of Intolerance, or in the Name of Religion or Belief available to Member States	Law enforcement experts increased their expertise in investigating and prosecuting cases related to terrorist acts and violent extremism on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief	Criminal justice officials from Latin America increased information-sharing when working on transnational cases related to xenophobia, racism and other forms of intolerance, or in the name of religion or belief that are of common interest, including with the Spanish National Police and the Department of State and Federal Bureau of Investigation of the United States of America

Planned results for 2026

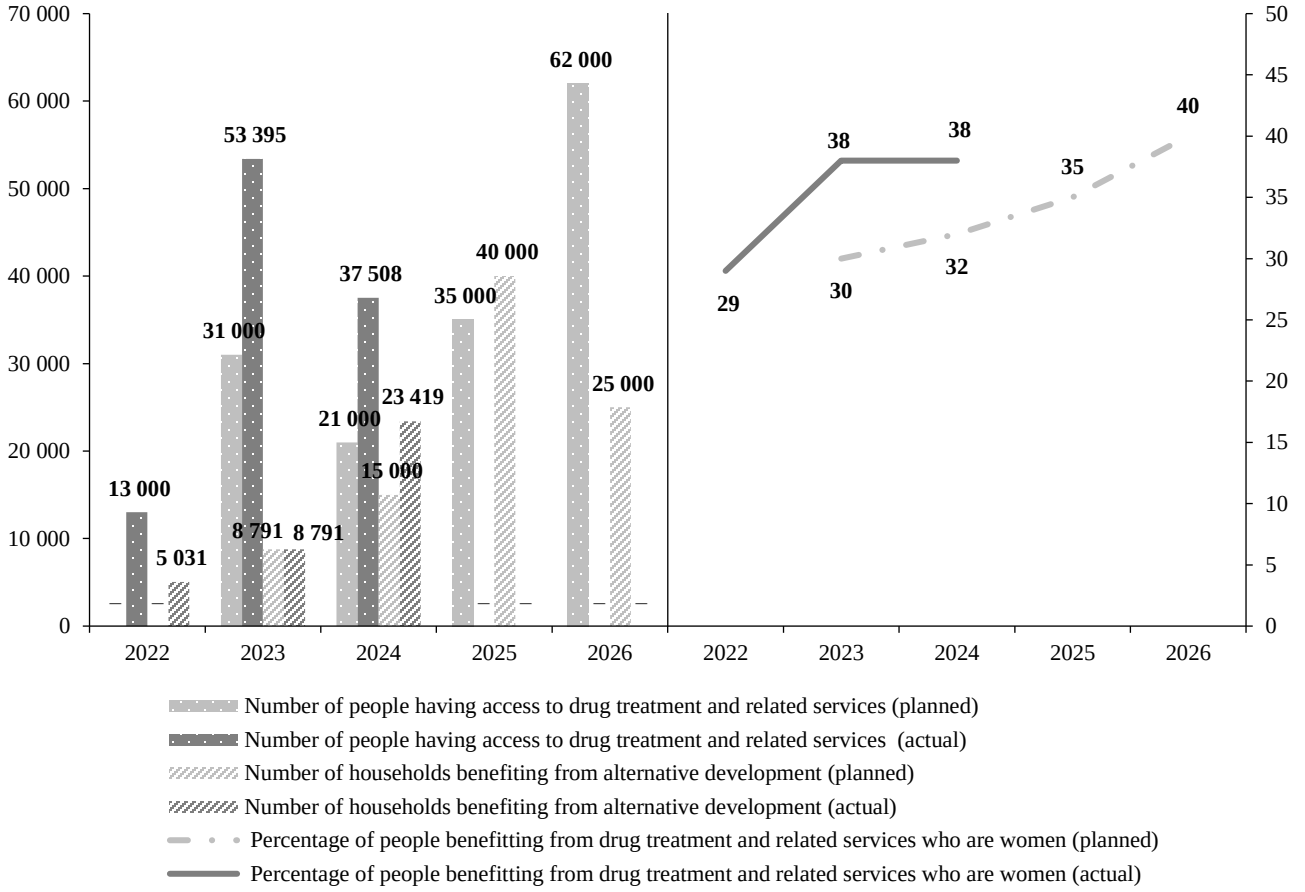
Result 1: drug production and use are addressed through alternative livelihood and health services

Programme performance in 2024 and target for 2026

16.113 The subprogramme's work supported 23,419 households (2,241 headed by women) in Afghanistan, which exceeded the planned target of 15,000. The subprogramme also contributed to increased access to evidence-based drug use prevention, treatment and reintegration services, reducing negative health and social consequences, and reached 37,508 people (38 per cent of whom were women), which exceeded the planned targets of 21,000 and 32 per cent.

16.114 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XXV).

Figure 16.XXV
Performance measure: beneficiaries in Afghanistan of United Nations Office on Drugs and Crime programmes on alternative development and prevention and treatment of drug use and drug use disorders (cumulative)



Result 2: navigating challenges to safety at sea through strengthened maritime safety management systems

Programme performance in 2024 and target for 2026

16.115 The subprogramme's work contributed to the establishment of one new port control unit in Port Louis, Mauritius, and to three ports – Moroni (Comoros), Lamu (Kenya) and Victoria (Seychelles) – becoming International Ship and Port Facility code compliant, which did not meet the planned target of five ports. The target was not met because the other two ports benefiting from the programme had already achieved International Ship and Port Facility code compliance prior to 2024 through proactive efforts and training, and thus cannot be included in the 2024 results.

16.116 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16.14).

Table 16.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced regional coordination in the prosecution of maritime crime	Ports in nine countries started to conduct daily patrols and review their port facility security plans Protected radiata tortoises seized in Madagascar A new port control unit established in Maputo	One new port control unit established in Port Louis, Mauritius Three additional ports in the Comoros, Kenya and Seychelles are International Ship and Port Facility code compliant	At least one port in each of the nine countries assisted is International Ship and Port Facility code compliant	At least two ports in each of the nine countries assisted is International Ship and Port Facility code compliant

Result 3: enhanced transparency and efficiency in asset management for improved crime prevention and public trust

Proposed programme plan for 2026

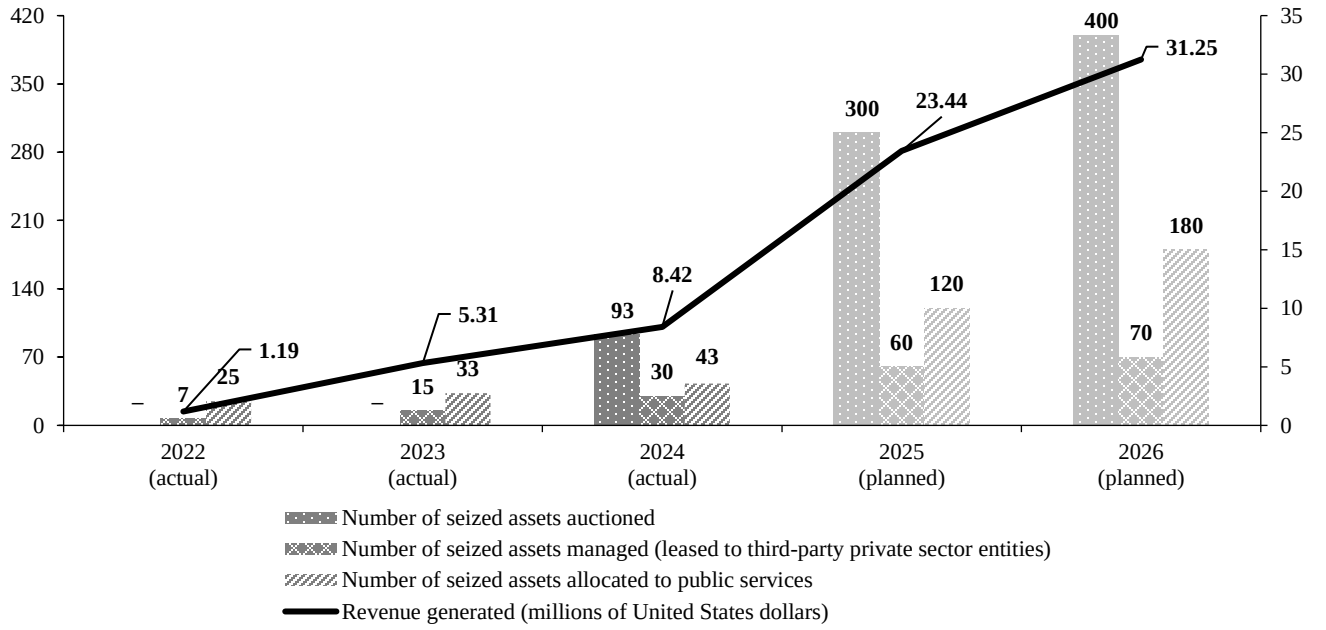
16.117 Seizing and confiscating crime-derived assets is crucial for disrupting organized crime, as it deprives criminal networks of their resources. Strengthening the capacity to effectively manage seized and confiscated assets is crucial for upholding the rule of law, while also generating revenue for States, which can be reinvested in crime prevention and social services. For example, the subprogramme has significantly strengthened the capacity of Mozambique to manage seized assets. Key achievements include the enactment of a dedicated regulatory framework, the establishment of the Asset Management Office and the creation of a real-time asset tracking portal.

Lessons learned and planned change

16.118 The lesson for the subprogramme was the importance of leveraging technology to enhance transparency and efficiency in asset management and the need for more advanced digital tools to streamline processes and ensure accountability. In applying the lesson, the subprogramme will support Mozambique in implementing a comprehensive digital asset management system, that is fully interoperable with existing platforms, and in developing an electronic auction portal to increase public participation and maximize revenues from seized assets.

16.119 Expected progress towards the objective is presented in the performance measure below (see figure 16.XXVI).

Figure 16.XXVI
Performance measure: asset management and revenue generation in Mozambique (annual)



Deliverables

16.120 Table 16.15 lists all deliverables of the subprogramme.

Table 16.15
Subprogramme 8: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**13**	**13**	**13**	**13**
1. Regional and country programmes on UNODC mandate areas	13	13	13	13
Technical materials (number of materials)	**2**	**2**	**2**	**2**
2. On business continuity, United Nations reform and the efficiency agenda	2	2	2	2
Seminars, workshops and training events (number of days)	**13**	**13**	**13**	**13**
3. Seminars on programme development and the 2030 Agenda	13	13	13	13
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services through field office network for approximately 150 Member States and stakeholders on policies, strategies and cooperation frameworks; consultations with Member States and partners on strategic priorities and new programmes; and strategic and operational field support and substantive oversight services in UNODC mandate areas.				
D. Communication deliverables				
Outreach programmes, special events and information materials: national campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons, and the International Anti-Corruption Day.				
External and media relations: fundraising outreach and partnerships with international financial institutions, international organizations and the private sector specifically focused on country or regional contexts.				
Digital platforms and multimedia content: UNODC field offices websites.				
E. Enabling deliverables				
Safety and security: safety and security services to approximately 125 physical field office locations in 97 countries.				

Subprogramme 9

Component 1
Provision of secretariat services and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the United Nations Congress on Crime Prevention and Criminal Justice

Objective

16.121 The objective, to which component 1 of this subprogramme contributes, is to ensure the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to drugs, crime and terrorism, as well as the effective and efficient functioning of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC and of the United Nations Congress on Crime Prevention and Criminal Justice in fulfilling their advisory roles.

Strategy

16.122 To contribute to the objective, the component will:

(a) Provide substantive, technical and organizational services to the Commission on Narcotic Drugs and its five subsidiary bodies, to the Commission on Crime Prevention and Criminal Justice and to the United Nations congresses on crime prevention and criminal justice, including the follow-up to the Fourteenth Congress and the implementation of the provisions of its outcome document;

(b) Provide support to the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC by facilitating the preparations for and the organization of the formal and informal meetings of the working group.

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

(a) Enhanced cooperation among Member States in accelerating the implementation of international drug policy commitments as well as comprehensive strategies for crime prevention towards social and economic development and integrated approaches to challenges faced by criminal justice systems;

(b) Enhanced understanding of Member States of governance and financial matters relating to UNODC;

(c) Increased participation by a broad and inclusive group of representatives.

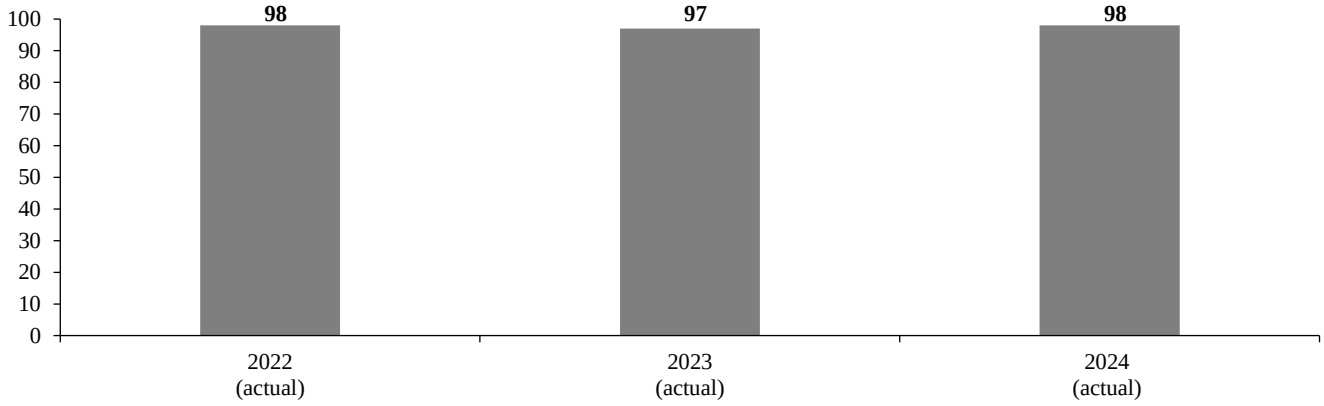
Programme performance in 2024

Successful 2024 high-level midterm review of progress made in implementing all international drug policy commitments

16.124 In the 2019 Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem, Member States resolved to review the progress made in implementing all international drug policy commitments in the Commission on Narcotic Drugs in 2029, with a midterm review in 2024. The component supported the successful conduct of the 2024 high-level review process, including the negotiations of the Commission on the high-level declaration on the 2024 midterm review adopted at the opening meeting, two high-level round tables and a programme of high-level events. The component also supported the “Pledge for action” initiative of the Chair of the Commission, which was aimed at mobilizing Member States’ commitment to concrete and impactful actions to address the challenges outlined in the 2019 Ministerial Declaration. In line with the 2019 Declaration and the outcome of the 2024 midterm review, the component also led the organization of intersessional thematic discussions in November 2024, as part of the lead-up to the final review in 2029.

16.125 Progress towards the objective is presented in the performance measure below (see figure 16.XXVII).

Figure 16.XXVII
Performance measure: Member States participating in the meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies, including in the context of the 2024 high-level midterm review
(Percentage)



Planned results for 2026

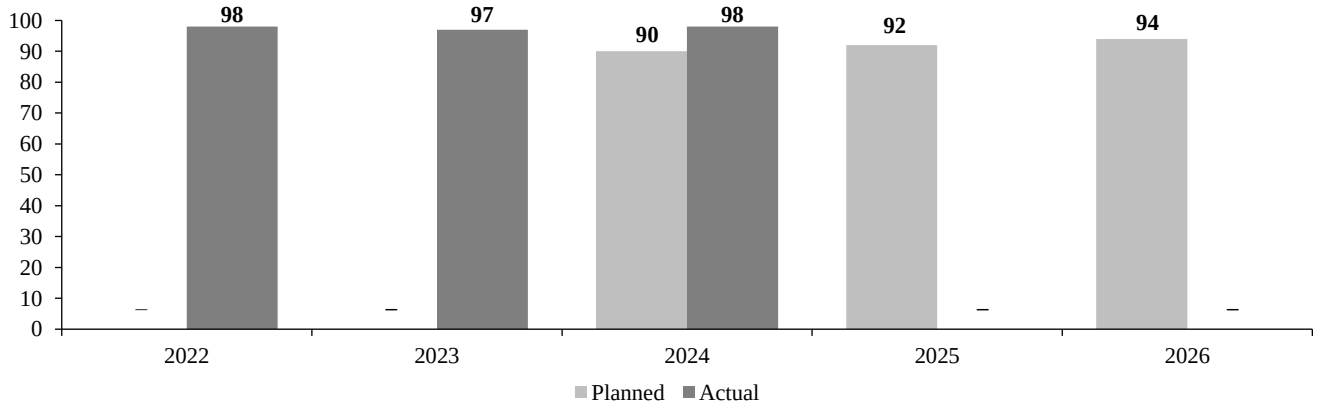
Result 1: accelerated implementation of international drug policy commitments to effectively address and counter the world drug problem

Programme performance in 2024 and target for 2026

16.126 The component's work contributed to 98 per cent of Member States participating in the meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies, which exceeded the planned target of 90 per cent.

16.127 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XXVIII).

Figure 16.XXVIII
Performance measure: Member States participating in the meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies
(Percentage)



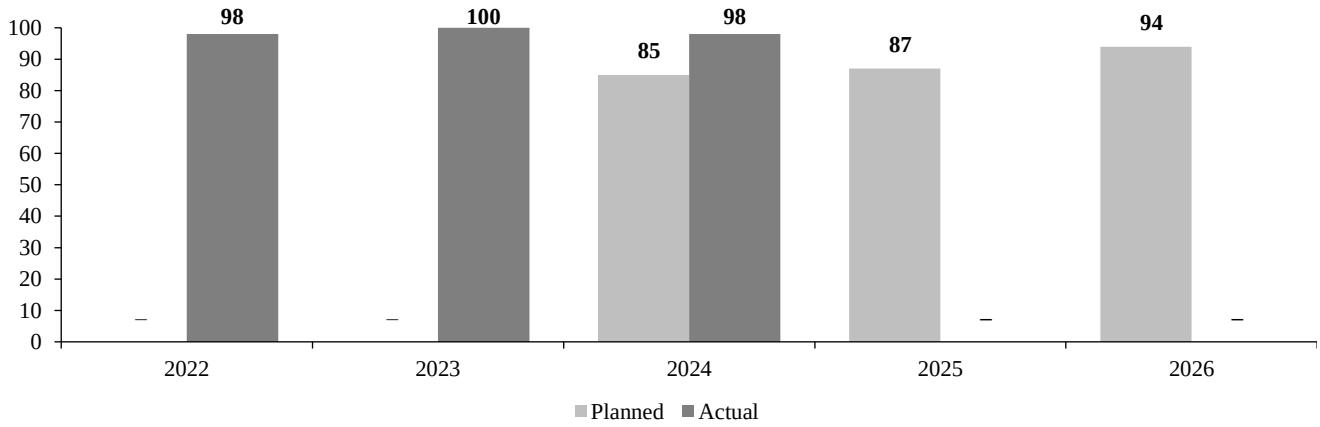
Result 2: strengthened implementation of international crime prevention and criminal justice policy commitments

Programme performance in 2024 and target for 2026

16.128 The component's work contributed to 98 per cent of Member States participating in the meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies, which exceeded the planned target of 85 per cent.

16.129 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XXIX).

Figure 16.XXIX
Performance measure: Member States participating in the meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies
(Percentage)



Result 3: accelerated crime prevention, criminal justice and the rule of law through the adoption and implementation of the Abu Dhabi declaration

Proposed programme plan for 2026

16.130 In its resolution 79/186, the General Assembly encouraged Member States to finalize negotiations of the Abu Dhabi declaration in a timely manner prior to the commencement of the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice so that the declaration could be adopted on its opening day. The component supports the Commission on Crime Prevention and Criminal Justice, as the preparatory and follow-up body for the crime congresses, in negotiating a policy outcome document of the Fifteenth Congress.

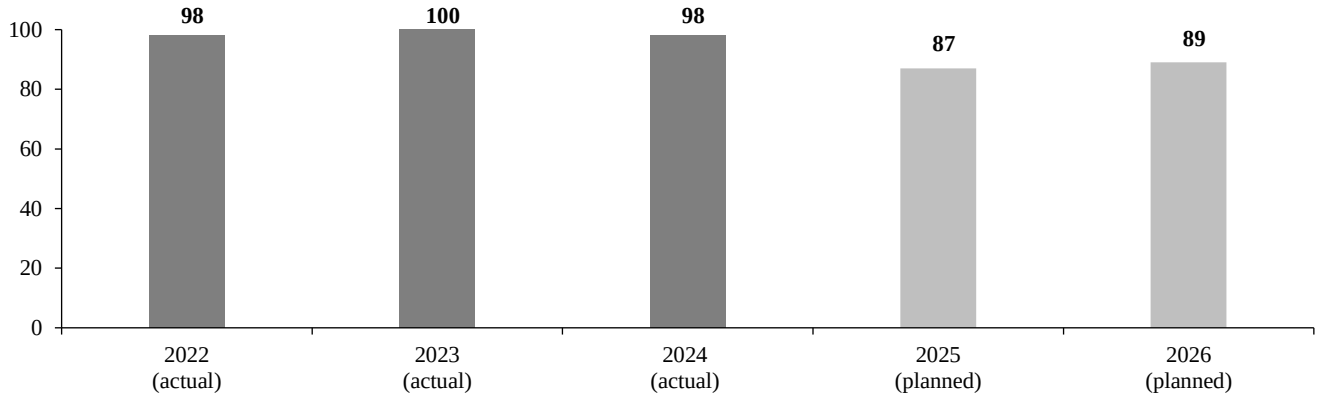
Lessons learned and planned change

16.131 The lesson for the component was that effective implementation of international drug policy commitments requires a comprehensive approach and inclusive participation in meetings by all Member States and relevant stakeholders. In applying the lesson, the component will work on formats that can further increase participation and meet the needs and expectations of Member States and stakeholders.

16.132 Expected progress towards the objective is presented in the performance measure below (see figure 16.XXX).

Figure 16.XXX
Performance measure: Member States participating in the meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies, including in the context of the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice

(Percentage)



Deliverables

16.133 Table 16.16 lists all deliverables of the component.

Table 16.16
Subprogramme 9, component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**69**	**55**	**92**	**84**
1. Reports to the General Assembly on international cooperation to counter the world drug problem and on crime prevention and criminal justice, including reports on the United Nations congresses on crime prevention and criminal justice	5	7	4	20
2. Notes to the Economic and Social Council on the contribution of the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice to the annual high-level political forum on sustainable development	2	2	2	2
3. Annual reports to the Economic and Social Council on the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice	4	4	4	4
4. Annual reports to the Commission on Crime Prevention and Criminal Justice	14	18	17	15
5. Reports to the Commission on Narcotic Drugs	14	16	13	13
6. Reports and notes by the Secretariat to subsidiary bodies of the Commission on Narcotic Drugs	28	–	30	28
7. Notes by the Secretariat to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice	2	2	2	2
8. Reports to the regional preparatory meetings of the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice	–	6	20	–
Substantive services for meetings (number of three-hour meetings)	**154**	**105**	**195**	**181**
Meetings of:				
9. Economic and Social Council	6	6	6	6
10. Commission on Crime Prevention and Criminal Justice	46	34	46	46
11. Commission on Narcotic Drugs	46	48	46	46
12. The subsidiary bodies of the Commission on Narcotic Drugs	40	–	50	40

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
13. The standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	16	17	17	17
14. Regional preparatory meetings of the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice	–	–	30	26
B. Generation and transfer of knowledge				
Publications (number of publications)	**5**	**5**	**5**	**5**
15. On the manufacture of narcotic drugs and psychotropic substances and their precursors	1	1	1	1
16. Directory of competent national authorities under the international drug control treaties	1	1	1	1
17. Schedules and tables of the international drug control conventions	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: substantive and technical advice to the Vienna-based Commissions, representatives of Member States, permanent missions in Vienna and other relevant stakeholders; notes verbales as notifications under the international drug control treaties; advice on the follow-up to the mandates contained in relevant resolutions and decisions adopted by the Commissions.				
Databases and substantive digital materials: online information on the manufacture of narcotic drugs and psychotropic substances and their precursors as well as on the competent national authorities under the international drug control treaties; database on resolutions and decisions by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special events of the Commissions, including the launch of the annual World Drug Report.				
Digital platforms and multimedia content: websites for the Commissions and the United Nations congresses on crime prevention and criminal justice, secure web pages for use by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC; social media accounts highlighting key developments in the work of the Commissions.				

Component 2
Provision of secretariat services and substantive support to the International Narcotics Control Board

Objective

16.134 The objective, to which component 2 of this subprogramme contributes, is to ensure the effective and efficient functioning of the International Narcotics Control Board in fulfilling its treaty-based mandate, through such measures as monitoring and promoting the full implementation of and full compliance with the three international drug control treaties and supporting Member States in implementing their treaty obligations.

Strategy

16.135 To contribute to the objective, the component will:

(a) Provide independent secretariat services and substantive support to the International Narcotics Control Board, including ensuring that the Board is provided with advice on treaty implementation;

(b) Raise awareness of Governments and the international community about the implementation of the international drug control conventions, through the publication and dissemination of the treaty-mandated reports of the Board and on the need to develop and implement national drug control policies and regulatory control systems for narcotic drugs, psychotropic substances and precursor chemicals, helping Member States to make progress towards Sustainable Development Goals 3, 10, 11 and 16;

(c) Support Governments in meeting their treaty-based obligations for reporting to the Board, in monitoring the international movement of precursors and the illicit use of internationally controlled and non-scheduled precursors as well as equipment, and in promoting cooperation and the exchange of import and export authorizations, including through the International Narcotics Control Board learning programme and the International Import and Export Authorization System (I2ES), as well as information on licit and illicit activity, through electronic means such as the Pre-Export Notification Online system, the Pre-Export Notification Online Light system and the Precursors Incident Communication System, projects Prism and Cohesion and task force efforts; and support Governments in enhancing cooperation with relevant private sector entities, helping Member States to make progress towards Goals 3, 11, 16 and 17;

(d) Provide technical advice to the Board in assessing substances for scheduling recommendations under the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988;

(e) Build the capacity of and enhance cooperation among law enforcement, customs, postal and other national agencies to ensure the availability of controlled substances for licit purposes and to safely detect and interdict controlled substances, new psychoactive substances and non-medical synthetic opioids, through the Global Rapid Interdiction of Dangerous Substances programme, helping Member States to make progress towards Sustainable Development Goals 3, 16, and 17;

(f) Raise awareness and provide training to relevant national authorities on:

(i) Implementing the international drug control conventions;

(ii) Identifying and responding to changing patterns in trafficking in and misuse of controlled substances, new psychoactive substances and non-medical synthetic opioids;

(iii) Implementing the simplified control measures for international trade in controlled substances during emergency situations.

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

(a) Advancement of the Board's dialogue with Governments to promote implementation of the drug control conventions and the Board's recommendations and engagement on treaty-related matters;

(b) Effective functioning of the international system for licit trade in controlled substances;

(c) More accurate identification and reporting by Governments on their needs for and consumption of narcotic drugs and psychotropic substances for medical and scientific purposes;

(d) Increased availability of controlled substances, with improved cooperation among Member States to ensure a balance between the supply of and demand for controlled substances;

(e) Decreased availability of precursor chemicals and essential equipment for the illicit manufacture of drugs;

(f) Reduction in trafficking in and misuse of internationally controlled substances and new psychoactive substances;

(g) Improved response of Member States to emergency situations, and their impacts on the demand for and trafficking of new psychoactive substances and non-medical synthetic opioids;

(h) Improved measures by Member States to respond to emergency situations requiring expedited trade in and humanitarian supply of controlled substances for medical purposes.

Programme performance in 2024

Equipment prevented from use in illicit drug manufacture through enhanced implementation by Member States of article 13 of the 1988 Convention

16.137 Article 13 of the 1988 Convention, which addresses the diversion of materials and equipment for illicit drug manufacture, is underutilized.[9] The component's work sensitized Member States to the need to address the trade in and diversion of equipment used in illicit drug manufacture as part of global efforts to reduce illicit drug supply, and provided relevant resources, tools and platforms facilitating multilateral cooperation to this end.

16.138 Progress towards the objective is presented in the performance measure below (see table 16.17).

Table 16.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
More than 150 experts and government representatives exchanged good practices during meeting on illicit drug manufacturing equipment Governments have access to the Board's technical paper on illicit drug manufacturing equipment and article 13 of the 1988 Convention 10 Governments shared information about measures to implement article 13 Governments have access to the compendium of Board tools and resources related to equipment used in illicit drug manufacture	Cooperation with the World Customs Organization to establish unique subheadings for 13 pieces of equipment to assist Governments in improving equipment trade monitoring	63 Governments engaged in a survey on illicit drug manufacturing equipment Experts from 12 countries shared challenges and good practices on implementation of article 13 Officials from 9 Governments use the Board's Precursors Incident Communication System for cooperation and information-sharing on equipment incidents

Planned results for 2026

Result 1: relevant national industrial sectors proactively cooperate with competent national authorities in reducing the risk of exploitation by drug traffickers

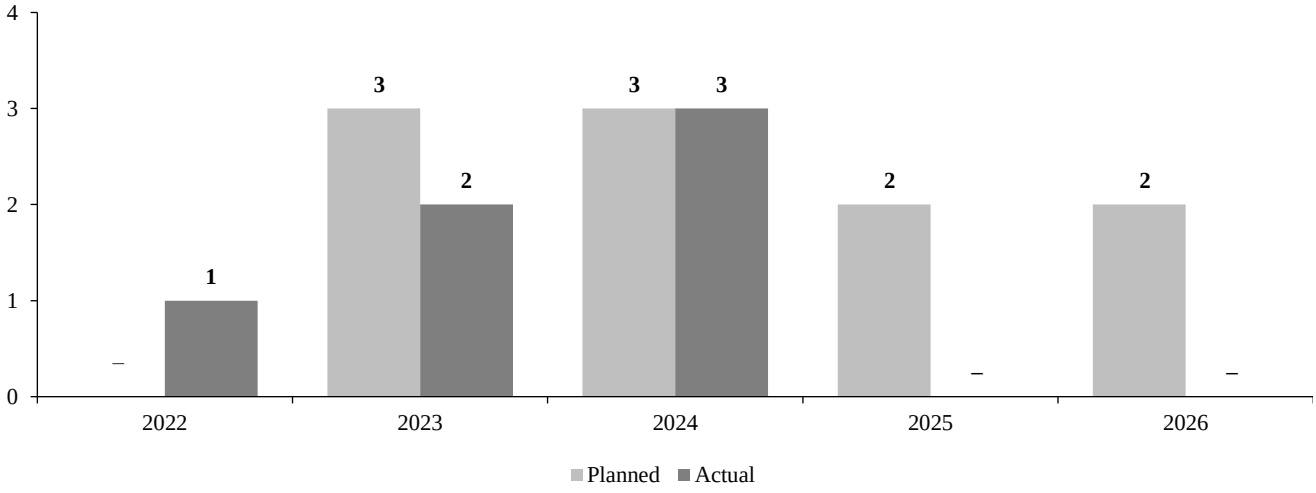
Programme performance in 2024 and target for 2026

16.139 The component's work contributed to three countries conducting national mapping exercises on the structure of industry sectors manufacturing and trading chemicals possibly used in illicit drug manufacture, which met the planned target.

16.140 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 16.XXXI).

[9] Resolution 63/1 and 65/3 of the Commission on Narcotic Drugs.

Figure 16.XXXI
Performance measure: number of countries that have conducted national industry mapping exercises (annual)



Result 2: reduced trafficking in highly potent new psychoactive substances and non-medical synthetic opioids

Programme performance in 2024 and target for 2026

16.141 The component's work contributed to 55 Member States engaging in voluntary cooperation with the private sector to prevent trafficking and marketing of new psychoactive substances and non-medical synthetic opioids through national, regional and global public-private events, which exceeded the planned target of 25 Member States.

16.142 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 16.18).

Table 16.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Law enforcement and regulatory officers use updated incident communication (Project Ion Incident Communication System) and analysis (Global Rapid Interdiction of Dangerous Substances Intelligence) tools	Member States have access to guidance for voluntary cooperation with e-commerce, express courier industry, freight forwarding industry and Internet-related services	55 Member States engaged in voluntary cooperation with the private sector to prevent trafficking and marketing of new psychoactive substances and non-medical synthetic opioids	Member States increase the number of seizures of new psychoactive substances and non-medical synthetic opioids	Member States increase the number of seizures of new psychoactive substances and non-medical synthetic opioids

Result 3: strengthened capacity of Member States to ensure adequate availability of internationally controlled substances for medical, scientific and industrial purposes

Proposed programme plan for 2026

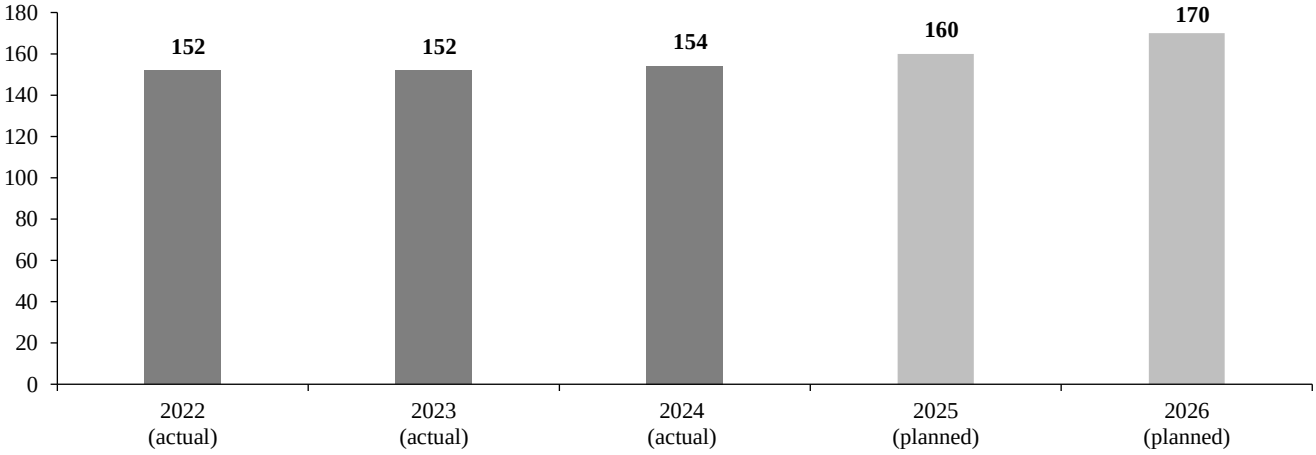
16.143 The submission by Member States of accurate and comprehensive estimates and assessments of national requirements for controlled substances for licit purposes and related statistics enables the International Narcotics Control Board to carry out its mandate to promote the implementation of the international drug control treaties and ensure the availability of internationally controlled substances for medical, scientific and industrial purposes. The component, through e-modules and virtual and in-person capacity-building activities delivered through the Board's learning programme, has strengthened the level of knowledge of Member States of the international control mechanisms to ensure that the use of narcotic drugs, psychotropic substances and precursors is limited to medical, scientific and industrial purposes.

Lessons learned and planned change

16.144 The lesson for the component was that the International Narcotics Control Board learning e-modules are an important tool to improve Member States' knowledge of the control mechanisms and provide a solid foundation for treaty-based reporting to the Board. In applying the lesson, the component will continue to encourage countries and territories, particularly in Africa, Central Asia and the Caribbean, and the Pacific island States, to utilize the e-modules to close knowledge gaps related to the submission of data.

16.145 Expected progress towards the objective is presented in the performance measure below (see figure 16.XXXII).

Figure 16.XXXII
Performance measure: number of countries and territories enrolled in the International Narcotics Control Board e-learning modules (cumulative)



Deliverables

16.146 Table 16.19 lists all deliverables of the component.

Table 16.19
Subprogramme 9, component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**52**	**36**	**52**	**52**
1. Annual report of the International Narcotics Control Board	1	1	1	1
2. Report of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention, on narcotic drugs and on psychotropic substances	3	3	3	3
3. Reports on the supervision of the movement of narcotic drugs, psychotropic substances and precursor chemicals for licit purposes and on the supply of opiate raw materials and demand for opiates for medical and scientific purposes	8	8	8	8
4. Reports of the Committee on Finance and Administration and the Standing Committee on Estimates, and reports on intersessional developments, the implementation of decisions, and matters examined and decisions taken by the International Narcotics Control Board	11	12	11	11
5. Estimated requirements for narcotic drugs, assessments of requirements for psychotropic substances, and assessments of licit requirements for amphetamine-type stimulant precursors	6	6	6	6
6. Evaluation of overall treaty compliance by Governments, report on measures to ensure the execution of the international drug control treaties, reports on missions conducted by the International Narcotics Control Board, and specific studies on and evaluation of implementation by Member States of recommendations made by the Board	23	6	23	23
Substantive services for meetings (number of three-hour meetings)	**98**	**171**	**98**	**98**
Meetings of:				
7. The International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
8. Ad hoc expert groups to advise the International Narcotics Control Board	18	8	18	18
9. The International Narcotics Control Board with Member States, international and regional organizations, the private sector and academia, as appropriate	20	105	20	20
Conference and secretariat services for meetings (number of three-hour meetings)	**98**	**171**	**98**	**98**
Meetings of:				
10. The International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
11. Ad hoc expert groups to advise the International Narcotics Control Board	18	8	18	18
12. The International Narcotics Control Board with Member States, international and regional organizations, the private sector and academia, as appropriate	20	105	20	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**3**	**3**	**3**
13. To support Government compliance with the international drug control conventions	3	3	3	3
Seminars, workshops and training events (number of days)	**4**	**13**	**4**	4
14. Training courses on compliance with drug control treaties and availability of internationally controlled substances for licit purposes while preventing diversion and abuse	4	13	4	4
Technical materials (number of materials)	**96**	**106**	**96**	**96**
15. Estimates and assessments of medical and scientific requirements for narcotic drugs and psychotropic substances	64	64	64	64
16. Forms for treaty-mandated reporting by Member States on narcotic drugs, psychotropic substances and precursor chemicals under the 1961, 1971 and 1988 Conventions and related Economic and Social Council resolutions, and annual update of the lists of narcotic drugs, psychotropic substances and precursor chemicals controlled under the three conventions	12	12	12	12

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
17. Tables of countries that require authorizations for the import of substances listed in Schedules III and IV of the 1971 Convention, and the special international surveillance list of non-scheduled chemicals	5	13	5	5
18. Training materials for national authorities on implementing the provisions of the three drug-control conventions	15	17	15	15

C. Substantive deliverables

Consultation, advice and advocacy: substantive support to country missions of the International Narcotics Control Board to review implementation of the conventions and to make recommendations to Governments aimed at improving treaty adherence and implementation with a view to ensuring the availability of internationally controlled substances while preventing diversion, trafficking and misuse; consultations with Member States on the control of narcotic drugs, psychotropic substances and precursor chemicals, as well as on issues relating to non-scheduled chemicals, including designer precursors, equipment and materials used in illicit drug manufacture, and new psychoactive substances and synthetic opioids.

Databases and substantive digital materials: International Drug Control System Database used by the International Narcotics Control Board secretariat; International Import and Export Authorization System (I2ES), with 78 registered countries and territories; Pre-Export Notification Online and Pre-Export Notification Online Light systems, with 169 registered countries and territories; Precursors Incident Communication System, used by approximately 130 Governments; and Project Ion Incident Communication System and Global Rapid Interdiction of Dangerous Substances Intelligence, used by around 189 Governments.

D. Communication deliverables

Outreach programmes, special events and information materials: side events during intergovernmental meetings and meetings of the International Narcotics Control Board with Member States and civil society; and information materials on the recommendations and positions of the Board to decision-makers and the general public.

External and media relations: press releases and press conferences on activities of the International Narcotics Control Board; responses to media requests; statements by members of the Board at intergovernmental meetings; and newsletters for Governments.

Digital platforms and multimedia content: website of the International Narcotics Control Board and institutional social media accounts; and secure web pages for Board members and competent national authorities.

B. Proposed post and non-post resource requirements for 2026

Overview

16.147 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 16.20 to 16.22.

Table 16.20
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	21 695.8	23 595.1	1 258.3	–	216.8	1 475.1	6.3	25 070.2
Other staff costs	789.8	455.5	(83.9)	196.7	(180.9)	(68.1)	(15.0)	387.4
Hospitality	1.0	1.4	–	–	–	–	–	1.4
Consultants	201.1	355.9	(49.2)	187.8	(9.5)	129.1	36.3	485.0
Experts	25.0	264.3	(24.9)	–	(11.9)	(36.8)	(13.9)	227.5
Travel of representatives	458.1	1 235.0	(241.0)	341.8	–	100.8	8.2	1 335.8
Travel of staff	202.1	588.8	(85.5)	74.3	(6.9)	(18.1)	(3.1)	570.7
Contractual services	454.9	845.5	(36.9)	170.6	(2.2)	131.5	15.6	977.0
General operating expenses	50.4	156.4	–	41.6	(0.4)	41.2	26.3	197.6
Supplies and materials	88.5	87.0	–	–	–	–	–	87.0
Furniture and equipment	233.7	180.1	(44.2)	–	–	(44.2)	(24.5)	135.9
Improvement of premises	0.7	–	–	–	–	–	–	–
Total	**24 201.1**	**27 765.0**	**692.7**	**1 012.8**	**5.0**	**1 710.5**	**6.2**	**29 475.5**

Table 16.21
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	142	1 USG, 3 D-2, 8 D-1, 15 P-5, 36 P-4, 35 P-3, 15 P-2/1, 3 GS (PL), 26 GS (OL)
Conversion	2	Two general temporary assistance positions of a continuing nature proposed as posts under subprogramme 9
Proposed for 2026	144	1 USG, 3 D-2, 8 D-1, 15 P-5, 36 P-4, 35 P-3, 15 P-2/1, 3 GS (PL), 28 GS (OL)

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

Table 16.22
Overall: proposed posts by category and grade[a]
(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	8	–	–	–	–	8
P-5	15	–	–	–	–	15
P-4	36	–	–	–	–	36
P-3	35	–	–	–	–	35
P-2/1	15	–	–	–	–	15
Subtotal	**113**	**–**	**–**	**–**	**–**	**113**
General Service and related						
GS (PL)	3	–	–	–	–	3
GS (OL)	26	–	–	2	2	28
Subtotal	**29**	**–**	**–**	**2**	**2**	**31**
Total	**142**	**–**	**–**	**2**	**2**	**144**

[a] Includes two temporary posts that were approved pursuant to General Assembly resolution 79/234.

16.148 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 16.23 to 16.25 and figure 16.XXXIII.

16.149 As reflected in tables 16.23 (1) and 16.24 (1), the overall resources proposed for 2026 amount to $29,475,500, reflecting a net increase of $1,710,500 (or 6.2 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 16.23
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Policymaking organs	482.7	1 323.2	(462.0)	627.0	–	165.0	12.5	1 488.2
B. Executive direction and management	751.1	936.2	–	–	–	–	–	936.2
C. Programme of work								
1. Countering transnational organized crime	3 957.0	5 647.2	1 010.7	385.8	(17.5)	1 379.0	24.4	7 026.2
2. A comprehensive and balanced approach to counter the world drug problem	839.2	855.5	–	–	–	–	–	855.5
3. Countering corruption	2 722.9	3 244.8	–	–	–	–	–	3 244.8
4. Terrorism prevention	1 291.3	1 524.4	–	–	–	–	–	1 524.4

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
5. Justice	1 497.1	1 538.7	–	–	–	–	–	1 538.7
6. Research, trend analysis and forensics	3 434.9	3 987.4	144.0	–	(3.8)	140.2	3.5	4 127.6
7. Policy support	1 475.6	1 209.2	–	–	–	–	–	1 209.2
8. Technical cooperation and field support	1 420.8	680.1	–	–	–	–	–	680.1
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	5 842.8	6 341.2	–	–	(3.8)	(3.8)	(0.1)	6 337.4
Subtotal, C	**22 481.7**	**25 028.5**	**1 154.7**	**385.8**	**(25.1)**	**1 515.4**	**6.1**	**26 543.9**
D. Programme support	485.7	477.1	–	–	30.1	30.1	6.3	507.2
Subtotal, 1	**24 201.1**	**27 765.0**	**692.7**	**1 012.8**	**5.0**	**1 710.5**	**6.2**	**29 475.5**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	4 055.0	4 760.9	90.2	1.9	4 851.1
C. Programme of work					
1. Countering transnational organized crime	159 253.6	144 719.0	917.9	0.6	145 636.9
2. A comprehensive and balanced approach to counter the world drug problem	61 921.7	55 486.4	151.3	0.3	55 637.7
3. Countering corruption	30 365.3	28 403.8	192.5	0.7	28 596.3
4. Terrorism prevention	24 673.7	23 562.5	129.1	0.5	23 691.6
5. Justice	87 155.9	74 603.2	491.7	0.7	75 094.9
6. Research, trend analysis and forensics	33 872.2	32 796.0	378.1	1.2	33 174.1
7. Policy support	7 683.2	9 009.8	142.5	1.6	9 152.3
8. Technical cooperation and field support	13 534.9	17 016.1	646.5	3.8	17 662.6
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	7 098.3	6 577.7	101.7	1.5	6 679.4
Subtotal, C	**425 558.8**	**392 174.5**	**3 151.3**	**0.8**	**395 325.8**
D. Programme support	7 192.9	4 685.5	133.0	2.8	4 818.5
Subtotal, 2	**436 806.7**	**401 620.9**	**3 374.5**	**0.8**	**404 995.4**
Total (1+2)	**461 007.8**	**429 385.9**	**5 085.0**	**1.2**	**434 470.9**

Table 16.24
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	4	–	–	–	–	4
C. Programme of work						
1. Countering transnational organized crime	33	–	–	–	–	33
2. A comprehensive and balanced approach to counter the world drug problem	4	–	–	–	–	4
3. Countering corruption	18	–	–	–	–	18
4. Terrorism prevention	8	–	–	–	–	8
5. Justice	8	–	–	–	–	8
6. Research, trend analysis and forensics	19	–	–	–	–	19
7. Policy support	6	–	–	–	–	6
8. Technical cooperation and field support	4	–	–	–	–	4
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	38	–	–	2	2	40
Subtotal, C	**138**	**–**	**–**	**2**	**2**	**140**
D. Programme support	–	–	–	–	–	–
Subtotal, 1	**142**	**–**	**–**	**2**	**2**	**144**

(2) *Extrabudgetary*

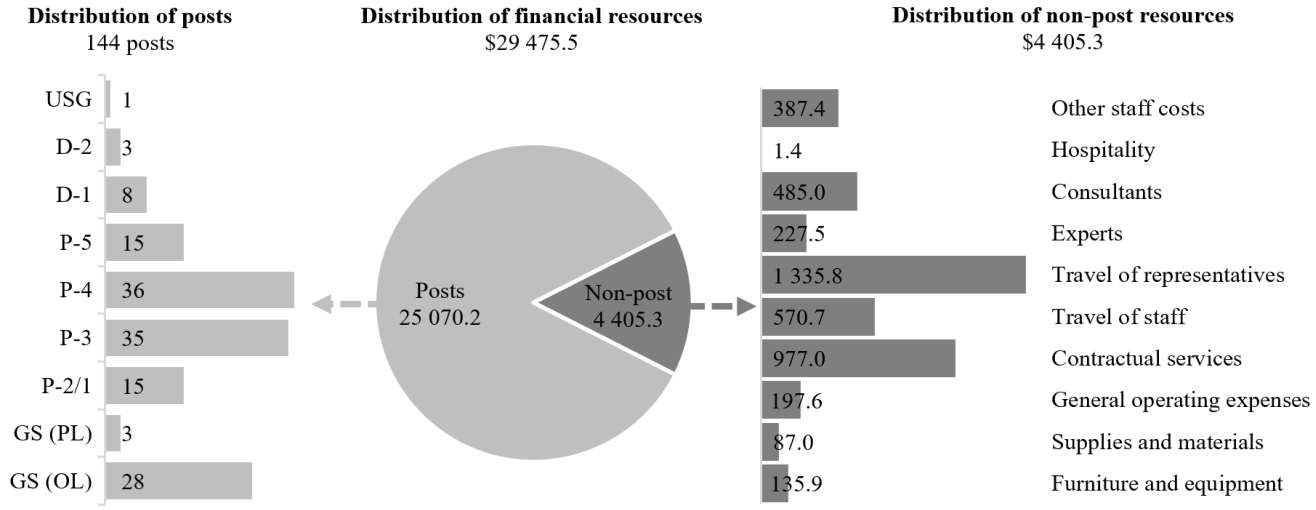
Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	23	–	23
C. Programme of work			
1. Countering transnational organized crime	234	–	234
2. A comprehensive and balanced approach to counter the world drug problem	39	–	39
3. Countering corruption	49	–	49
4. Terrorism prevention	33	–	33
5. Justice	126	–	126
6. Research, trend analysis and forensics	99	–	99
7. Policy support	37	–	37
8. Technical cooperation and field support	141	–	141

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	26	–	26
Subtotal, C	**784**	–	**784**
D. Programme support	34	–	34
Subtotal, 2	**841**	–	**841**
Total (1+2)	**983**	–	**985**

Table 16.25
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	21 695.8	23 595.1	1 258.3	–	216.8	1 475.1	6.3	25 070.2
Non-post	2 505.3	4 169.9	(565.6)	1 012.8	(211.8)	235.4	5.6	4 405.3
Total	**24 201.1**	**27 765.0**	**692.7**	**1 012.8**	**5.0**	**1 710.5**	**6.2**	**29 475.5**
Post resources by category								
Professional and higher		113	–	–	–	–	–	113
General Service and related		29	–	–	2	2	6.9	31
Total		**142**	**–**	**–**	**2**	**2**	**1.4**	**144**

Figure 16.XXXIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

16.150 As reflected in table 16.23 (1), resource changes reflect a net increase of $692,700, which includes the following:

(a) **Policymaking organs**. A net decrease of $462,000 comprises the removal of one-time provisions under other staff costs ($83,900), consultants ($49,200), travel of representatives ($207,200), travel of staff ($85,500) and contractual services ($36,200) related to the non-recurrent resource requirements for the preparatory meetings held in 2025 for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice;

(b) **Subprogramme 1, Countering transnational organized crime**. A net increase of $1,010,700 comprises:

(i) The removal of one-time provisions under experts ($24,900), travel of representatives ($33,800) and furniture and equipment ($44,200) related to the non-recurrent resource requirements for 2025 to promote the rapid entry into force of the United Nations Convention against Cybercrime, pursuant to General Assembly resolution 79/243;

(ii) Additional requirements of $1,113,600 related to the delayed impact of 15 posts established in 2025 to support the implementation of the United Nations Convention against Cybercrime, pursuant to General Assembly resolution 79/243, which were subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

(c) **Subprogramme 6, Research, trend analysis and forensics**. A net increase of $144,000 comprises:

(i) The removal of one-time provisions under contractual services ($700) related to the non-recurrent resource requirements for 2025 for the promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development;

(ii) Additional requirements of $144,700 related to the delayed impact of two temporary posts established in 2025 to support the promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development, pursuant to General Assembly resolution 79/234, which were subject to a 50 per cent vacancy rate in accordance with the established practice for new posts.

New and expanded mandates

16.151 As reflected in table 16.23 (1), resource changes reflect a net increase of $1,012,800, which includes the following:

(a) **Policymaking organs**. A net increase of $627,000 comprises the provision under other staff costs ($124,700), consultants ($101,100), travel of representatives ($341,800), travel of staff ($21,700) and contractual services ($37,700) with respect to new and expanded mandates relating to the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice, scheduled to be held in the United Arab Emirates in 2026, pursuant to Economic and Social Council resolution 155 C (VII) and General Assembly resolutions 415 (V), 46/152, 56/119 and 78/223;

(b) **Subprogramme 1, Countering transnational organized crime**. A net increase of $385,800 comprises:

(i) The provision under other staff costs ($1,200), consultants ($86,700), travel of staff ($52,600), contractual services ($132,900) and general operating expenses ($41,600) with respect to new and expanded mandates relating to the United Nations Convention against Cybercrime, pursuant to General Assembly resolution 79/243;

(ii) The provision under other staff costs ($70,800) with respect to new mandates relating to strengthening and promoting effective measures and international cooperation on organ

donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs, pursuant to General Assembly resolution 79/189.

Other changes

16.152 As reflected in table 16.23 (1), resource changes reflect an increase of $5,000, resulting from a higher standard price of the core software package for non-field personnel outside of United Nations Headquarters, and a set of cost-neutral changes, as shown below:

(a) **Subprogramme 1, Countering transnational organized crime**. A net decrease of $17,500, which comprises:

(i) The reduced scope of expertise required in the area of organized crime and illicit trafficking, offset by additional support required for the collection and analysis of the data in preparation for the thirteenth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime ($9,200);

(ii) Lower travel requirements related to transnational organized crime processes and ad hoc meetings, offset by additional support required for the collection and analysis of data in preparation for the thirteenth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime ($7,500);

(iii) Reduced communication costs ($800). These reduced requirements under consultants, travel of staff and general operating expenses supported the proposed increase under contractual services under programme support to strengthen the provision to cover the costs of data processing services, including workstation support and licences;

(b) **Subprogramme 6, Research, trend analysis and forensics**. Resource changes reflect a decrease of $3,800, which resulted largely from reduced requirements under contractual services and travel of staff for this subprogramme and supported the proposed increase under contractual services for programme support to strengthen the provision to cover the costs of data processing services, including workstation support and licences;

(c) **Subprogramme 9, Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice**. Resource changes reflect a decrease of $3,800, which comprises:

(i) The overall cost-neutral conversion of two general temporary assistance positions of a continuing nature to regular posts, which entails an increase of $216,800 under posts, offset by a reduction of $180,900 under other staff costs, as well as reductions reflecting reduced requirements under experts and contractual services;

(ii) Reduced requirements ($3,800) under contractual services for this subprogramme that supported the proposed increase under contractual services for programme support to strengthen the provision to cover the costs of data processing services, including workstation support and licences;

(d) **Programme support**. Resource changes reflect an increase of $30,100, which comprises:

(i) The higher standard price of the core software package for non-field personnel outside of United Nations Headquarters ($5,000);

(ii) Additional resources ($25,100) to strengthen the provision for data processing services for workstation support covering the end user, and for central infrastructure hardware for UNODC regular budget activities.

Policymaking organs

16.153 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies and intergovernmental processes, the servicing of which

is the responsibility of UNODC. The provisions for experts serving on committees in their individual capacity are in accordance with General Assembly resolution 2491 (XXIII), as amended by resolutions 41/176, 42/25, section VI, and 43/217, section IX, while the provisions for members of the functional commissions are in accordance with Assembly resolutions 1798 (XVII), 2128 (XX) and 2245 (XXI). Table 16.26 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 16.26
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
United Nations Congress on Crime Prevention and Criminal Justice	Mandate: General Assembly resolutions 46/152, 56/119 and 78/223 Membership: 193 government officials Number of sessions in 2026: 1	462.0	627.0
Commission on Crime Prevention and Criminal Justice	Mandate: Economic and Social Council resolution 1992/1 Membership: 40 government officials Number of sessions in 2026: 2	65.7	65.7
Commission on Narcotic Drugs and its subsidiary bodies	Mandate: Economic and Social Council resolution 1999/30 Membership: 53 government officials Number of sessions in 2026: 2	189.7	189.7
Standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime	Mandate: Economic and Social Council decisions 2009/251 and 2022/316 Membership: N/A (open-ended) Number of sessions in 2026: 1[a]	–	–
International Narcotics Control Board	Mandate: General Assembly resolution 1774 (XVII); Economic and Social Council resolutions 1966/1106 (XL) and 1967/1196 (XLII); and the 1961 Convention as amended by the 1972 Protocol, article 9 Membership: 13 members Number of sessions in 2026: 3	605.8	605.8
Conference of the Parties to the United Nations Convention against Transnational Organized Crime	Mandate: General Assembly resolutions 55/25 and 55/255; the United Nations Convention against Transnational Organized Crime, article 32, and rule 3 of the rules of procedure for the Conference Membership: 192 parties Number of sessions in 2026: 1[a]	–	–
Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies	Mandate: General Assembly resolution 58/4, the United Nations Convention against Corruption, article 63, and rule 3 of the rules of procedure for the Conference Membership: 191 parties Number of sessions in 2026: 0	–	–
Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes	Mandate: General Assembly resolution 79/243 Membership: 193 Member States Number of sessions in 2026: 1[a]	–	–
Total		**1 323.2**	**1 488.2**

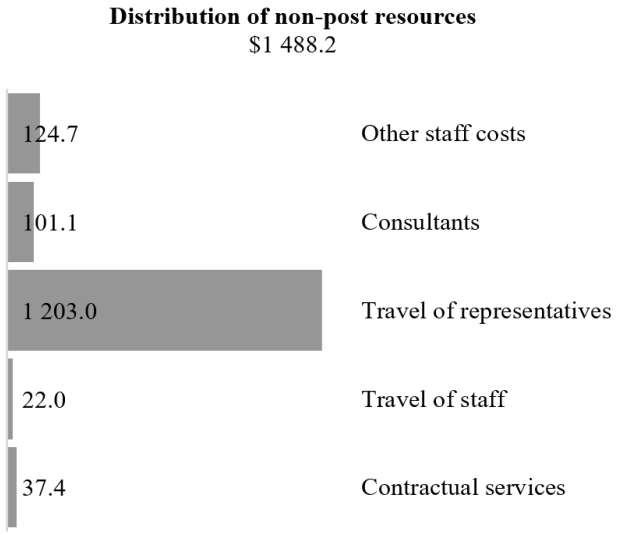
[a] Requirements for these sessions have been budgeted under subprogramme 1, Countering transnational organized crime.

16.154 The proposed regular budget resources for 2026 amount to $1,488,200 and reflect a net increase of $165,000 compared with the approved budget for 2025. The proposed change is explained in paragraphs 16.150 and 16.151. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.27 and figure 16.XXXIV.

Table 16.27
Policymaking organs: evolution of financial resources by main category of expenditure
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Non-post	482.7	1 323.2	(462.0)	627.0	–	165.0	12.5	1 488.2
Total	**482.7**	**1 323.2**	**(462.0)**	**627.0**	**–**	**165.0**	**12.5**	**1 488.2**

Figure 16.XXXIV
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

16.155 The executive direction and management component comprises the Office of the Executive Director and the Independent Evaluation Section.

16.156 The Executive Director is responsible for coordinating and providing leadership for all United Nations drug control and crime prevention activities to ensure the coherence of actions within the programme and the coordination, complementarities and non-duplication of such activities across the United Nations system. In that capacity, the Executive Director participates in the work of the United Nations System Chief Executives Board for Coordination. The Executive Director acts on behalf of the Secretary-General in fulfilling the responsibility that devolves upon the Executive Director under the terms of international treaties and resolutions of United Nations organs relating to international drug control or crime prevention. The responsibilities are combined with those of the Director-General of the United Nations Office at Vienna. The Office of the Executive Director is integrated with that of the Director-General and is supported with resources from the regular budget under section 1, Overall policymaking, direction and coordination.

16.157 The core functions of the Office of the Executive Director are: (a) to assist the Executive Director in the overall executive direction and management of UNODC; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; (c) to ensure the timely implementation of decisions and the coordination of inputs from all organizational units to the activities of the Office; and (d) to support the Executive Director in the overall leadership and coordination of the activities of UNODC with extensive research and substantive information to advise on issues of policy, resources and results management.

16.158 The Office of the Executive Director also coordinates cross-cutting institutional issues, such as the systematic inclusion of gender equality aspects in all areas of UNODC work and reaching gender parity in staff. The Gender Team in the Office of the Executive Director coordinates the implementation of the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (2022–2026) to ensure delivery of United Nations commitments on gender equality and the empowerment of women, including Sustainable Development Goal 5, through activities, such as supporting field offices to contextualize gender commitments to their setting, ensuring that the institutional mechanisms on gender mainstreaming are efficient, raising awareness and providing capacity-building for personnel to further strengthen capacity on gender issues across the UNODC programme of work. The United Nations Office at Vienna and UNODC continue to recognize high-impact policies and programmes on gender issues through an annual Gender Award and have strengthened their efforts on male engagement to promote gender equality and women's empowerment.

16.159 The Independent Evaluation Section provides evaluation-based knowledge for decision-making to the Executive Director and Member States on countering and preventing drugs, crime and terrorism. The Section delivers high-quality human rights-responsive, gender-sensitive and contextualized independent evaluations, syntheses of evaluations and other oversight results, and evaluation capacity development for internal and external stakeholders, as well as the innovative web-based evaluation and knowledge management application, Unite Evaluations, to foster accountability and learning. By working in conjunction with a diverse set of partners, including United Nations, regional and national entities as well as academia and research entities, the Section responds to strategic priorities in UNODC mandated areas of work and offers technical advice to Member States on conducting their own government-led evaluations. Furthermore, the Section leads efforts for delivering results through joint and system-wide work, thereby, for example, delivering strategic evaluation-based products on countering and preventing terrorism and Sustainable Development Goal 16.

16.160 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the United Nations Office at Vienna and UNODC are integrating environmental management practices into their operations.

16.161 Information on the timely submission of documentation and advance booking for air travel is reflected in table 16.28. The low travel compliance rate in 2024 (40 per cent) was largely due to the late nomination of travellers and late event planning, which resulted in the late booking of travel. Compliance rates continue to be monitored with the introduction of the new mission travel request application as well as awareness-raising sessions for staff.

Table 16.28
Compliance rate
(Percentage)

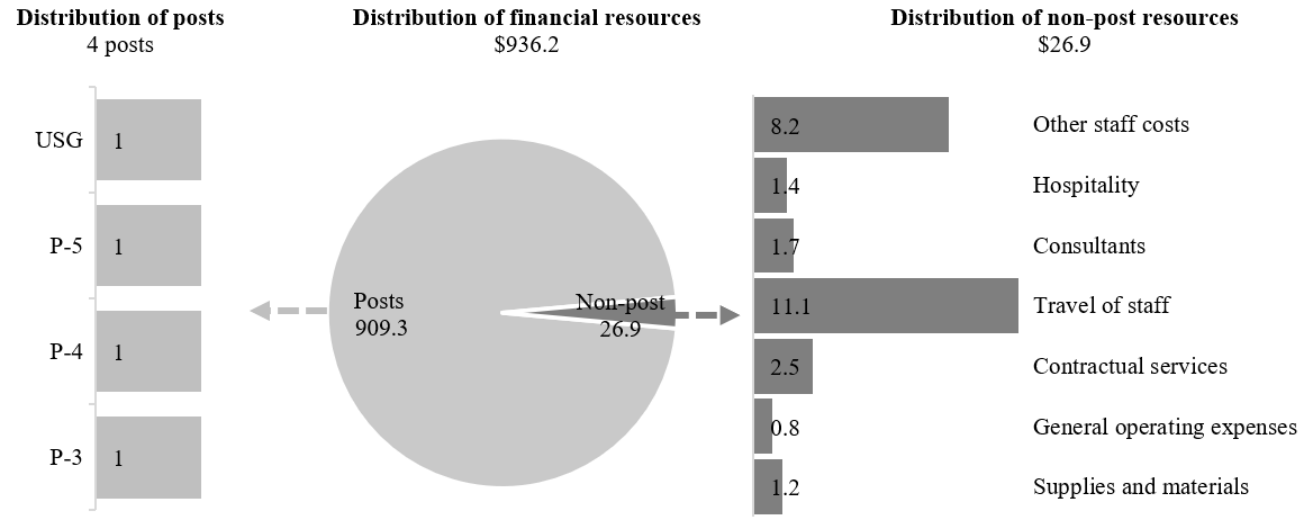
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	94	99	90	100	100
Air tickets purchased at least two weeks before the commencement of travel	25	30	40	100	100

16.162 The proposed regular budget resources for 2026 amount to $936,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.29 and figure 16.XXXV.

Table 16.29
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	747.2	909.3	–	–	–	–	–	909.3
Non-post	3.9	26.9	–	–	–	–	–	26.9
Total	**751.1**	**936.2**	–	–	–	–	–	**936.2**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 16.XXXV
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

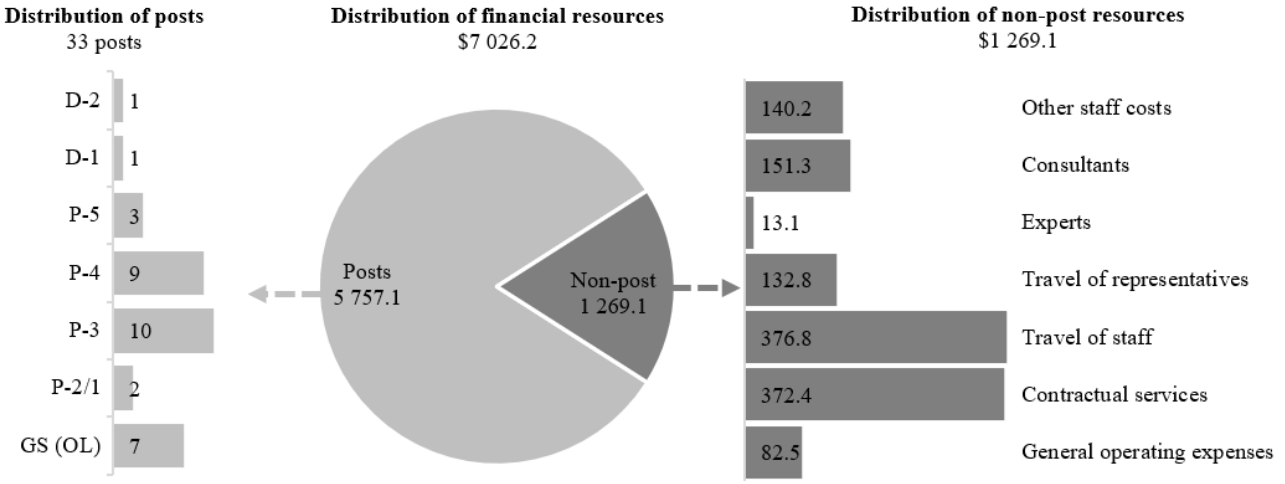
Subprogramme 1
Countering transnational organized crime

16.163 The proposed regular budget resources for 2026 amount to $7,026,200 and reflect a net increase of $1,379,000 compared with the approved budget for 2025. The proposed increase is explained in paragraphs 16.150 to 16.152. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.30 and figure 16.XXXVI.

Table 16.30
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 033.0	4 643.5	1 113.6	–	–	1 113.6	24.0	5 757.1
Non-post	924.0	1 003.7	(102.9)	385.8	(17.5)	265.4	26.4	1 269.1
Total	**3 957.0**	**5 647.2**	**1 010.7**	**385.8**	**(17.5)**	**1 379.0**	**24.4**	**7 026.2**
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		7	–	–	–	–	–	7
Total		**33**	**–**	**–**	**–**	**–**	**–**	**33**

Figure 16.XXXVI
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



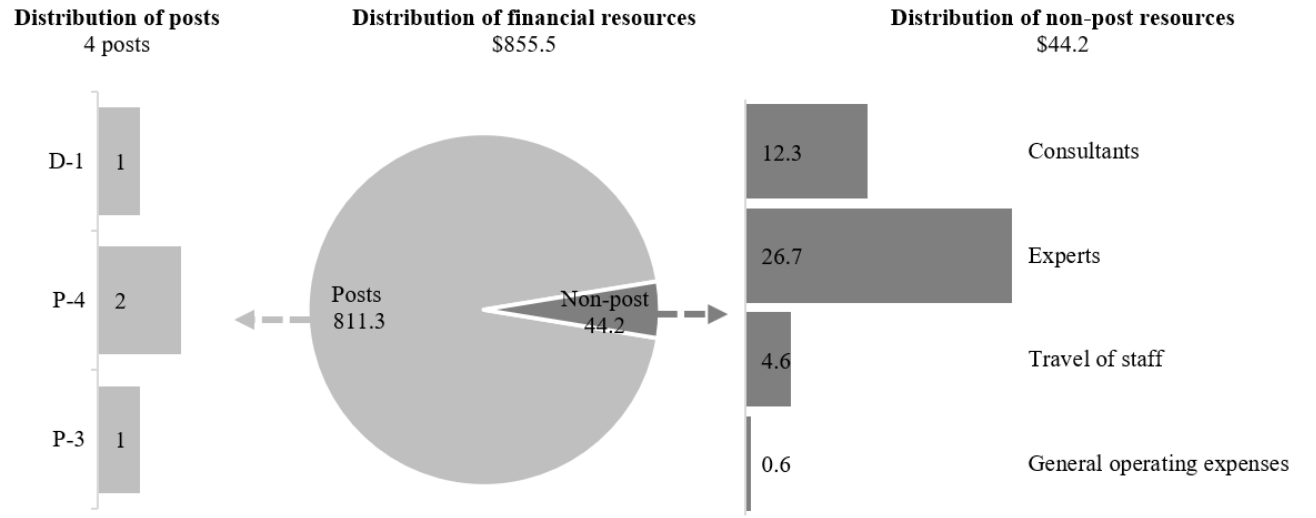
Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem

16.164 The proposed regular budget resources for 2026 amount to $855,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.31 and figure 16.XXXVII.

Table 16.31
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	804.0	811.3	–	–	–	–	–	811.3
Non-post	35.2	44.2	–	–	–	–	–	44.2
Total	**839.2**	**855.5**	**–**	**–**	**–**	**–**	**–**	**855.5**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 16.XXXVII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



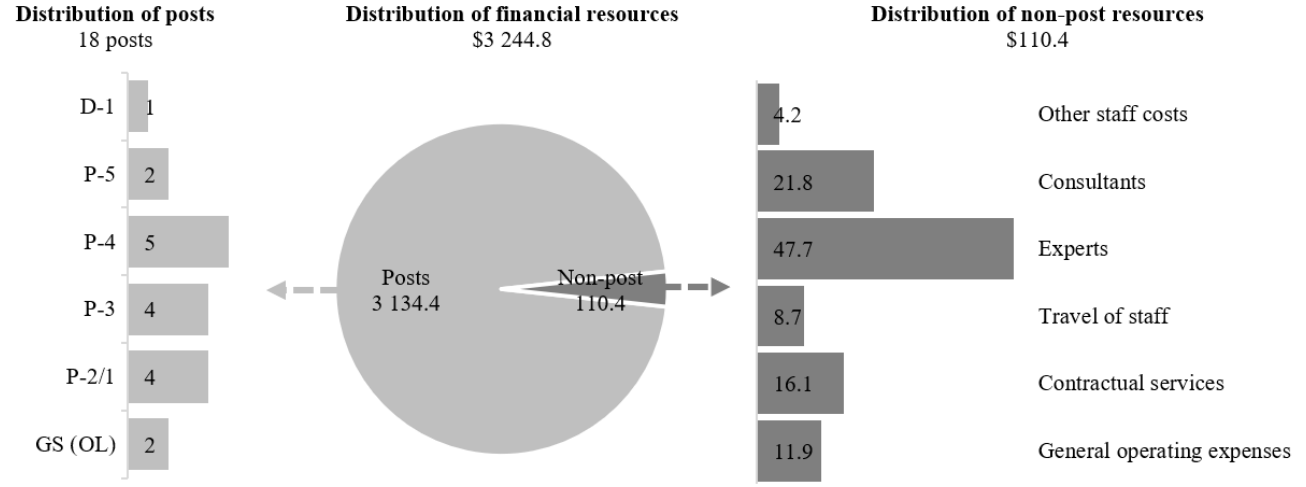
Subprogramme 3
Countering corruption

16.165 The proposed regular budget resources for 2026 amount to $3,244,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.32 and figure 16.XXXVIII.

Table 16.32
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 678.3	3 134.4	–	–	–	–	–	3 134.4
Non-post	44.6	110.4	–	–	–	–	–	110.4
Total	**2 722.9**	**3 244.8**	**–**	**–**	**–**	**–**	**–**	**3 244.8**
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		2	–	–	–	–	–	2
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 16.XXXVIII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



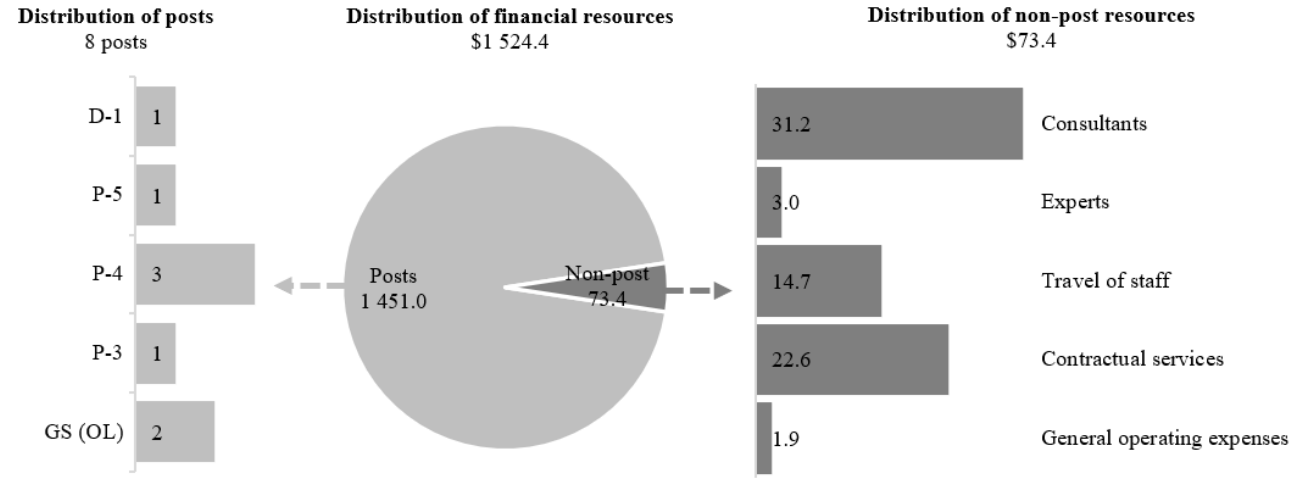
Subprogramme 4
Terrorism prevention

16.166 The proposed regular budget resources for 2026 amount to $1,524,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.33 and figure 16.XXXIX.

Table 16.33
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 260.9	1 451.0	–	–	–	–	–	1 451.0
Non-post	30.4	73.4						73.4
Total	**1 291.3**	**1 524.4**	**–**	**–**	**–**	**–**	**–**	**1 524.4**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		2						2
Total		**8**	**–**	**–**	**–**	**–**	**–**	**8**

Figure 16.XXXIX
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



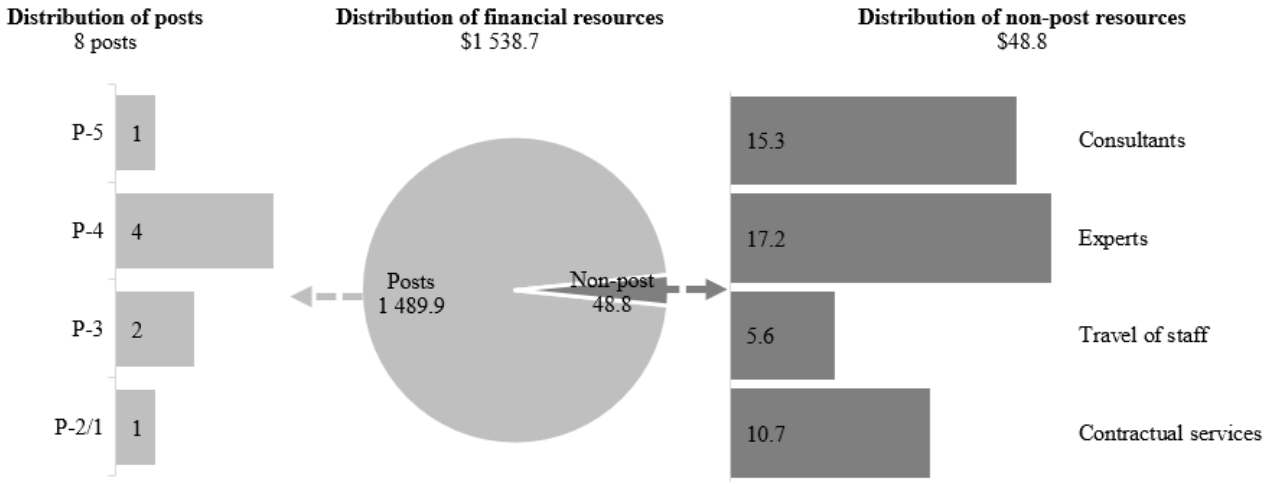
Subprogramme 5
Justice

16.167 The proposed regular budget resources for 2026 amount to $1,538,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.34 and figure 16.XL.

Table 16.34
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 454.0	1 489.9	–	–	–	–	–	1 489.9
Non-post	43.1	48.8	–	–	–	–	–	48.8
Total	**1 497.1**	**1 538.7**	**–**	**–**	**–**	**–**	**–**	**1 538.7**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
Total		**8**	**–**	**–**	**–**	**–**	**–**	**8**

Figure 16.XL
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



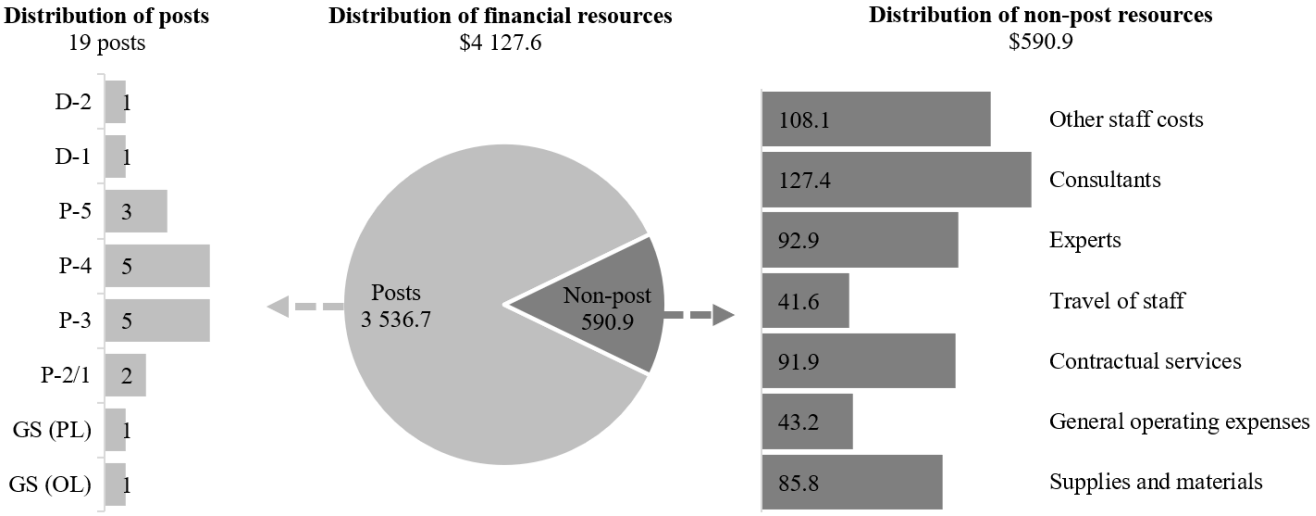
Subprogramme 6
Research, trend analysis and forensics

16.168 The proposed regular budget resources for 2026 amount to $4,127,600 and reflect a net increase of $140,200 compared with the approved budget for 2025. The proposed change is explained in paragraphs 16.150 and 16.152. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.35 and figure 16.XLI.

Table 16.35
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 227.8	3 392.0	144.7	–	–	144.7	4.3	3 536.7
Non-post	207.1	595.4	(0.7)	–	(3.8)	(4.5)	(0.8)	590.9
Total	**3 434.9**	**3 987.4**	**144.0**	**–**	**(3.8)**	**140.2**	**3.5**	**4 127.6**
Post resources by category								
Professional and higher		17	–	–	–	–	–	17
General Service and related		2	–	–	–	–	–	2
Total		**19**	**–**	**–**	**–**	**–**	**–**	**19**

Figure 16.XLI
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



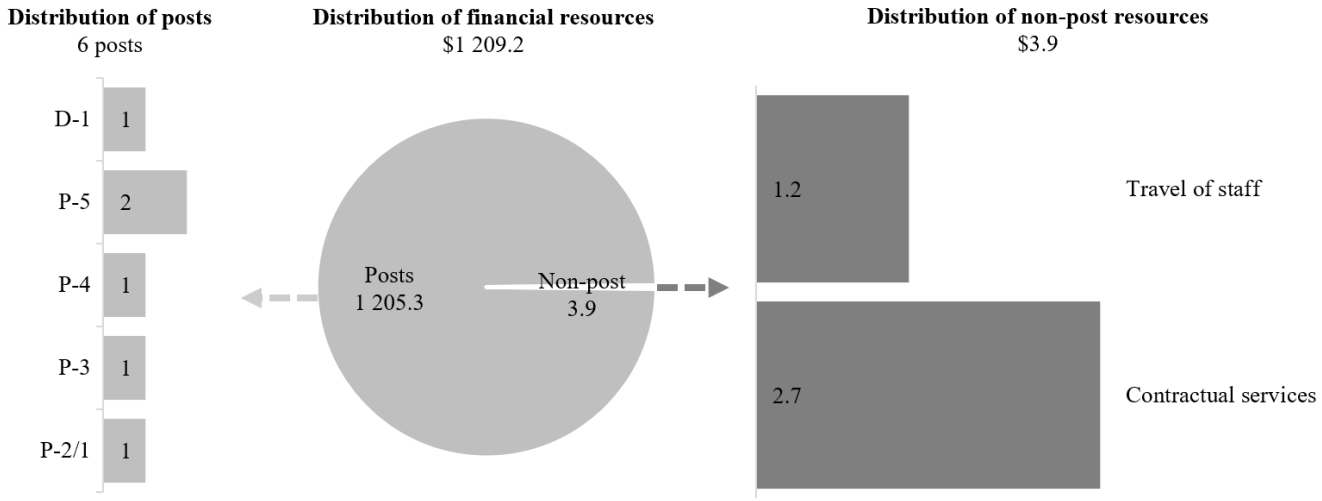
Subprogramme 7
Policy support

16.169 The proposed regular budget resources for 2026 amount to $1,209,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.36 and figure 16.XLII.

Table 16.36
Subprogramme 7: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 473.6	1 205.3	–	–	–	–	–	1 205.3
Non-post	2.0	3.9	–	–	–	–	–	3.9
Total	**1 475.6**	**1 209.2**	**–**	**–**	**–**	**–**	**–**	**1 209.2**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 16.XLII
Subprogramme 7: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



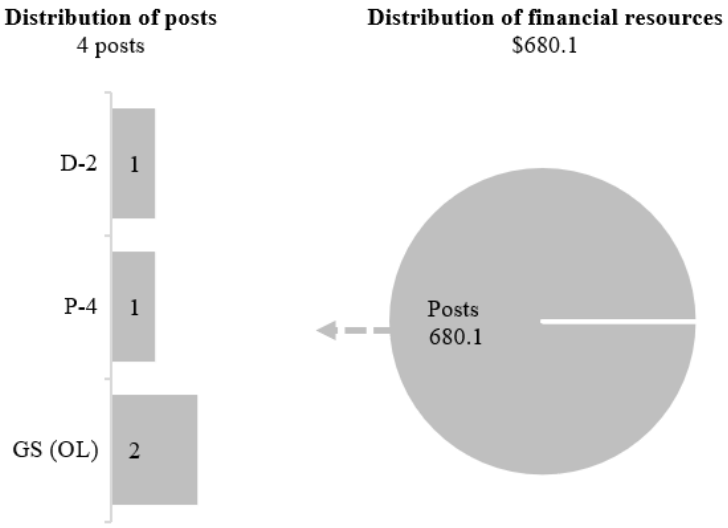
Subprogramme 8
Technical cooperation and field support

16.170 The proposed regular budget resources for 2026 amount to $680,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.37 and figure 16.XLIII.

Table 16.37
Subprogramme 8: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 420.8	680.1	–	–	–	–	–	680.1
Total	**1 420.8**	**680.1**	**–**	**–**	**–**	**–**	**–**	**680.1**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		2	–	–	–	–	–	2
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 16.XLIII
Subprogramme 8: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



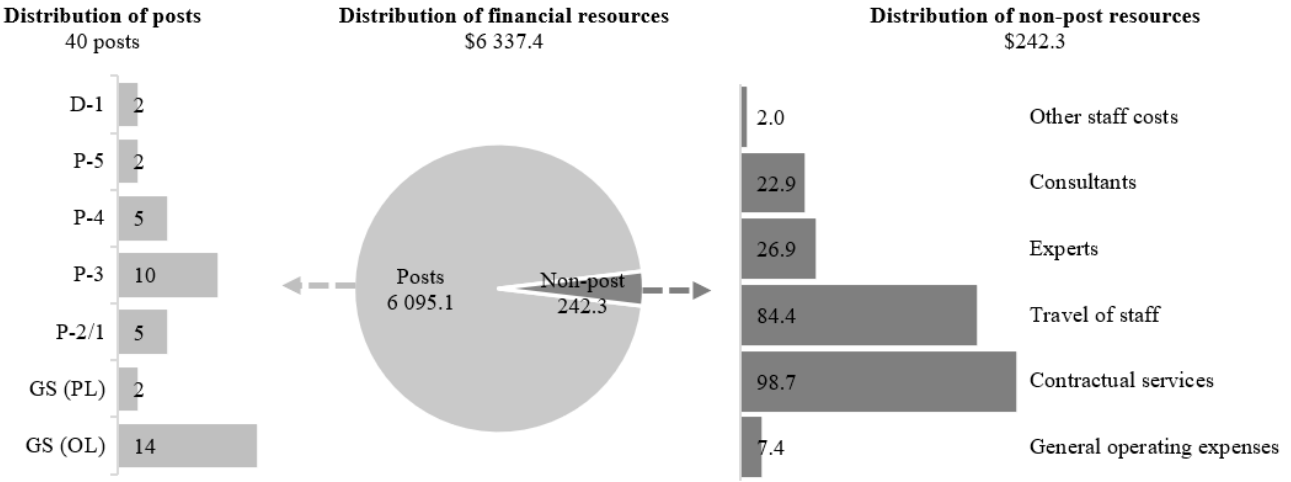
Subprogramme 9
Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice

16.171 The proposed regular budget resources for 2026 amount to $6,337,400 and reflect a decrease of $3,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 16.152. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.38 and figure 16.XLIV.

Table 16.38
Subprogramme 9: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 596.2	5 878.3	–	–	216.8	216.8	3.7	6 095.1
Non-post	246.5	462.9	–	–	(220.6)	(220.6)	(47.7)	242.3
Total	**5 842.7**	**6 341.2**	**–**	**–**	**(3.8)**	**(3.8)**	**(0.1)**	**6 337.4**
Post resources by category								
Professional and higher		24	–	–	–	–	–	24
General Service and related		14	–	–	2	2	14.3	16
Total		**38**	**–**	**–**	**2**	**2**	**14.3**	**40**

Figure 16.XLIV
Subprogramme 9: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



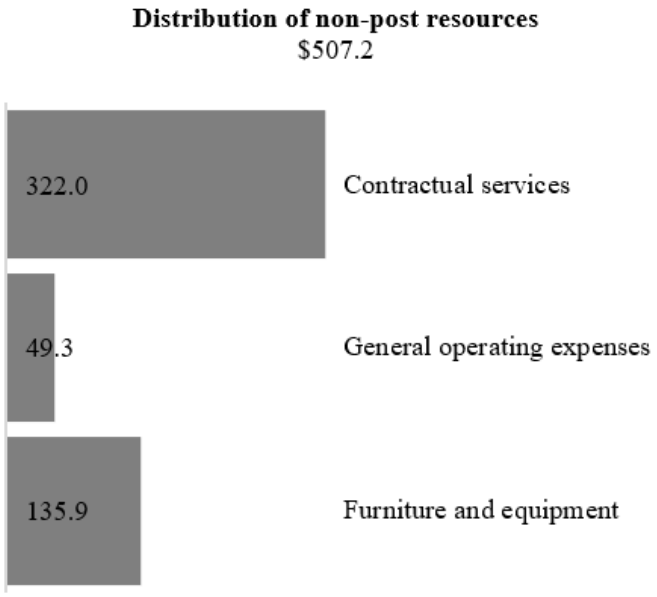
Programme support

16.172 The proposed regular budget resources for 2026 amount to $507,200 and reflect an increase of $30,100 compared with the approved budget for 2025. The proposed change is explained in paragraph 16.152. Additional details on the distribution of the proposed resources for 2026 are reflected in table 16.39 and figure 16.XLV.

Table 16.39
Programme support: evolution of financial resources by main category of expenditure
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Non-post	485.7	477.1	–	–	30.1	30.1	6.3	507.2
Total	**485.7**	**477.1**	**–**	**–**	**30.1**	**30.1**	**6.3**	**507.2**

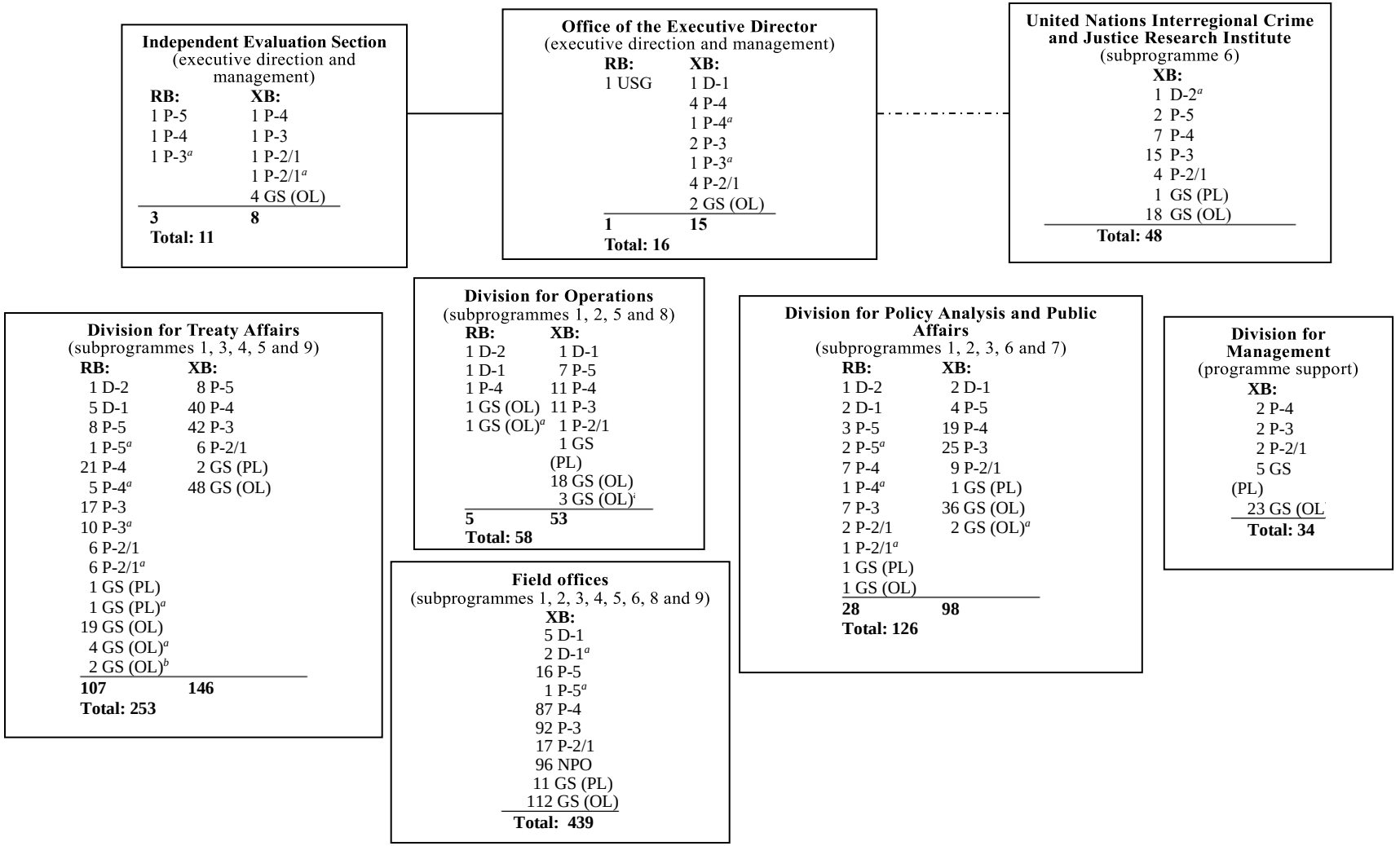
Figure 16.XLV
Programme support: distribution of proposed resources for 2026
(Thousands of United States dollars)



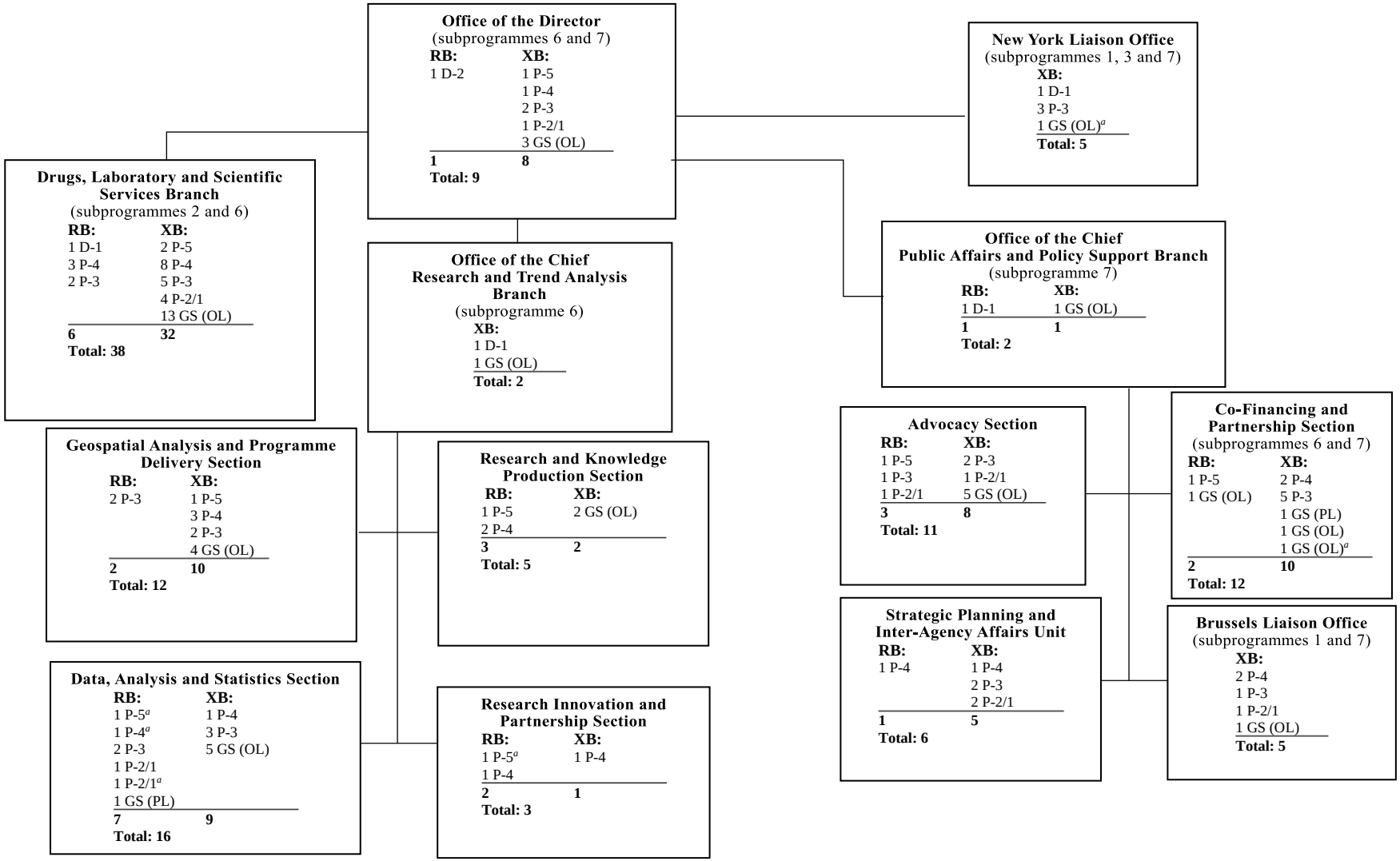
Annex I

Proposed organizational structure and post distribution for 2026

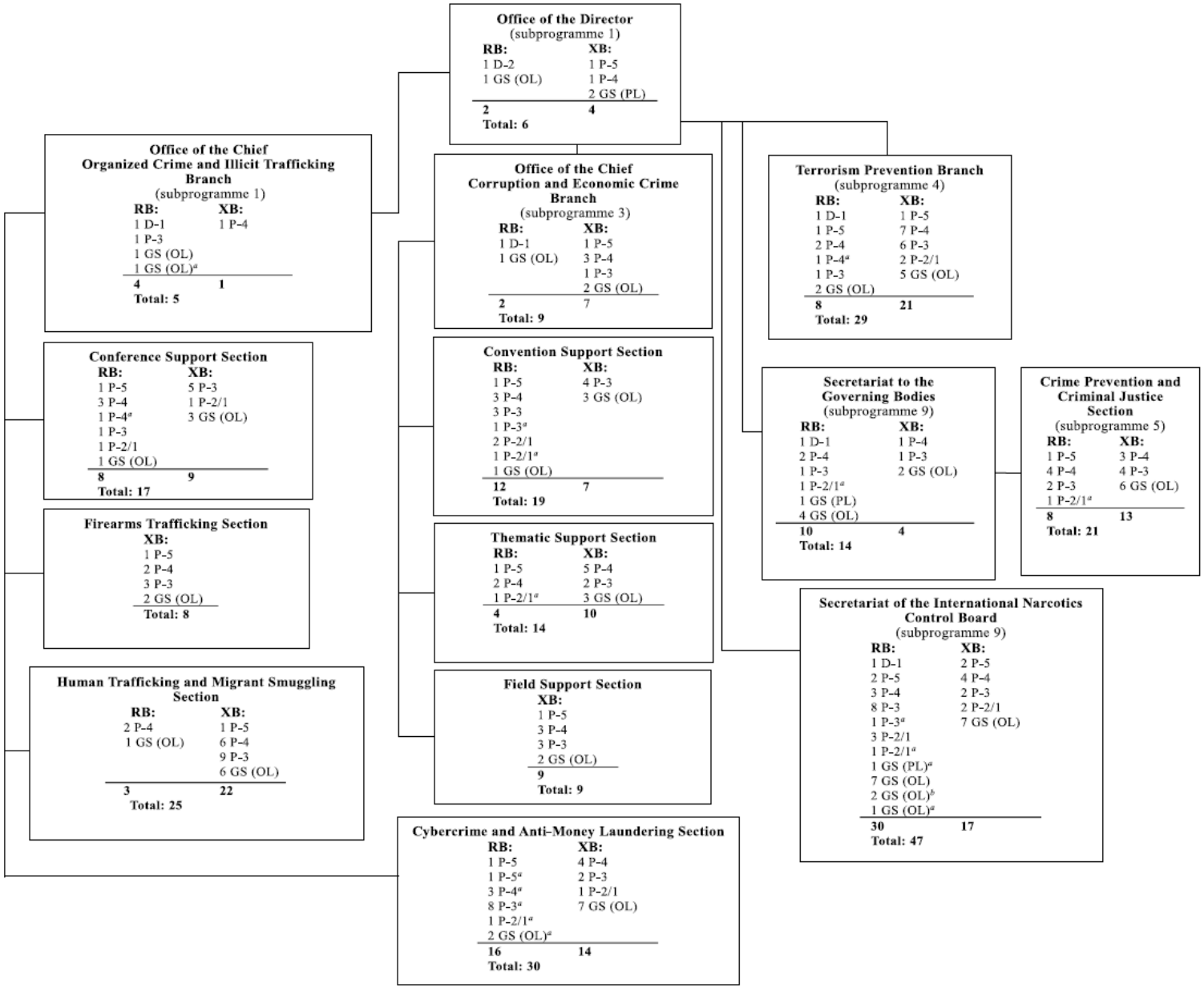
1. United Nations Office on Drugs and Crime



2. Division for Policy Analysis and Public Affairs



3. Division for Treaty Affairs



4. Division for Operations

Office of the Director
(subprogramme 8)

RB:	XB:
1 D-2	1 D-1
1 P-4	1 P-5
1 GS (OL)	1 P-4
1 GS (OL)[a]	1 GS (PL)
	1 GS (OL)
	1 GS (OL)[a]
4	**6**

Total: 10

Border Management Branch
(subprogrammes 1, 2, 5 and 8)

RB:	XB:
1 D-1	2 P-5
	6 P-4
	8 P-3
	10 GS (OL)
	1 GS (OL)[a]
1	**27**

Total: 28

Regional Sections
(subprogramme 8)

XB:
4 P-5
4 P-4
3 P-3
1 P-2/1
7 GS (OL)
1 GS (OL)[a]

Total: 20

Field offices
(subprogrammes 1, 2, 3, 4, 5, 6, 8 and 9)

XB:

Subprogramme 1	Subprogramme 2	Subprogramme 3	Subprogramme 4	Subprogramme 5	Subprogramme 6	Subprogramme 8	Subprogramme 9
3 P-5	1 P-5	7 P-4	3 P-4	2 P-5	1 P-4	5 D-1	5 P-3
45 P-4	6 P-4	4 P-3	4 P-3	14 P-4	4 P-3	2 D-1[a]	
41 P-3	4 P-3	3 NPO	1 P-2/1	25 P-3	2 NPO	10 P-5	
8 P-2/1	7 NPO	1 GS (OL)	3 NPO	8 P-2/1		1 P-5[a]	
25 NPO	1 GS (PL)		1 GS (PL)	30 NPO		11 P-4	
1 GS (PL)	5 GS (OL)			1 GS (PL)		5 P-3	
32 GS (OL)				28 GS (OL)		26 NPO	
						7 GS (PL)	
						46 GS (OL)	
155	**24**	**15**	**12**	**108**	**7**	**113**	**5**

Total: 439

5. Division for Management

Information Technology Service
(programme support)
XB:
2 P-4
2 P-3
2 P-2/1
5 GS (PL)
23 GS (OL)
Total: 34

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

[a] Vacant.

[b] Conversion.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 9, Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	2	GS (OL)	**Conversion** of two general temporary assistance positions (General Service (Other level)) of a continuing nature to regular posts	The two positions were established in 1996 and provide support in the coordination and implementation of the technical aspects of the communications strategy of the International Narcotics Control Board, the preparation of web and print-based publications of the Board, and web design and maintenance, as well as administrative support in handling the travel of Board members (including all other travel-related issues) and servicing the Standing Committee on Estimates. Both positions handle core support activities of a continuing nature and strengthen the capacity and effectiveness of the Office of the Secretary of the International Narcotics Control Board and the Narcotics Control and Estimates Section, improve the delivery of programmes and activities and enhance the overall output and effectiveness of the Board in addressing the challenges faced in international drug control, including by supporting and facilitating the Board's dialogue with States as well as its communications strategy.

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

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IV
International cooperation for development

Section 17
UN-Women

Programme 14
Gender equality and the empowerment of women

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

17.1 The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is responsible for supporting the achievement of gender equality and the fulfilment of the rights and empowerment of all women and girls as actors and beneficiaries of sustainable development, human rights, humanitarian action and peace and security. The mandate derives from the priorities established in relevant General Assembly, Economic and Social Council and Security Council resolutions, including General Assembly resolutions 64/289, in which the Assembly established UN-Women as a composite entity that functions as a secretariat, carries out operational activities at the country and regional levels, and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and the empowerment of women; 70/1 on the 2030 Agenda for Sustainable Development, pursuant to which UN-Women supports systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda; 72/279 on the repositioning of the United Nations development system; and 79/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in which the Assembly reiterated its call upon the United Nations development system to enhance and accelerate gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of UN-Women, as well as the United Nations country team performance indicators for gender equality and the empowerment of women (the UNCT SWAP "scorecard"), in particular with regard to gender-responsive performance management and strategic planning.

17.2 The mandate of UN-Women endows it with a unique role and capacity to: (a) support the strengthening and development of global norms and standards, including with country-level experiences; (b) promote more effective coordination, coherence and gender mainstreaming across the United Nations system in support of commitments for gender equality and the empowerment of women; and (c) support Member States, upon request, to translate global norms and standards into legislation, policies and development plans as part of its operational activities. UN-Women also has a critical role in supporting the mobilization of civil society, the private sector and other relevant stakeholders, at all levels, in support of the implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda. UN-Women will continue to support Member States' commitment to achieve gender equality and the empowerment of all women and girls as a crucial contribution to progress across all the Sustainable Development Goals, as reiterated in the Pact for the Future.

Strategy and external factors for 2026

17.3 The UN-Women strategic plan 2026–2029 will guide the Entity's activities and its strategic direction, objectives and approaches to support the efforts of Member States towards the achievement of gender equality and the empowerment of all women and girls and the realization of their human rights.

17.4 The strategic plan will be based on an extensive consultative process and draw from analysis of progress and persistent challenges, including recommendations from the 30-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action, the review of the implementation of the 2030 Agenda and its Sustainable Development Goals, particularly related to gender equality and the rights and empowerment of women and girls, the gender equality commitments in the Pact for the Future, and lessons learned from the midterm review of the UN-Women strategic plan 2022–2025.

17.5 In 2026, UN-Women will continue its work on its established thematic impact areas: (a) governance and participation in public life; (b) women's economic empowerment; (c) ending violence against women and girls; and (d) women and peace and security, humanitarian action and disaster risk reduction. Given the interconnected nature of global challenges, UN-Women will continue to focus on integrated approaches to address the root causes of gender inequality and discrimination against women and girls and effect broader systems change by advancing seven systemic outcomes across the four thematic impact areas: (a) the strengthening of global normative frameworks and gender-responsive laws, policies and institutions; (b) financing for gender equality; (c) positive social norms, including by engaging men and boys; (d) equitable access by women to services, goods and resources; (e) women's voices, leadership and agency; (f) the production, analysis and use of gender statistics, sex-disaggregated data, and knowledge; and (g) United Nations system coordination for gender equality and the empowerment of women and girls.

17.6 UN-Women will continue to implement its programme by leveraging its normative support function, United Nations system coordination role and operational activities in an integrated and mutually reinforcing manner for transformative results.

17.7 UN-Women will continue to act as a knowledge hub to support gender mainstreaming and provide research and data analysis to inform policies, strategies and other interventions, and substantive and technical support and expertise to requesting Member States. It will continue to facilitate the mainstreaming of a gender perspective into intergovernmental norms and standards. It will also provide support to Member States, upon request, in implementing commitments to gender equality and the empowerment of women and girls through operational activities. UN-Women will continue to work in partnership with a range of actors and support, at the request of Member States, civil society, the private sector and other relevant stakeholders, for accelerated action for gender equality and the rights and empowerment of women and girls.

17.8 UN-Women will continue to place business transformation at the heart of its organizational effectiveness and efficiency framework, including by strengthening capabilities in innovation, digital transformation and strategic foresight, in line with paragraph 73 (a) of the Pact for the Future, under action 45, and will enhance its culture of accountability and strengthening organizational performance management through a cascading internal management system.

17.9 With regard to inter-agency coordination and liaison, UN-Women will continue to leverage its mandate to further enhance country, regional and global efforts of the United Nations system towards gender equality and the empowerment of women and girls, including through the repositioned United Nations development system for integrated, cost-effective support to partners. UN-Women will continue to promote accountability for gender equality through support for the implementation of frameworks such as the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team System-wide Action Plan "scorecard" and their recommendations at the country level. UN-Women will continue to build strategic partnerships with United Nations entities to deliver coordinated and coherent results for women and girls across the development, peace and security and humanitarian contexts. Further, the Entity will collaborate with other United Nations entities, including through the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, providing a gender perspective on methodology development, monitoring and follow-up, as well as capacity development. UN-Women will also collaborate with departments and offices of the United Nations Secretariat, including on issues related to women and peace and security, sexual violence in conflict, gender mainstreaming in peacekeeping operations and gender parity. UN-Women will continue its cooperation with and support to the Security Council, the Peacebuilding Commission and the Human Rights Council, as requested. UN-Women will continue to brief the Security Council, upon request, and provide secretariat services to the Council's Informal Expert Group on Women and Peace and Security.

17.10 Where it has a presence, UN-Women will support the integration of a gender perspective in United Nations country team programming processes, including the common country assessments and the United Nations Sustainable Development Cooperation Frameworks, joint initiatives, collective advocacy and coordination to ensure a coherent system-wide approach in operational activities.

Where a humanitarian response is in place, UN-Women will support the integration of a gender perspective into the planning and implementation of the humanitarian response. UN-Women will continue to chair or co-chair the gender theme groups[1] of United Nations country teams.

17.11 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The continued availability of voluntary contributions, which account for approximately 98 per cent of the resources of UN-Women;

(b) The commitment of Member States to advance gender equality and the rights and empowerment of all women and girls, including by achieving consensus in relevant intergovernmental meetings;

(c) The commitment of Member States to adopt and implement laws, policies and strategies, allocate adequate resources, and create and maintain an enabling environment for civil society and women's organizations in their work for the promotion of gender equality and the empowerment of women and girls.

17.12 In line with the United Nations Disability Inclusion Strategy and the UN-Women global strategy on the empowerment of women and girls with disabilities, UN-Women, together with other United Nations entities, will accelerate the effective mainstreaming of disability inclusion and promote accessibility in its institutional processes, collaboration and programming, in partnership with Member States, organizations of persons with disabilities and other partners. UN-Women will continue to chair the United Nations Inter-agency Group on Gender Equality and Disability Inclusion. Where it has a presence, UN-Women will facilitate an intersectional approach to disability inclusion by leveraging the United Nations country team presence and operational and programming processes.

Legislative mandates

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

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
50/42	Fourth World Conference on Women
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
64/289	System-wide coherence
66/130	Women and political participation
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
78/180	Violence against women migrant workers
78/181	Improvement of the situation of women and girls in rural areas
78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
79/1	The Pact for the Future
79/152	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: the digital environment

[1] See https://unsdg.un.org/resources/gender-theme-groups-standards-and-procedures.

79/153	Intensifying global efforts for the elimination of female genital mutilation
79/154	Trafficking in women and girls
79/223	Women in development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
2020/15	Multi-year programme of work of the Commission on the Status of Women
2022/4	Future organization and methods of work of the Commission on the Status of Women
2022/5	Thirtieth anniversary of the Fourth World Conference on Women
2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Security Council resolutions

1325 (2000)	
1820 (2008)	
1888 (2009)	
1889 (2009)	
1960 (2010)	
2106 (2013)	
2122 (2013)	
2242 (2015)	
2467 (2019)	
2493 (2019)	

Agreed conclusions of the Commission on the Status of Women

1996	Implementation of strategic objectives and action in the critical area of concern: poverty
1996	Women and the media
1996	Child and dependent care, including sharing of work and family responsibilities
1997	Women and the environment
1997	Women in power and decision-making
1997	Women and the economy
1997	Education and training of women
1998	Violence against women
1998	Women and armed conflict
1998	Human rights of women
1998	The girl child
1999	Women and health
1999	Institutional mechanisms for the advancement of women
2001	Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome
2001	Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance
2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world
2002	Environmental management and the mitigation of natural disasters
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004	The role of men and boys in achieving gender equality
2004	Women’s equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding

S-23/2	Political declaration
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action

2005	Political declaration on the occasion of the tenth anniversary of the Fourth World Conference on Women
2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
2006	Equal participation of women and men in decision-making processes at all levels
2007	Elimination of all forms of discrimination and violence against the girl child
2008	Financing for gender equality and the empowerment of women
2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work
2013	Elimination and prevention of all forms of violence against women and girls
2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls
2015	Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women
2016	Women's empowerment and the link to sustainable development
2017	Women's empowerment in the changing world of work
2018	Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls
2019	Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls
2020	Political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women
2021	Women's full and effective participation and decision-making in public life, as well as the elimination of violence, for achieving gender equality and the empowerment of all women and girls
2022	Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes
2023	Innovation and technological change, and education in the digital age for achieving gender equality and the empowerment of all women and girls
2024	Accelerating the achievement of gender equality and the empowerment of all women and girls by addressing poverty and strengthening institutions and financing with a gender perspective

Deliverables

17.14 Table 17.1 lists all cross-cutting deliverables of the programme.

Table 17.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**3**	**1**
1. Annual report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women	1	1	1	1
2. Biennial integrated budget estimates for UN-Women	–	–	1	–
3. Strategic plan 2026–2029	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meeting of:				
4. The Fifth Committee	1	1	1	1
5. The Committee for Programme and Coordination	1	1	1	1
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

17.15 The following evaluations conducted by the UN-Women Independent Evaluation Service and completed in 2024 have guided the proposed programme plan for 2026:

(a) *Corporate Thematic Evaluation of UN-Women's Support to Women's Political Participation: Insights from the Field*;

(b) *Are We Getting There? A Synthesis of United Nations System Evaluations of Sustainable Development Goal 5, and its companion report, Getting There Together: A Synthesis of Inter-Agency Programme Evaluations on Sustainable Development Goal 5*.

17.16 In response to the results of the evaluations referenced above, UN-Women refined its programmatic approach, notably on women's political participation, to incorporate key recommendations, such as multi-stakeholder, multi-year designs to achieve sustainable change and address barriers to women's political participation. Evidence from nearly 300 evaluations informed the Sustainable Development Goal 5 syntheses, highlighting the effectiveness of integrated programming and the importance of data, advocacy and civil society partnerships.

17.17 An evaluation of the effectiveness of the role of UN-Women in advancing one of the seven systemic outcomes is being planned for 2026.

Programme of work

Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

Objective

17.18 The objective, to which this subprogramme contributes, is to strengthen the achievement of gender equality and the empowerment of all women and girls, including full enjoyment of their human rights.

Strategy

17.19 To contribute to the objective, the subprogramme will:

(a) Support the normative processes of intergovernmental bodies, including the Commission on the Status of Women, by facilitating the exchange of good practices and lessons learned among Governments and other relevant stakeholders, including through meetings, the issuance of reports and the presentation of analyses and policy options that enable discussion on key gender equality issues;

(b) Lead, coordinate and promote the accountability of the United Nations system for gender equality and the empowerment of women, and gender mainstreaming. This includes providing expertise, advocacy, monitoring of the development of relevant tools and guidance and capacity-building within the United Nations system. Actions towards system-wide improvement of the status of women will also be undertaken;

(c) Develop strategic partnerships by enabling civil society actors and other stakeholders to contribute to relevant intergovernmental processes, including through information dissemination, the convening of stakeholders to share lessons learned and recommendations for actions and the provision of funding for attending capacity- and alliance-building opportunities.

17.20 In doing so, the subprogramme will assist Member States in their efforts to accelerate the implementation of the Beijing Declaration and Platform for Action, achieve Sustainable

Development Goal 5 and systematically mainstream a gender perspective into the implementation of the 2030 Agenda.

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

(a) A strengthened global normative framework and increased reflection of a gender perspective in the outcomes of intergovernmental processes;

(b) An enabling working environment to accelerate gender mainstreaming and progress towards gender parity goals in the United Nations system, leading to greater achievement of results towards gender equality;

(c) Enhanced cooperation among stakeholders and Governments on gender equality and the empowerment of women, as well as enhanced opportunities for stakeholders to present lessons learned and good practices in conjunction with intergovernmental processes, and the availability of a growing resource base.

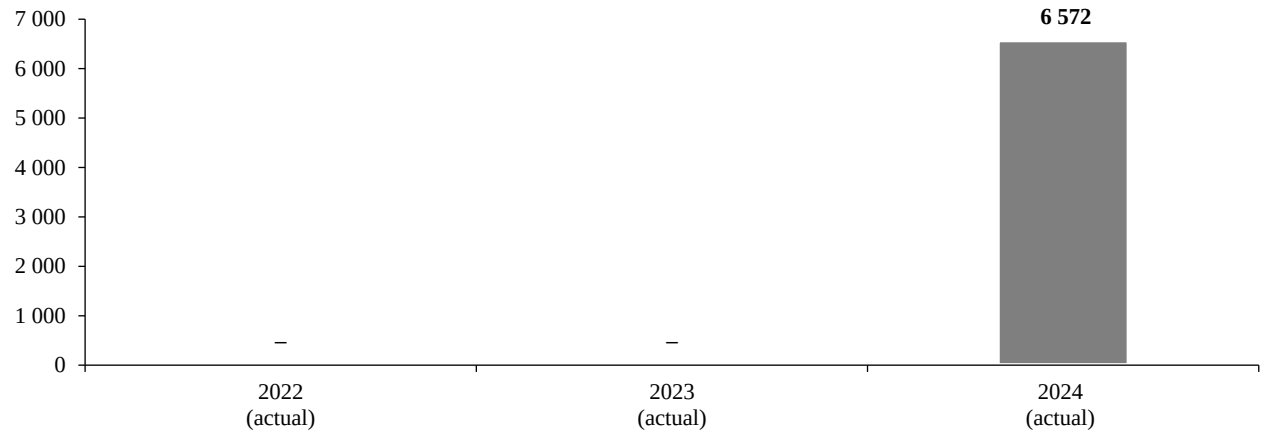
Programme performance in 2024

Civil society and young women and girls have effective channels to shape the implementation of the Beijing Platform for Action to reflect their needs

17.22 The contribution of civil society, including young women and girls, to the implementation of the Beijing Platform for Action is crucial. The subprogramme engaged civil society in the 30-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action. In 2024, the subprogramme supported consultations with civil society, young people and adolescent girls by creating intergenerational common engagement platforms for sharing information and strengthening advocacy capacities. Virtual meetings reached 930 civil society representatives, while regional and national meetings engaged 5,072 young women and girls, creating strategic pathways for young people to influence the regional discussions. The subprogramme facilitated the participation of 570 youth representatives in the review meetings of the regional commissions, ensuring that diverse voices influenced intergovernmental processes.

17.23 Progress towards the objective is presented in the performance measure below (see figure 17.I).

Figure 17.I
Performance measure: number of civil society and youth representatives participating in consultations and capacity-building workshops on the 30-year review of the implementation of the Beijing Declaration and Platform for Action



Planned results for 2026

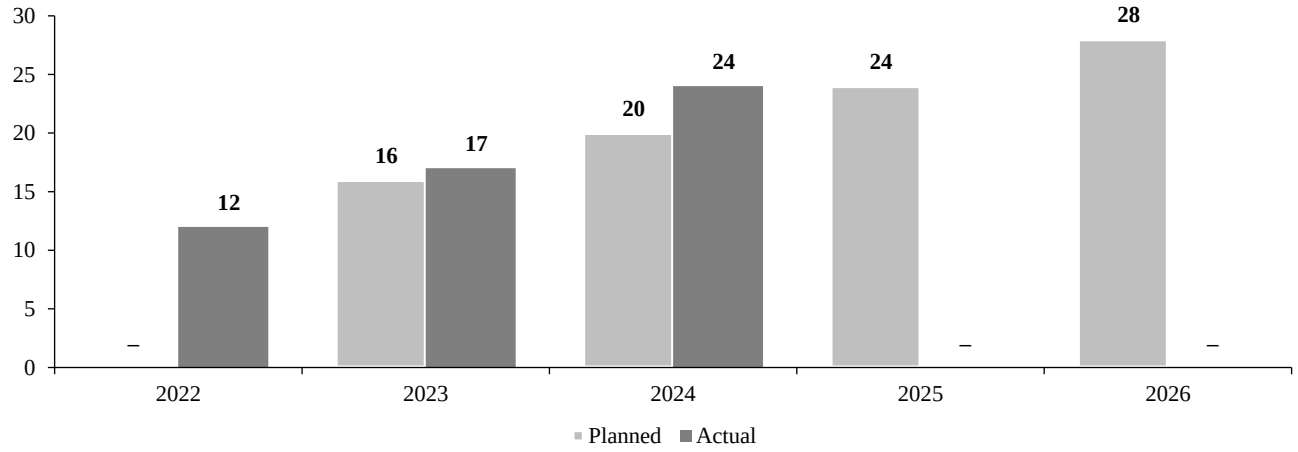
Result 1: leaving no women or girls with disabilities behind

Programme performance in 2024 and target for 2026

17.24 The subprogramme's work contributed to 24 organizations of persons with disabilities collaborating and partnering with United Nations country offices to address the specific needs and demands of women and girls with disabilities, which exceeded the planned target of 20 organizations.

17.25 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 17.II).

Figure 17.II
Performance measure: number of organizations of persons with disabilities partnering with United Nations country offices to address the specific needs and demands of women and girls with disabilities (cumulative)



Result 2: strengthened global norms and standards on gender equality and the empowerment of all women and girls

Programme performance in 2024 and target for 2026

17.26 The subprogramme's work contributed to 94 per cent of recommendations in the report of the Secretary-General on the priority theme of the Commission on the Status of Women being reflected in the agreed conclusions of the Commission at its sixty-eighth session, which exceeded the planned target of 90 per cent.

17.27 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 17.2).

Table 17.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
91 per cent[a]	97 per cent[a]	94 per cent[a]	Member States adopt a political declaration on the occasion of the thirtieth anniversary of the Fourth World Conference on Women	90 per cent[a]

[a] Percentage of recommendations in the report of the Secretary-General on the priority theme of the Commission on the Status of Women that are reflected in the agreed conclusions of the Commission.

Result 3: a gender perspective mainstreamed in United Nations Sustainable Development Cooperation Frameworks

Proposed programme plan for 2026

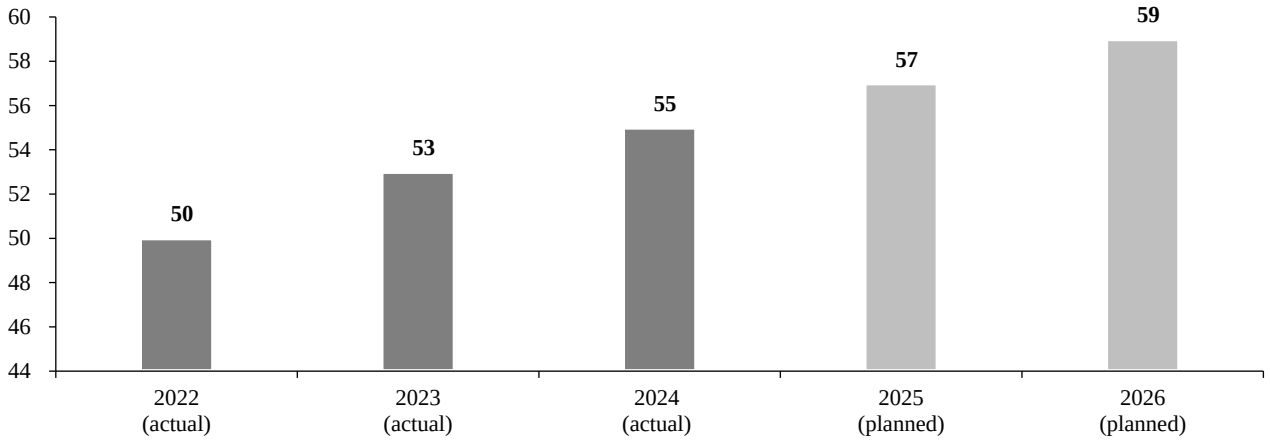
17.28 The United Nations Sustainable Development Cooperation Framework is a critical planning instrument from which the funds and programmes derive their country programme document outcomes. The Framework's guidance identifies gender equality and women's empowerment as one of the eight guiding principles. The subprogramme has led an inter-agency initiative to develop training material for United Nations country teams on mainstreaming a gender perspective in the Frameworks.

Lessons learned and planned change

17.29 The lesson for the subprogramme was the critical need to offer ongoing technical support to country teams to sustain institutional knowledge and technical capacity. Specific tools are required to support new cohorts of countries rolling out the United Nations Sustainable Development Cooperation Frameworks. In applying the lesson, the subprogramme will continue to offer technical support and capacity-building to country teams. It will also develop new country strategic notes, with outcomes aligned with the Frameworks to ensure that a gender perspective is mainstreamed.

17.30 Expected progress towards the objective is presented in the performance measure below (see figure 17.III).

Figure 17.III
Performance measure: percentage of new United Nations Sustainable Development Cooperation Frameworks containing a stand-alone outcome on gender equality (annual)



Deliverables

17.31 Table 17.3 lists all deliverables of the subprogramme.

Table 17.3
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**4**	**2**
Reports for:				
1. The General Assembly, including on the improvement of the status of women	–	–	2	–
2. The Economic and Social Council, including on mainstreaming a gender perspective in the United Nations system	1	1	1	1
3. The Commission on the Status of Women on the normative aspects of the work of UN-Women	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**46**	**51**	**48**	**46**
Meetings of:				
4. The General Assembly, including formal and informal meetings of the Second and Third Committees	10	10	10	10
5. The Security Council on women and peace and security	3	4	3	3
6. The Economic and Social Council	1	1	3	1
7. The Commission on the Status of Women, including consultations by the Bureau and meetings by the Commission to implement its organization of work	32	36	32	32
B. Generation and transfer of knowledge				
Publications (number of publications)	**3**	**1**	**3**	**3**
8. *Network* (Gender equality and the empowerment of women)	3	1	3	3
Technical materials (number of materials)	**4**	**4**	**4**	**5**
9. On gender parity in the United Nations system and on the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the gender equality marker, the United Nations country team System-wide Action Plan gender equality “scorecard” and the United Nations country team gender equality marker	4	4	4	5

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
C. Substantive deliverables				
Consultation, advice and advocacy: cross-sectoral dialogues and ministerial round tables, with broad regional representation and participation; multi-stakeholder side events on gender equality and the empowerment of women in meetings, conferences and summits for an average of 100 participants per event; consultations on gender mainstreaming in an area in which gender dimensions are absent or need strengthening, with at least four experts and representatives of Governments (per consultation).				
D. Communication deliverables				
Digital platforms and multimedia content: UN-Women website.				

Subprogramme 2
Policy and programme activities

Objective

17.32 The objective, to which this subprogramme contributes, is to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among other things, the fields of sustainable development, human rights and peace and security, including through enhanced accountability of the United Nations system.

Strategy

17.33 To contribute to the objective, the subprogramme will:

(a) Serve as a global knowledge centre on gender equality and the empowerment of women, including in the areas of women and peace and security, ending violence against women, the economic empowerment of women, and governance, by undertaking and disseminating research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women;

(b) Provide advisory, technical and advocacy support, training and capacity development, including through field offices, to Member States, upon request, to advance the implementation of their commitments on gender equality and the empowerment of women, in line with their national priorities;

(c) Ensure the accountability of the United Nations system, including the United Nations country and regional teams and their thematic groups on gender equality, by offering guidance and through engagement in their work on gender equality and the empowerment of women.

17.34 In doing so, the subprogramme will assist Member States in their efforts to achieve Sustainable Development Goal 5 and to systematically mainstream a gender perspective into the implementation of the 2030 Agenda.

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

(a) Policies and actions taken by national and regional bodies to implement United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women, focusing on the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly and the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Increased capacity of Member States to implement, monitor and evaluate laws, policies and strategies that contribute to the achievement of gender equality and the empowerment of women and girls and the realization of their human rights;

(c) Improved ability of United Nations programmes to more effectively support Member States, at their request, in the implementation of commitments to eliminate discrimination against women and girls.

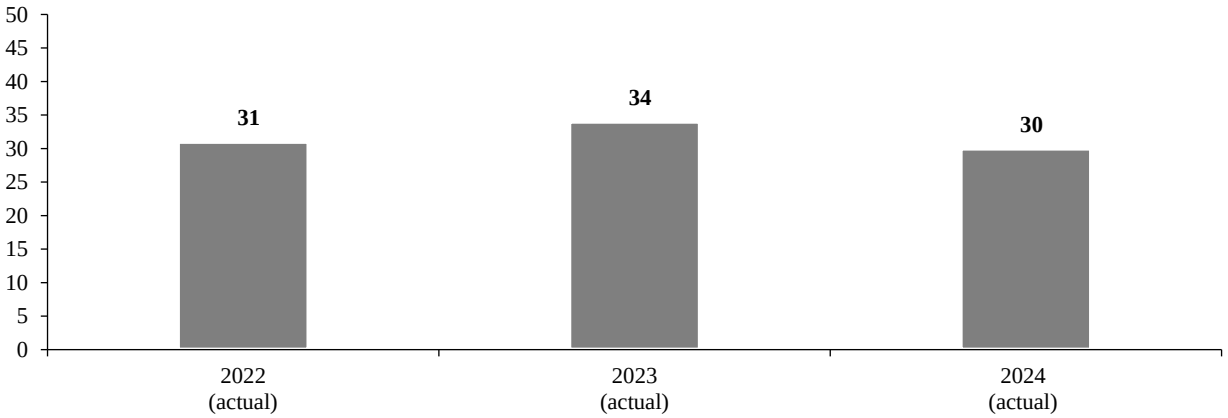
Programme performance in 2024

Strengthened disaster risk reduction policies

17.36 Gender-sensitive disaster risk reduction policies, plans and programmes are crucial to ensure that disaster policies address the unique and differentiated needs of, access to resources by and opportunities for women and men. Recognizing this, UN-Women, through its Women's Resilience to Disasters programme, expanded global knowledge in 2024 to support the development and implementation of disaster risk reduction policies that reflect these differentiated needs. The Women's Resilience to Disasters policy tracker[2] identifies good practices that support the resilience of women to disasters across 193 Member States in order to facilitate peer learning and South-South cooperation. To date, the tracker has identified 283 national and regional disaster risk reduction frameworks that support gender equality. During 2024, with the technical support of UN-Women, 30 countries developed gender-sensitive disaster risk reduction legislation, policies, strategies, plans and assessments.

17.37 Progress towards the objective is presented in the performance measure below (see figure 17.IV).

Figure 17.IV
Performance measure: number of countries that developed gender-sensitive disaster risk reduction legislation, policies, strategies, plans and assessments with the technical support of the Entity (annual)



Planned results for 2026

Result 1: governments adopt policies and make investments to transform the care economy

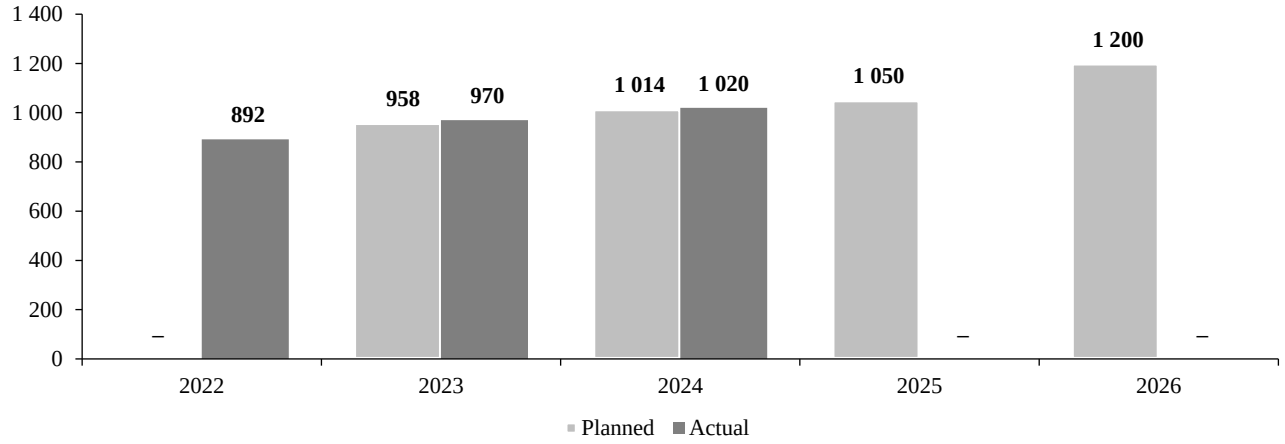
Programme performance in 2024 and target for 2026

17.38 The subprogramme's work contributed to 1,020 institutions benefiting from the support of UN-Women to improve the provision of essential services, goods and/or resources for women, which exceeded the planned target of 1,014 institutions.

17.39 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 17.V).

[2] See https://wrd.unwomen.org/practice/resources/policy-tracker.

Figure 17.V
Performance measure: number of institutions benefiting from the support of the Entity to improve the provision of essential services, goods and/or resources for women (cumulative)



Result 2: governments implement fiscal policies and gender-responsive budgeting to promote gender equality[3]

Programme performance in 2024 and target for 2026

17.40 The subprogramme's work contributed to an additional 1,115 partners, including civil society organizations, parliaments and audit institutions, with strengthened capacities to design and implement fiscal policies and gender-responsive budgeting to enable the strengthened tracking, allocation and expenditure of public resources for gender equality, which met the planned target.

17.41 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 17.4).

Table 17.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
853 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 950 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 1,115 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 1,200 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 1,300 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality

[3] General Assembly resolution 69/313, annex.

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Central and local governments prioritized and allocated budgets for services, including vocational activities and sustainable infrastructure	Sectoral ministries strengthened gender analysis[a] in sectoral plans and budgets	Civil society organizations, parliaments and audit institutions use gender analysis[a] in their functions	Local governments strengthen links between women's needs at the grass-roots level and local budget priorities	Finance ministries have efficient and effective systems to track public spending on gender equality

[a] See General Assembly resolution 77/181.

Result 3: Governments adopt national action plans to prevent violence against women and girls

Proposed programme plan for 2026

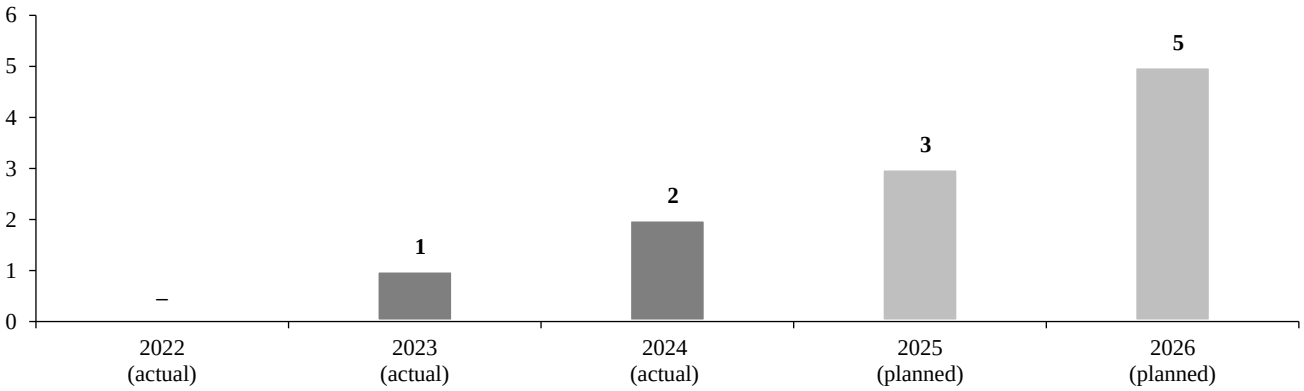
17.42 Violence against women and girls is one of the world's most prevalent human rights violations, with one in three women worldwide subjected to either physical and/or sexual intimate partner violence or non-partner sexual violence in their lifetime.[4] In recent decades, an increasing number of countries have introduced national action plans to address violence against women and girls and promote gender equality.

Lessons learned and planned change

17.43 The lesson for the subprogramme was the need to provide targeted support to Member States on the prevention of violence against women and girls, considering that many policies and strategies focus on responding to violence after it occurs, rather than addressing its root causes. In applying the lesson, the subprogramme will provide policy guidance, technical support and capacity strengthening, upon request, to Governments and key stakeholders to formulate national action plans and incorporate prevention into policies.

17.44 Expected progress towards the objective is presented in the performance measure below (see figure 17.VI).

Figure 17.VI
Performance measure: number of countries that have adopted national action plans to prevent violence against women and girls with the support of the Entity (cumulative)



[4] See www.who.int/news-room/fact-sheets/detail/violence-against-women.

Deliverables

17.45 Table 17.5 lists all deliverables of the subprogramme.

Table 17.5
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**11**	**11**	**9**	**10**
Reports for:				
1. The General Assembly, including on violence against women, trafficking in women, the world survey on the role of women in development, women in development, improvement in the situation of women and girls in rural areas and violence against women migrant workers	5	5	3	4
2. The Security Council on women and peace and security	1	1	1	1
3. The Commission on the Status of Women, including on priority themes and the confidential list	5	5	5	5
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**73**	**72**	**75**	**80**
4. On the Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiatives	73	72	75	80
Seminars, workshops and training events (number of days)	**37**	**136**	**96**	**145**
5. Courses on gender equality and macroeconomics	6	14	6	15
Workshops on:				
6. Women and peace and security	1	45	30	45
7. Gender-responsive budgeting	5	10	10	15
8. Gender statistics	25	67	50	70
Publications (number of publications)	**1**	**–**	**2**	**2**
9. Inventory of United Nations activities to end violence against women	1	–	1	1
10. *Progress of the World's Women*	–	–	1	1
Technical materials (number of materials)	**8**	**12**	**8**	**12**
11. On the priority themes/issues decided by the Commission on the Status of Women	1	1	1	1
12. On essential services to respond to violence against women and on integrating gender equality into macroeconomic policies	6	10	6	10
13. On the implementation of Security Council resolution 1325 (2000) on women and peace and security and its agenda	1	1	1	1
C. Substantive deliverables				

Consultation, advice and advocacy: technical advice to requesting Member States and non-governmental organizations on access to financial markets and services for women, gender-responsive budgeting, gender-responsive development plans at the national and local levels, and gender equality policies, strategies and action plans; technical advice to strengthen the role of national women's machinery in the development, implementation and monitoring of gender equality policies, strategies and action plans; country-level advice and assistance on the implementation of the women and peace and security agenda; consultation on priority themes and issues in preparation for the session of the Commission on the Status of Women; technical advice to requesting ministries of finance, planning and women's affairs on integrating a gender perspective into policies on macroeconomics, social protection systems, decent work and the care economy, environmental degradation and climate change to achieve the Sustainable Development Goals.

Databases and substantive digital materials: Global Database on Violence against Women.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

D. Communication deliverables

Outreach programmes, special events and information materials: brochures and pamphlets on gender equality and for the promotion of the Commission on the Status of Women.

External and media relations: press releases on various topics related to women, including UN-Women publications.

Digital platforms and multimedia content: web platforms on financing for gender equality, the political participation of women, gender equality and HIV/AIDS and gender-responsive climate policies.[a]

Library services: documentation of the institutional memory related to UN-Women.

[a] See General Assembly resolution 76/300.

B. Proposed post and non-post resource requirements for 2026

Overview

17.46 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 17.6 to 17.8.

Table 17.6
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	10 170.2	10 620.4	–	–	–	–	–	10 620.4
Other staff costs	57.6	85.1	–	–	–	–	–	85.1
Hospitality	–	0.5	–	–	–	–	–	0.5
Consultants	38.9	98.7	(30.4)	–	–	(30.4)	(30.8)	68.3
Experts	129.9	128.9	–	–	–	–	–	128.9
Travel of representatives	58.0	131.0	–	–	–	–	–	131.0
Travel of staff	8.7	26.4	–	–	–	–	–	26.4
Contractual services	205.1	185.7	–	–	–	–	–	185.7
General operating expenses	117.0	163.5	–	–	–	–	–	163.5
Supplies and materials	2.6	3.2	–	–	–	–	–	3.2
Total	**10 788.0**	**11 443.4**	**(30.4)**	**–**	**–**	**(30.4)**	**(0.3)**	**11 413.0**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 17.7
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 9 P-4, 7 P-3, 5 P-2/1, 12 GS (OL)
Proposed for 2026	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 9 P-4, 7 P-3, 5 P-2/1, 12 GS (OL)

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

Table 17.8
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	4	–	–	–	–	4
P-5	7	–	–	–	–	7
P-4	9	–	–	–	–	9
P-3	7	–	–	–	–	7
P-2/1	5	–	–	–	–	5
Subtotal	**37**	**–**	**–**	**–**	**–**	**37**
General Service and related						
GS (OL)	12	–	–	–	–	12
Subtotal	**12**	**–**	**–**	**–**	**–**	**12**
Total	**49**	**–**	**–**	**–**	**–**	**49**

17.47 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 17.9 to 17.11 and figure 17.VII.

17.48 As shown in tables 17.9 (1) and 17.10 (1), the overall resources proposed for 2026 amount to $11,413,000, reflecting a decrease of $30,400 compared with the approved budget for 2025. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 17.9
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	58.0	131.0	–	–	–	–	–	131.0
B. Executive direction and management	1 574.8	1 094.2	–	–	–	–	–	1 094.2
C. Programme of work								
1. Intergovernmental support, coordination and strategic partnerships	4 352.7	5 456.0	–	–	–	–	–	5 456.0

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
2. Policy and programme activities	4 041.3	3 992.6	(30.4)	–	–	(30.4)	(0.8)	3 962.2
Subtotal, C	**8 394.0**	**9 448.6**	**(30.4)**	**–**	**–**	**(30.4)**	**(0.3)**	**9 418.2**
D. Programme support	761.2	769.6	–	–	–	–	–	769.6
Subtotal, 1	**10 788.0**	**11 443.4**	**(30.4)**	**–**	**–**	**(30.4)**	**(0.3)**	**11 413.0**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	603.7	495.7	–	–	495.7
B. Executive direction and management	19 223.7	15 783.1	–	–	15 783.1
C. Programme of work					
1. Intergovernmental support, coordination and strategic partnerships	24 379.3	20 016.0	–	–	20 016.0
2. Policy and programme activities	541 601.4	444 668.3	–	–	444 668.3
Subtotal, C	**565 980.6**	**464 684.3**	**–**	**–**	**464 684.3**
D. Programme support	41 456.6	34 036.9	–	–	34 036.9
Subtotal, 2	**627 264.6**	**515 000.0**	**–**	**–**	**515 000.0**
Total (1+2)	**638 052.6**	**526 443.4**	**(30.4)**	**–**	**526 413.0**

Table 17.10
Overall: proposed posts for 2026 by source of funding, component and subprogramme

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	4	–	–	–	–	4
C. Programme of work						
1. Intergovernmental support, coordination and strategic partnerships	24	–	–	–	–	24
2. Policy and programme activities	18	–	–	–	–	18
Subtotal, C	**42**	**–**	**–**	**–**	**–**	**42**
D. Programme support	3	–	–	–	–	3
Subtotal, 1	**49**	**–**	**–**	**–**	**–**	**49**

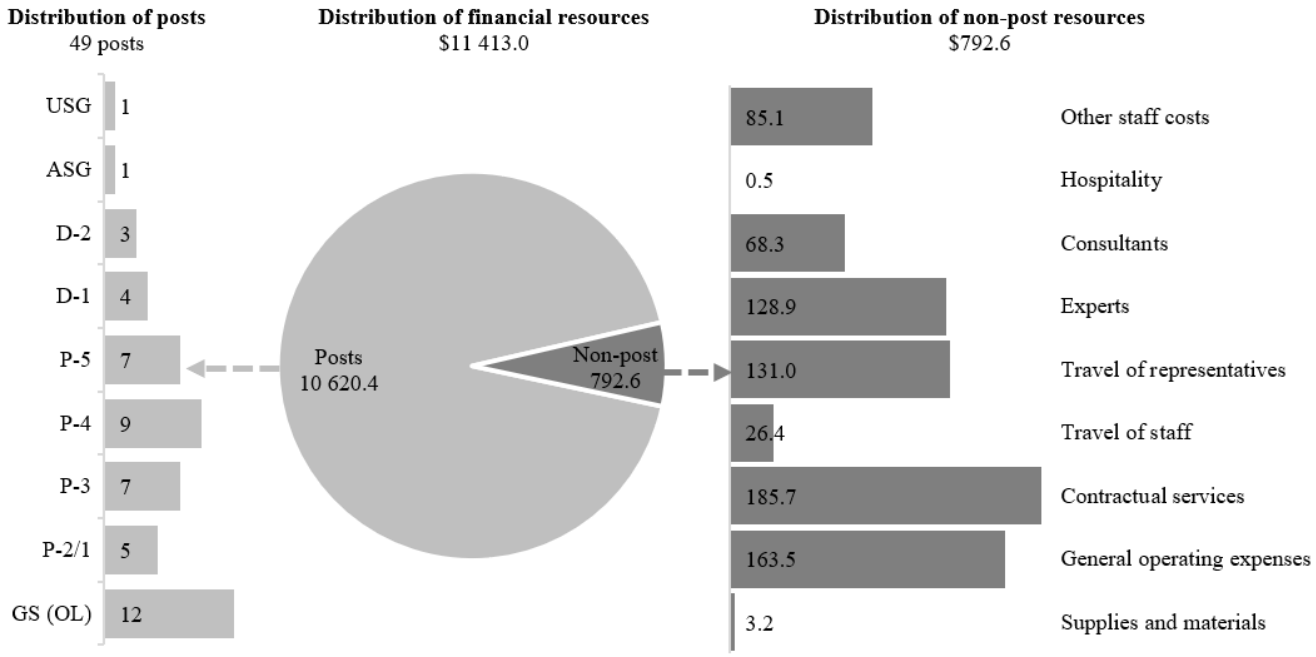
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	26	–	26
C. Programme of work			
1. Intergovernmental support, coordination and strategic partnerships	33	–	33
2. Policy and programme activities	361	–	361
Subtotal, C	**394**	**–**	**394**
D. Programme support	51	–	51
Subtotal, 2	**471**	**–**	**471**
Total (1+2)	**520**	**–**	**520**

Table 17.11
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	10 170.2	10 620.4	–	–	–	–	–	10 620.4
Non-post	617.8	823.0	(30.4)	–	–	(30.4)	(3.7)	792.6
Total	**10 788.0**	**11 443.4**	**(30.4)**	**–**	**–**	**(30.4)**	**(0.3)**	**11 413.0**
Post resources by category								
Professional and higher		37	–	–	–	–	–	37
General Service and related		12	–	–	–	–	–	12
Total		**49**	**–**	**–**	**–**	**–**	**–**	**49**

Figure 17.VII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

17.49 As shown in table 17.9 (1), resource changes reflect a decrease of $30,400, which relates to subprogramme 2, Policy and programme activities. The decrease of $30,400 relates to the removal of non-recurrent provisions associated with the request by the General Assembly in its resolution 78/150 that the Secretary-General report to the Assembly at its eightieth session on achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals; the amount was approved for 2025, but was not allotted, and is not required in 2026.

Extrabudgetary resources

17.50 As reflected in tables 17.9 (2) and 17.10 (2), extrabudgetary resources are estimated at $515,000,000. The resources would complement regular budget resources and would be used mainly to provide for 471 posts (1 Assistant Secretary-General, 4 D-2, 20 D-1, 85 P-5, 61 P-4, 49 P-3, 8 P-2/1, 76 National Professional Officer and 167 General Service (Other level)) to mainly provide the functions of support for overall executive direction and management, including the planning, coordination, management and assessment of the programme of work and the strategic plan of UN-Women and the production of the programme's deliverables. In addition, non-post resources would be used under subprogramme 1 to facilitate engagement with intergovernmental bodies. Under subprogramme 2, resources are expected to support Member States, upon request, in implementing their national commitments to eliminating discrimination against women and girls, empowering women and achieving equality between women and men as partners and beneficiaries of sustainable development, human rights of women and girls, humanitarian action and peace and security.

17.51 The extrabudgetary resources under the present section are subject to the oversight of the Executive Board of UN-Women.

Policymaking organs

17.52 The resources proposed under this component would provide for the policymaking organs as shown in table 17.12.

Table 17.12
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Commission on the Status of Women	Mandate: Economic and Social Council resolutions 11 (II) and 1989/45 Membership: 45 government officials Number of sessions in 2026: 1 (seventieth session)	131.0	131.0
Total		**131.0**	**131.0**

17.53 The proposed regular budget resources for 2026 amount to $131,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 17.13.

Table 17.13
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Non-post								
Travel of representatives	58.0	131.0	–	–	–	–	–	131.0
Total	**58.0**	**131.0**	**–**	**–**	**–**	**–**	**–**	**131.0**

Executive direction and management

17.54 The executive direction and management component comprises the Office of the Under-Secretary-General/Executive Director and the Independent Evaluation and Audit Services.

17.55 The overall responsibilities of the executive direction and management component include:

(a) Assisting and supporting the Under-Secretary-General/Executive Director in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of UN-Women;

(b) Facilitating inter-office cooperation in the implementation of organizational priorities, workplans and administrative matters;

(c) Ensuring the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office;

(d) Coordinating and providing guidance for the support of the intergovernmental process, operational activities in the field and United Nations system coordination efforts;

(e) Providing strategic policy support and support in managing communications with Member States, the United Nations system and civil society, and coordinating organizational efforts for advocacy by expanding partnerships and seizing new opportunities to promote gender equality and the empowerment of women;

(f) Providing, through its Independent Evaluation and Audit Services, independent assurance and advice to the Under-Secretary-General/Executive Director on UN-Women programmes, controls, business systems and processes;

(g) Through the Strategy, Planning, Resources and Effectiveness Division, integrating corporate strategy, resource management and performance measurement and monitoring corporate performance and budget implementation to support improved decision-making and governance to manage for results, while ensuring increased transparency and accountability.

17.56 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UN-Women continues to integrate environmental management practices into its operations. Moreover, UN-Women continues to improve its environmental sustainability policy with the aim of integrating its operational environmental guidelines, internal policies and procedures into a comprehensive corporate environmental sustainability framework. UN-Women is continuously adapting its cloud strategy by using cloud-based platforms to centralize environmental data and improve collaboration across the organization. By eliminating data centres at headquarters and country offices and managing all information technology infrastructure in the cloud, UN-Women has significantly reduced the environmental impact of its information technology operations. In addition, UN-Women has been promoting remote work and virtual meetings to reduce its carbon footprint. The organization has also enhanced its use of videoconferencing and other online collaboration tools for meetings involving remote offices to help to reduce travel. Furthermore, UN-Women has implemented enterprise resource planning and workflow automation solutions, along with digital signature solutions and digital document management systems, to continuously reduce paper usage.

17.57 Information on the timely submission of documentation and advance booking for air travel is reflected in table 17.14. Senior management remains committed to the implementation of the advance purchasing and travel policy. In 2024, UN-Women achieved a 72 per cent compliance rate for travel tickets financed by regular budget resources, a significant improvement from the 2023 compliance rate of 31 per cent. This progress reflects better oversight and integration of travel planning into each division's annual workplan. Despite these improvements, compliance remains affected by last-minute travel requests from Governments, civil society and other partners for UN-Women officials to attend events, resulting in late bookings that hinder full adherence to advance booking policies. To address challenges associated with advance planning for travel, UN-Women has reinforced travel oversight and advance planning, requiring senior management approval with justification for late travel requests. To further improve cost efficiencies and advance planning, UN-Women has introduced a new protocol, where business class tickets will not be issued for tickets purchased less than 21 days in advance, even for entitled travelers. UN-Women remains focused on optimizing travel spending through strengthened risk management measures and policy enforcement, ensuring efficient resource utilization while supporting the organization's mission.

Table 17.14
Compliance rate
(Percentage)

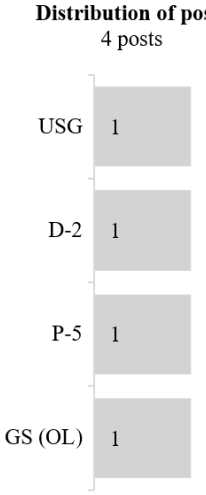
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	70	31	72	100	100
Air tickets purchased at least two weeks before the commencement of travel	70	31	72	100	100

17.58 The proposed regular budget resources for 2026 amount to $1,094,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 17.15 and figure 17.VIII.

Table 17.15
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 574.5	1 094.2	–	–	–	–	–	1 094.2
Non-post	0.3	–	–	–	–	–	–	–
Total	**1 574.8**	**1 094.2**	**–**	**–**	**–**	**–**	**–**	**1 094.2**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 17.VIII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts)



Programme of work

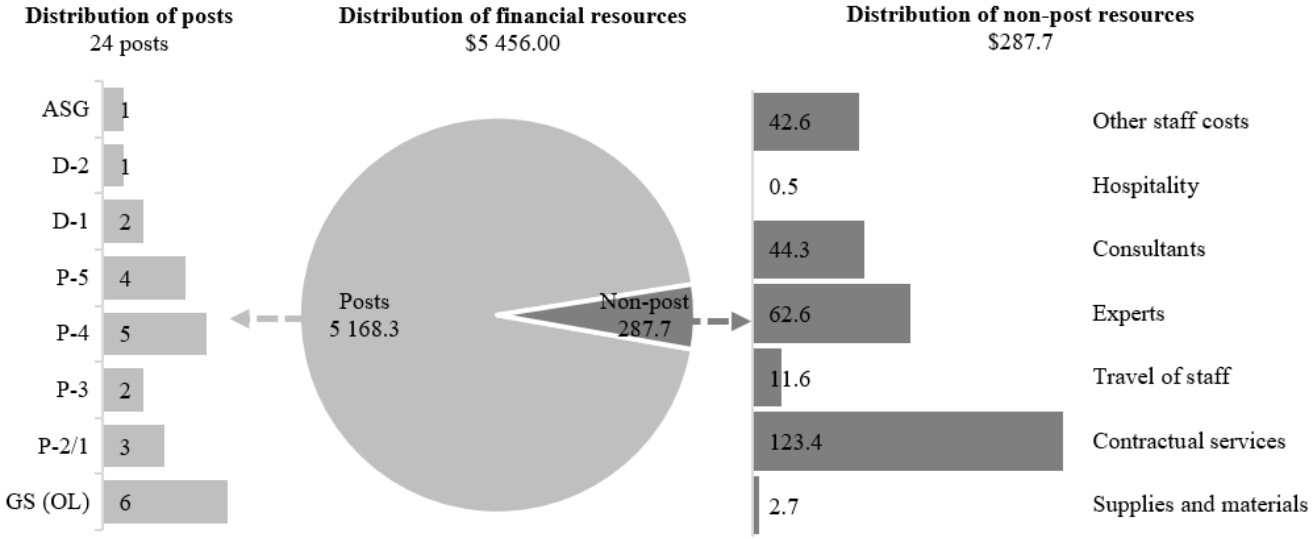
Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

17.59 The proposed regular budget resources for 2026 amount to $5,456,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 17.16 and figure 17.IX.

Table 17.16
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 133.8	5 168.3	–	–	–	–	–	5 168.3
Non-post	218.9	287.7	–	–	–	–	–	287.7
Total	**4 352.7**	**5 456.0**	**–**	**–**	**–**	**–**	**–**	**5 456.0**
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		6	–	–	–	–	–	6
Total		**24**	**–**	**–**	**–**	**–**	**–**	**24**

Figure 17.IX
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



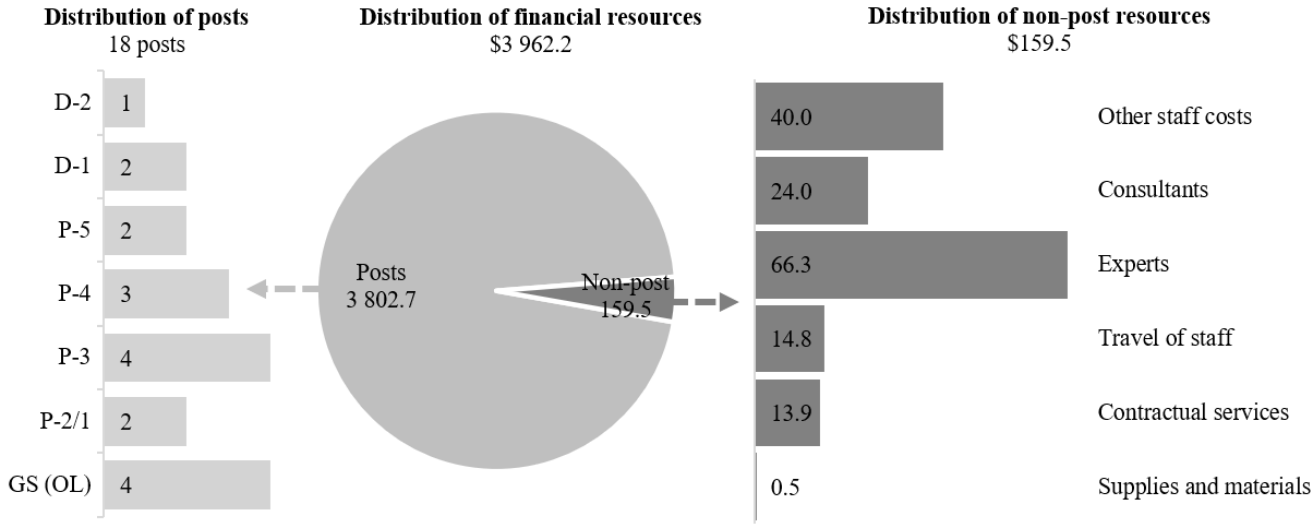
Subprogramme 2
Policy and programme activities

17.60 The proposed regular budget resources for 2026 amount to $3,962,200 and reflect a decrease of $30,400 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 17.49. Additional details on the distribution of the proposed resources for 2026 are reflected in table 17.17 and figure 17.X.

Table 17.17
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 905.0	3 802.7	–	–	–	–	–	3 802.7
Non-post	136.3	189.9	(30.4)	–	–	(30.4)	(16.0)	159.5
Total	**4 041.3**	**3 992.6**	**(30.4)**	**–**	**–**	**(30.4)**	**(0.8)**	**3 962.2**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		4	–	–	–	–	–	4
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 17.X
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

17.61 The programme support component comprises the Management and Administration Division, the Human Resources Division and, partially, the Strategy, Planning, Resources and Effectiveness Division of UN-Women.

17.62 The main responsibilities of the programme support component include:

(a) Assisting the Under-Secretary-General/Executive Director in discharging responsibilities in the areas of finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability, audit coordination and human resources;

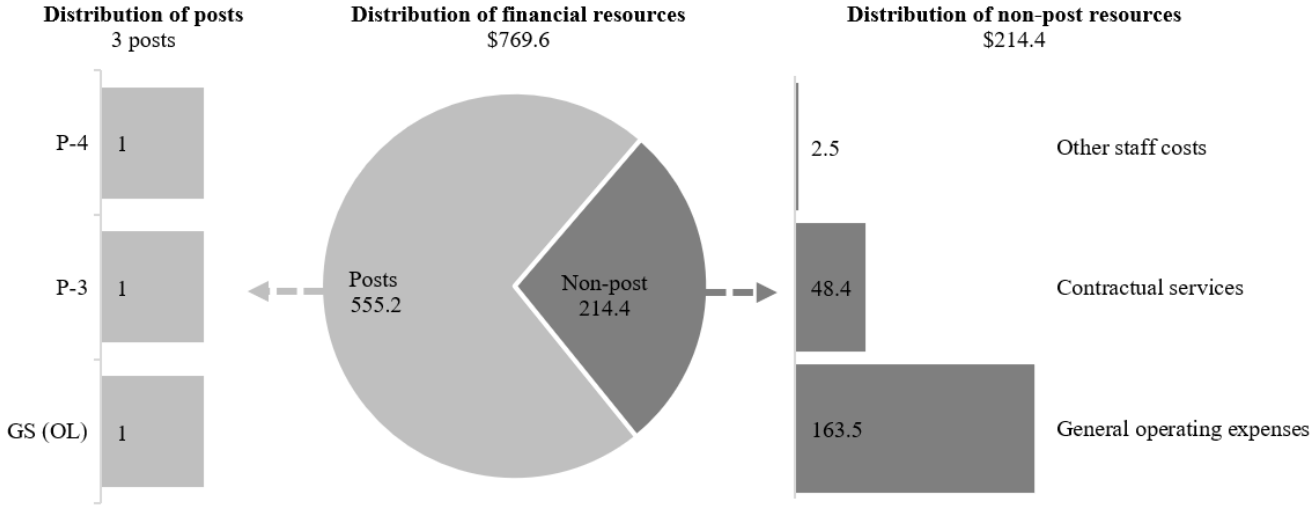
(b) Providing administrative and operational support for the implementation of the programme activities of UN-Women.

17.63 The proposed regular budget resources for 2026 amount to $769,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 17.18 and figure 17.XI.

Table 17.18
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

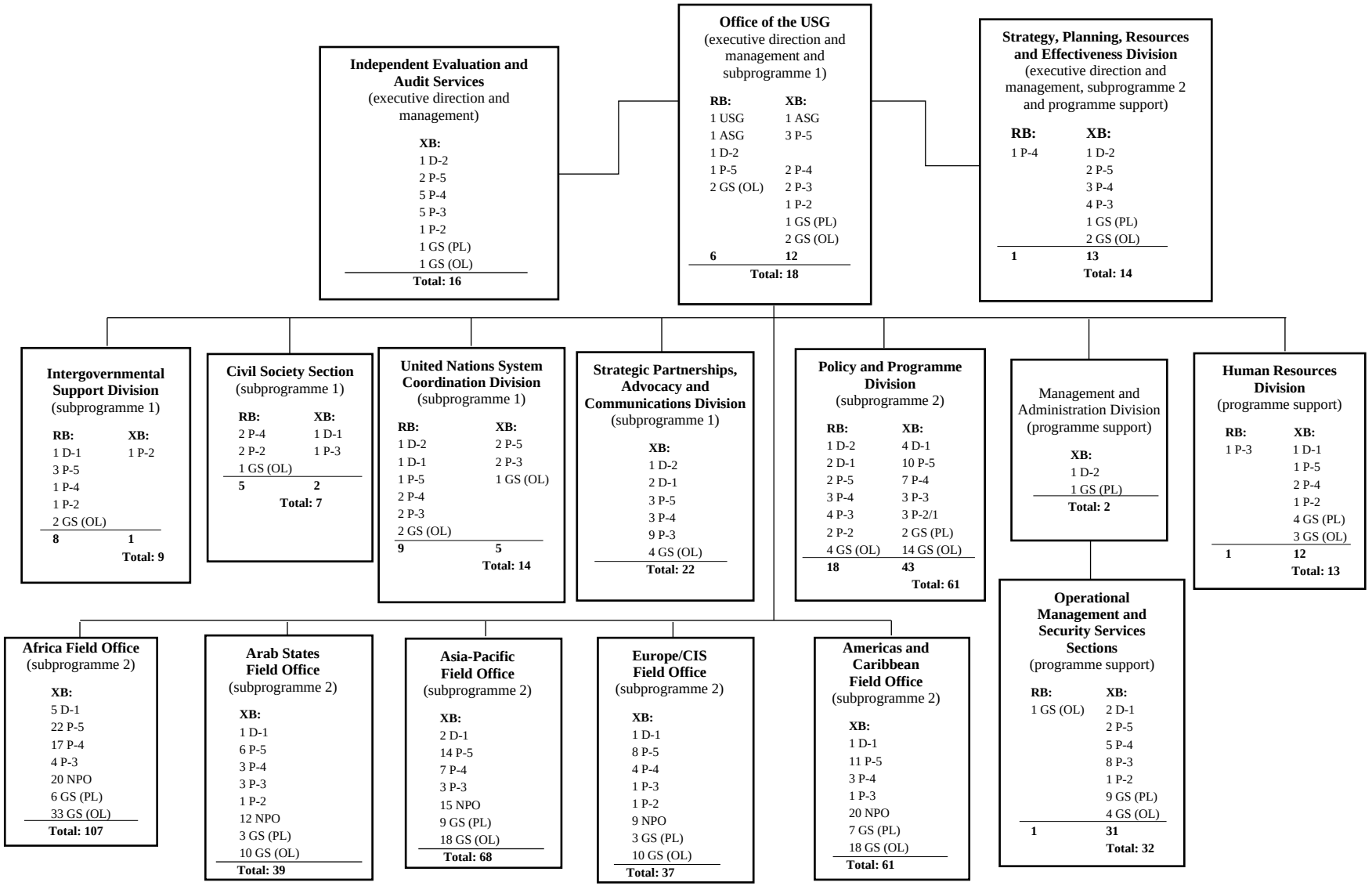
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	556.9	555.2	–	–	–	–	–	555.2
Non-post	204.3	214.4	–	–	–	–	–	214.4
Total	**761.2**	**769.6**	**–**	**–**	**–**	**–**	**–**	**769.6**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		1	–	–	–	–	–	1
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 17.XI
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2026



Abbreviations: ASG, Assistant Secretary-General; CIS, Commonwealth of Independent States; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part V
Regional cooperation for development

Section 18
Economic and social development in Africa

Programme 15
Economic and social development in Africa

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* A/80/50.

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

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I. Economic Commission for Africa

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

18.1 The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its members, fostering intraregional integration and promoting international cooperation for the development of Africa. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, and Economic and Social Council resolution 671 A (XXV).

18.2 ECA provides innovative solutions, together with demand-driven and tailor-made policy and technical advice, grounded in evidence, to its members and regional economic communities to strengthen their social and economic resilience and achieve the goals of the 2030 Agenda for Sustainable Development and Agenda 2063: The Africa We Want, of the African Union. ECA is well positioned to support member States, within its mandate, in the implementation of relevant commitments and actions outlined in the Pact for the Future (General Assembly resolution 79/1). ECA also works to build the capacity of its members to formulate and implement policies for sustainable development, including through the implementation of the regular programme for technical cooperation and United Nations Development Account projects.

Strategy and external factors for 2026

18.3 In 2026, ECA will concentrate on five strategic directions:

(a) Deploying knowledge to support policymaking to drive the development agenda of Africa and foster infrastructure development, including in the areas of energy; technology, innovation and connectivity; and climate action and food security;

(b) Formulating policy options, including macroeconomic policies, to accelerate sustainable industrialization and economic diversification;

(c) Enhancing the mainstreaming of data and statistics, designing and implementing financing models and leveraging them for the development of human, physical and social infrastructure assets;

(d) Supporting deeper regional integration and the development of regional public goods, focusing on social inclusion and considering synergies between the economic and social development programmes of Africa;

(e) Advocating a common position for Africa at the global level and developing regional responses as a contribution to global governance issues.

18.4 Within its existing mandate, and in line with the actions and decisions contained in the Pact for the Future and the commitments contained in the Global Digital Compact and the Declaration on Future Generations, ECA will pay particular attention to supporting member States in leveraging technology and artificial intelligence for economic and social development and promoting digital cooperation, as well as further developing sustainable regional value chains for economic diversification, harnessing the demographic dividend and increasing engagement with young people in the design of policies and programmes.

18.5 In pursuing these strategic directions, ECA will employ its convening function, through the provision of multilateral and multi-stakeholder platforms; its think tank function, by conducting interdisciplinary

research and the analysis of key challenges facing its members and Africa as a whole, while promoting peer learning and development; and its operational function, through the provision of tailor-made policy and technical advice to its members, including in cooperation with other entities of the United Nations system. In line with action 45 (a) of the Pact for the Future, ECA will further strengthen its institutional capabilities to better support member States in delivering on its mandates.

18.6 With regard to cooperation with other entities, ECA will continue its close cooperation with the African Union Commission and will build upon its existing strategic partnerships with regional and subregional organizations, central banks, universities, think tanks and civil society and private sector organizations and forge new partnerships towards the fulfilment of the 2030 Agenda and Agenda 2063. Regarding South-South and triangular cooperation, ECA will leverage partnerships premised on the principle of enhancing complementarity and impact.

18.7 With regard to inter-agency coordination and liaison, ECA will continue to work through the Regional Collaborative Platform for Africa and its opportunity and issue-based coalitions, and will enhance collaboration with regional United Nations entities, the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development, resident coordinators and country teams.

18.8 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Members of ECA and regional economic communities continue to cooperate among and between themselves for harmonized action, focusing on implementation of the 2030 Agenda and Agenda 2063 and operationalization of the African Continental Free Trade Area;

(b) The Africa Regional Forum for Sustainable Development, the Conference of African Ministers of Finance, Planning and Economic Development, and the subregional intergovernmental committees of experts and senior officials continue to provide policy advice to ECA on emerging priorities.

18.9 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, by promoting further alignment and coherence between global, regional and national frameworks on gender equality and the empowerment of women and girls. Moreover, subprogramme 6 will continue to provide technical support to the Commission's other subprogrammes to integrate a gender perspective in their work.

18.10 In line with the United Nations Disability Inclusion Strategy, ECA will pursue the implementation of measures to ensure the inclusion of persons with disabilities, through its programme design, implementation and evaluation, including the provision of reasonable accommodation for conference and workshop participants.

Legislative mandates

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

General Assembly resolutions

57/2	United Nations Declaration on the New Partnership for Africa's Development
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
67/302	Cooperation between the United Nations and the African Union
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/1	New York Declaration for Refugees and Migrants
73/195	Global Compact for Safe, Orderly and Regular Migration

76/258	Doha Programme of Action for the Least Developed Countries
76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
77/331	Cooperation between the United Nations and the International Organization of la Francophonie
77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
78/139	Financial inclusion for sustainable development
78/162	Development cooperation with middle-income countries
79/1	The Pact for the Future
79/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
79/149	Inclusive development for and with persons with disabilities
79/170	The right to development
79/171	The right to food
79/178	Human rights and extreme poverty
79/190	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
79/194	Information and communications technologies for sustainable development
79/195	International trade and development
79/196	International financial system and development
79/197	External debt sustainability and development
79/198	Promoting investments for sustainable development
79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
79/201	Entrepreneurship for sustainable development
79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
79/205	Disaster risk reduction
79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
79/210	Harmony with Nature
79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all
79/215	Towards a New International Economic Order
79/216	Role of the United Nations in promoting development in the context of globalization and interdependence
79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
79/219	Follow-up to the Third United Nations Conference on Landlocked Developing Countries
79/220	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environmental protection
79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
79/222	Industrial development cooperation
79/223	Women in development
79/225	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
79/228	Towards global partnerships: a principle-based approach to enhance cooperation between the United Nations and all relevant partners
79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034
79/234	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
79/236	South-South cooperation
79/263	New Partnership for Africa’s Development: progress in implementation and international support

Economic and Social Council resolutions

671 A (XXV)	Establishment of an Economic Commission for Africa
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2024/5	Social dimensions of the New Partnership for Africa's Development
2024/13	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2024/18	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
819 (XXXI)	Promotion of energy resources development and utilization in Africa
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities
862 (XLII)	Enhancing domestic resource mobilization
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
907 (XLVI)	Industrialization for an emerging Africa
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
914 (XLVII)	African regional integration index
922 (XLVII)	Industrialization for inclusive and transformative development in Africa
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
931 (XLVIII)	Data revolution and statistical development
934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
935 (XLVII)	Least developed countries in Africa
937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes
938 (XLIX)	Integrated reporting and follow-up on sustainable development
939 (XLIX)	Africa Regional Forum on Sustainable Development
941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society
960 (LI)	Harnessing the potential of the African Continental Free Trade Area and creating fiscal space for jobs and economic diversification
965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock
966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)
967 (LII)	Progress in the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 and preparation for the Fifth United Nations Conference on the Least Developed Countries
968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa
969 (LII)	Digitization and the digital economy initiative
972 (LIII)	African Continental Free Trade Area
973 (LIII)	Data and statistics
974 (LIII)	Civil registration and vital statistics
975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic
977 (LIII)	Economic Commission for Africa support for least developed countries in the context of the Fifth United Nations Conference on the Least Developed Countries
978 (LIII)	Midterm review of the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014–2024
979 (LIII)	African Institute for Economic Development and Planning
2023/4	Accelerating sustainable development through regional integration and trade
2023/11	African High-level Working Group on the Global Financial Architecture
2023/13	Strengthening the cooperation between the Economic Commission for Africa and the African Union Commission to address development challenges in Africa
2024/1	Strengthening tax cooperation for enhanced domestic resource mobilization
2024/4	Optimizing African tax regimes concerning information and communications technology for economic growth and job creation

Subprogramme 1
Macroeconomic policy, finance and governance

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development	65/123	Cooperation between the United Nations, national parliaments and the Inter Parliamentary Union
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions	65/146	Innovative mechanisms of financing for development
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries	65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
58/4	United Nations Convention against Corruption	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	66/256	The United Nations in global governance
		79/235	Promotion of inclusive and effective international tax cooperation at the United Nations

Economic and Social Council resolutions

2005/3	Public administration and development

Economic Commission for Africa resolutions

879 (XLIV)	Governing development in Africa: the role of the State in economic transformation	916 (XLVII)	Illicit financial flows

Subprogramme 2
Regional integration and trade

General Assembly resolutions

70/293	Third industrial development decade for Africa (2016–2025)	78/138	Commodities

Economic Commission for Africa resolutions

847 (XL)	Aid for trade	891 (XLV)	Accelerating regional integration and boosting intra-African trade
867 (XLIII)	Assessment of progress on regional integration in Africa		

Subprogramme 3
Technology, innovation, connectivity and infrastructure development

General Assembly resolutions

70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	76/294	Political declaration of the high-level meeting on improving global road safety
		78/160	Science, technology and innovation for sustainable development

Economic and Social Council resolutions

2024/14	Science, technology and innovation for development

Economic Commission for Africa resolutions

887 (XLIV)	Enhancing science and technology for development in Africa	2023/1	Enhancing energy security and ensuring a just energy transition in Africa
969 (LII)	Digitization and the digital economy initiative	2023/3	Digital transformation for a secure, inclusive and sustainable common future

Subprogramme 4
Data and statistics

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	69/282	World Statistics Day

Economic and Social Council resolutions

131 (VI)	Coordination of cartographic services of specialized agencies and international organizations	2016/27	Strengthening institutional arrangements on geospatial information management
476 (XV)	International cooperation on cartography	2022/24	Enhancing global geospatial information management arrangements
2013/21	Fundamental Principles of Official Statistics	2024/2	An inclusive and representative Statistical Commission to leave no one behind
2015/10	2020 World Population and Housing Census Programme		

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development	882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa
849 (XL)	Statistics and statistical capacity-building in Africa	911 (XLVI)	Statistics and statistical development
		2023/2	Data and statistics

Subprogramme 5
Climate change, food security and natural resources

General Assembly resolutions

76/300	The human right to a clean, healthy and sustainable environment	79/206	Protection of global climate for present and future generations of humankind
78/144	Agricultural technology for sustainable development	79/227	Agriculture development, food security and nutrition
79/144	Oceans and the law of the sea		

Economic Commission for Africa resolutions

818 (XXXI)	Promotion of mineral resources development and utilization in Africa	989 (LIV)	Carbon certification
877 (XLIII)	Towards realizing a food-secure Africa	2023/5	Accelerating food systems transformation in Africa
884 (XLIV)	Climate change and sustainable development in Africa	2023/6	Climate finance mobilization to accelerate a green recovery
919 (XLVII)	Green economy and structural transformation in Africa	2023/7	Advancing the sustainable debt coalition initiative in Africa and beyond
975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic	2023/8	Great Blue Wall Initiative
982 (LIV)	Financing the recovery of Africa and beyond		

Subprogramme 6
Gender equality and women's empowerment

General Assembly resolutions

63/157	Future operation of the International Research and Training Institute for the Advancement of Women	76/142	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/147	Intensification of efforts to eliminate all forms of violence against women and girls	78/180	Violence against women migrant workers
69/236	World Survey on the Role of Women in Development	78/181	Improvement of the situation of women and girls in rural areas
70/131	Convention on the Elimination of All Forms of Discrimination against Women	78/188	The girl child
70/176	Taking action against gender-related killing of women and girls	79/153	Intensifying global efforts for the elimination of female genital mutilation
75/157	Women and girls and the response to the coronavirus disease (COVID-19)	79/154	Trafficking in women and girls

Economic and Social Council resolutions

2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women	2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system	2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
		2024/4	Promoting care and support systems for social development
		2024/6	Fostering social development and social justice through social policies to accelerate progress on the implementation of the 2030 Agenda for Sustainable Development and to achieve the overarching goal of poverty eradication

Subprogramme 8
Economic development and planning

Economic and Social Council resolutions

2013/2	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation	2023/17	Reinforcing the role of the African Institute for Economic Development and Planning in assisting members of the Economic Commission for Africa in strengthening development planning and improving their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development
2018/22	African Institute for Economic Development and Planning		

Economic Commission for Africa resolutions

58 (IV)	Establishment of the African Institute for Economic Development and Planning	2023/10	African Institute for Economic Development and Planning
858 (XLI)	Special Meeting of the Governing Council of the African Institute for Economic Development and Planning		

Subprogramme 9
Poverty, inequality and social policy

General Assembly resolutions

65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	71/256	New Urban Agenda
		78/177	Follow-up to the Second World Assembly on Ageing
66/290	Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome	78/179	Policies and programmes involving youth

Deliverables

18.12 Table 18.1 lists all cross-cutting deliverables of the programme.

Table 18.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**7**	**7**	**7**	**7**
1. Coordination meetings on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	1	1	1	1
2. Annual Africa Business Forum	1	1	1	1
3. Meetings of the Regional Coordination Platform for Africa	2	2	2	2
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**2**	**2**	**2**	**2**
7. Overview of economic and social conditions in Africa for the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
8. On the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy and advisory services on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on regional integration and emerging socioeconomic issues for awareness-raising with members of ECA.				

Evaluation activities

18.13 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) Synthesis review of evaluation results for regional economic commissions: contributions to economic development, conducted by the Office of Internal Oversight Services;

(b) Four project evaluations conducted by ECA in the areas of debt, taxation and financing for development; social protection; the demographic dividend and gender equality; and pooled procurement of essential drugs and local pharmaceutical production through the African Continental Free Trade Area.

18.14 In response to the results of the evaluations referenced above, the Commission will strengthen its collaboration with resident coordinators and United Nations country teams, in a more structured manner, to enhance coherence in the support provided to member States. ECA will also strengthen the monitoring and evaluation of its projects and programmes and integrate lessons learned to improve programming. For instance, in response to the recommendations from the project evaluation on pooled procurement of essential drugs and local pharmaceutical production, a more robust knowledge management system will be developed as part of the next phase of the project.

18.15 The following evaluations to be conducted by ECA are planned for 2026:

(a) Seven project evaluations on ECA support in the areas of tourism and transport; land governance; public finance; gender statistics; improving data for national public health initiatives; and international migration;

(b) Evaluation of subprogramme 4, Data and statistics.

Programme of work

Subprogramme 1
Macroeconomic policy, finance and governance

Objective

18.16 The objective, to which this subprogramme contributes, is to achieve structural transformation and inclusive growth in Africa through strengthened and effective development planning, macroeconomic policy analysis, enhanced economic governance and management, and innovative public and private sector financing.

Strategy

18.17 To contribute to the objective, the subprogramme will:

(a) Provide technical assistance, capacity-building and policy advice to members of ECA on:

(i) Tracking progress in the implementation of the 2030 Agenda, Agenda 2063 and the Doha Programme of Action for the Least Developed Countries, and designing, implementing and monitoring their national development plans;

(ii) Designing and implementing policy frameworks that promote transparency and accountability in public financial management, including debt management, and resource mobilization and allocation to build resilience to shocks;

(iii) Identifying priority growth sectors and promoting the development and implementation of initiatives to improve their competitiveness, attract investment and stimulate entrepreneurship;

(iv) Developing and deepening their domestic capital markets and developing innovative and sustainable financing solutions for mobilizing additional resources to meet development financing needs and increase financial resilience;

(b) Convene platforms for policy dialogue on matters related to macroeconomic policy, economic governance, financing and development planning, including the annual session of the Conference of African Ministers of Finance, Planning and Economic Development;

(c) Publish policy-relevant knowledge products underpinned by research and macroeconomic modelling tools and produce, upon request, forecasts with recommendations for responding to the impacts of external shocks.

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

(a) More coordinated and integrated policy design and implementation by members of ECA;

(b) Accelerated and sustainable graduation of African countries from the least developed country category;

(c) Increased mobilization of resources and capital for development and investment in priority areas;

(d) Improved debt management and reduced debt vulnerabilities among members of ECA;

(e) An enabling environment that allows for improved access to markets and a diversified investor base with an increased appetite for domestic currency debt markets.

Programme performance in 2024

A common African position on financing for development

18.19 Africa faces significant gaps in development financing, which hinders progress towards the 2030 Agenda and Agenda 2063. Millions of people still lack access to essential services, such as education, healthcare and infrastructure. Bridging these financing gaps is critical to unlocking the full potential of Africa and to accelerating development and achieving inclusive and sustainable growth for the continent. The International Conference on Financing for Development offers a vital opportunity for African nations to influence financing frameworks to better address their unique challenges. To leverage this platform effectively, it is essential for African countries to establish a common position and agree on priority areas. To this end, the subprogramme, in collaboration with the African Union Commission, the African Tax Administration Forum, the African Development Bank, the United Nations Conference on Trade and Development and the Department of Economic and Social Affairs, conducted regional consultations on financing for development. The consultations facilitated exchange of experience and contributed to the identification of priority actions, including in the areas of domestic resource mobilization, international trade, debt sustainability and addressing systemic challenges to financing for development.

18.20 Progress towards the objective is presented in the performance measure below (see table 18.2).

Table 18.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	ECA members reviewed the Addis Ababa Action Agenda, identifying gaps and emerging issues related to financing for development	ECA members agreed on a common position for Africa and drafted an outcome document highlighting key priorities ahead of the Fourth International Conference on Financing for Development

Planned results for 2026

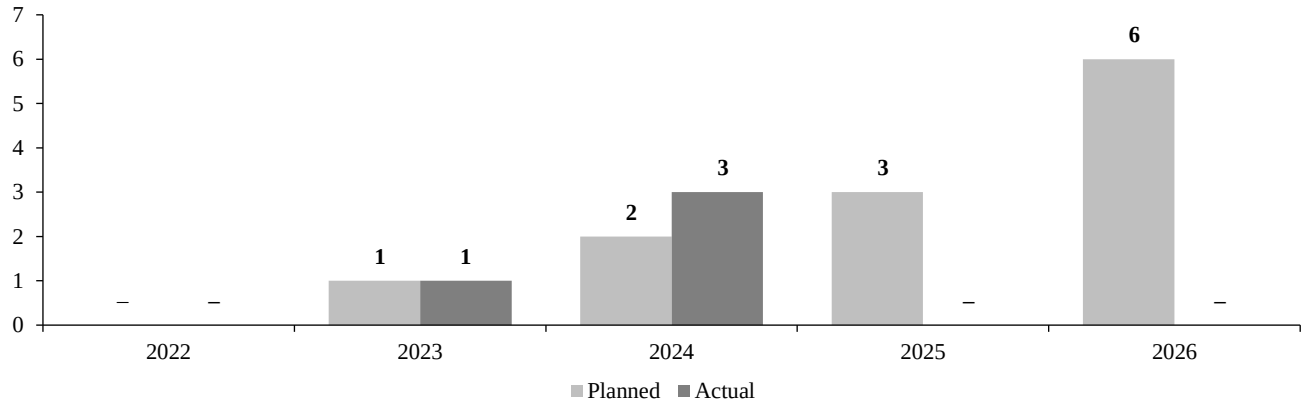
Result 1: enhanced economic governance and improved tax policy and administration for the mobilization of public resources

Programme performance in 2024 and target for 2026

18.21 The subprogramme's work contributed to the implementation of recommendations on improved tax policy and administration by two additional members of ECA (Uganda and Zambia), for a total of three members of ECA, which exceeded the planned target of two members of ECA.

18.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.I).

Figure 18.I
Performance measure: number of members of ECA implementing recommendations on improved tax policy and administration (cumulative)



Result 2: members of ECA apply innovative approaches to mobilize domestic resources and external private capital

Programme performance in 2024 and target for 2026

18.23 The subprogramme's work contributed to two members of ECA (Botswana and United Republic of Tanzania) reviewing and updating the legal and regulatory frameworks of the money market to increase liquidity in their financial systems, which met the planned target.

18.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.3).

Table 18.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
First issuance of 8- and 10-year bonds in local currency in Angola	Uganda designed a strategic plan and road map for the development of its local currency bond market Development of the first securities	The United Republic of Tanzania adopted an interest rate-based monetary policy framework Botswana implemented the	Two members of ECA design a programme to develop their financial systems with a view to mobilizing additional resources	Two members of ECA initiate implementation of their programmes to increase finance for development

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
	exchange in Ethiopia Strengthened governance and improved sovereign risk management in Guinea and Mauritania	Bank of Botswana (Amendment) Act, which included measures on the establishment of the Monetary Policy Committee and a deposit insurance scheme		

Result 3: enhanced macroeconomic forecasting and development planning for inclusive and sustainable growth

Proposed programme plan for 2026

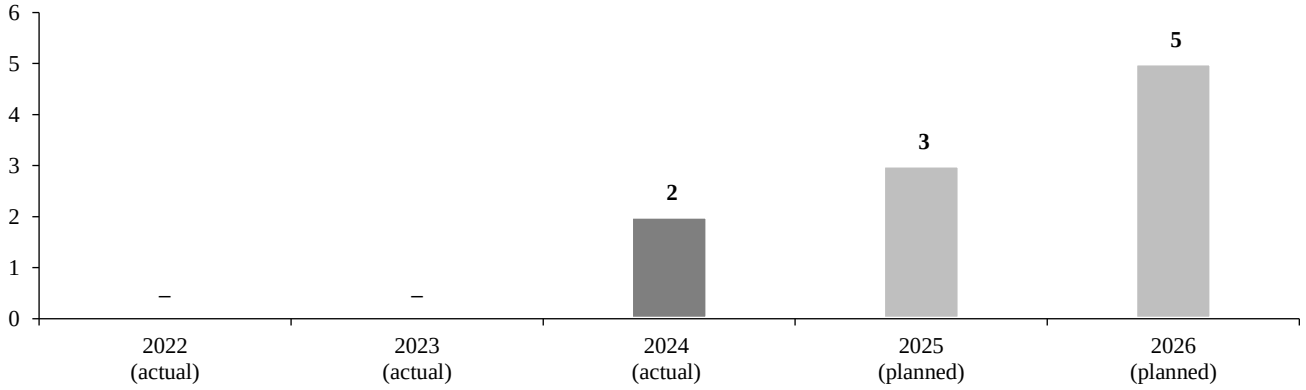
18.25 Utilization of robust macroeconomic models is a critical foundation for macroeconomic management and effective development planning. The subprogramme has supported members of ECA in the development of tailored macroeconomic analysis while also providing technical assistance and policy advice for the development of national development plans. The subprogramme also utilizes a comprehensive macroeconomic analysis tool and an integrated planning and reporting toolkit to build the capacity of member States to generate accurate macroeconomic forecasts and integrate global and regional priorities into national plans.

Lessons learned and planned change

18.26 The lessons for the subprogramme were the importance of effective macroeconomic analysis that uses reliable data to ensure accurate macroeconomic forecasting and reporting in the development and implementation of national development plans and the need to further strengthen the capacities of member States to apply economic policy analysis in the formulation of their national development plans. In applying the lessons, the subprogramme will support member States in engaging in more accurate macroeconomic forecasting, in order to plan and monitor national development plans, and ensure their alignment with international commitments.

18.27 Expected progress towards the objective is presented in the performance measure below (see figure 18.II).

Figure 18.II
Performance measure: number of members of ECA applying macroeconomic analysis tools in the development of national development plans (cumulative)



Deliverables

18.28 Table 18.4 lists all deliverables of the subprogramme.

Table 18.4
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
2. Progress report on the implementation of the priority areas of the Doha Programme of Action for the Least Developed Countries for the decade 2011–2020 to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**–**	**4**
3. Meetings of the Committee on Economic Governance	4	4	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**12**	**12**	**13**	**8**
4. On countering illicit financial flows from Africa	1	1	1	1
5. On the use of the ECA macroeconomic model for selected countries	2	2	1	1
6. On the integrated planning and reporting toolkit	3	3	3	1
7. Internship and fellowship programme for young African economists to build their capacity to formulate, implement and monitor development policies and programmes	1	1	1	1
8. On strengthening the capacity of members of ECA in public finance	3	3	3	2
9. On market access and private sector financing, investment and partnerships	2	2	2	2
10. On capital market development	–	–	2	–
Seminars, workshops and training events (number of days)	**7**	**13**	**8**	**6**
11. Workshop on macroeconomic modelling for African policymakers and experts	1	1	1	1
12. Training event on public finance and development planning in Africa (policy dialogue)	–	1	2	1
13. Workshop on market access and private sector financing, investment and partnerships	6	11	5	4
Publications (number of publications)	**2**	**2**	**3**	**2**
14. Africa Sustainable Development Report	1	1	1	1
15. Economic Report on Africa	1	1	1	1
16. Economic Governance Report	–	–	1	–
Technical materials (number of materials)	**14**	**14**	**14**	**7**
17. On emerging economic issues and challenges to growth and development in Africa	3	2	3	1
18. Policy briefs on emerging issues related to macroeconomic analysis, economic governance and public finance	3	3	3	1
19. Africa economic performance and outlook report	4	3	4	2
20. Sovereign credit rating outlook	–	2	2	2
21. On market access and private sector financing, investment and partnerships	2	2	1	1
22. On purchase-agreement markets among African regulators and market stakeholders	2	2	1	–

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to seven members of ECA and regional bodies on emerging macroeconomic issues, development planning and economic governance issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual African Economic Conference; Pan-African Conference on Illicit Financial Flows and Taxation.				

Subprogramme 2
Regional integration and trade

Objective

18.29 The objective, to which this subprogramme contributes, is to strengthen regional cooperation and integration among members of ECA through increased trade flows, improved industrialization and increased investment.

Strategy

18.30 To contribute to the objective, the subprogramme will:

(a) Provide advisory services and technical assistance to members of ECA on market access and business opportunities arising from the African Continental Free Trade Area to minimize potential adverse effects (such as import surges, dumping and customs revenue loss risks) in the context of the implementation of their national strategies, and multilateral and bilateral trade issues;

(b) Develop and disseminate knowledge products and provide technical assistance to identify opportunities for diversification, value addition and the development of manufacturing and industrial clusters for members of ECA in support of the Action Plan for the Accelerated Industrial Development of Africa, contributing to the achievement of Sustainable Development Goals 9 and 17;

(c) Provide training, with a particular focus on least developed countries, landlocked developing countries and regional economic communities, on the implementation of existing regional cooperation frameworks;

(d) Provide advisory services and technical assistance to members of ECA and regional economic communities on regional integration, national, regional and continental competition policies, intellectual property policies and measures for investment facilitation.

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

(a) Improved implementation by countries of their respective strategies for the operationalization of the African Continental Free Trade Area;

(b) More coherent, coordinated and responsive interfaces between the African Continental Free Trade Area and the free trade areas and customs unions of the regional economic communities;

(c) More coherent trade and industrialization policies aligned with the 2030 Agenda and Agenda 2063;

(d) Accelerated industrialization and increased diversification of productive capacities and production patterns;

(e) Reduced transaction risks and intermediation costs for members of ECA;

(f) An improved business environment characterized by enhanced opportunities for private sector operators to leverage transboundary opportunities and improved market access conditions for African trade of goods and services, as well as the free movement of capital and people.

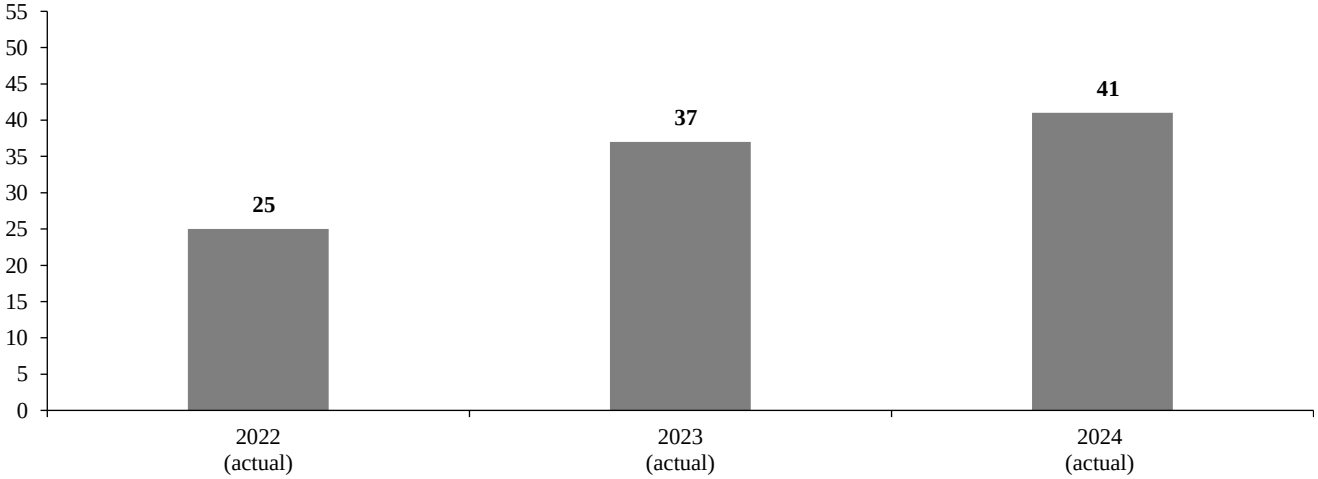
Programme performance in 2024

Members of ECA improved readiness for continental trade integration

18.32 National strategies for the implementation of the African Continental Free Trade Area help to identify priority products or services in each African country with high export potential to other African markets and to define concrete steps to achieve such exports. These strategies also outline risks and opportunities for integration into regional and global value chains, as well as vulnerable sectors and products that may require special consideration and support measures. The subprogramme has provided extensive support to members of ECA in formulating national strategies for implementation of the African Continental Free Trade Area, including through facilitation of multi-stakeholder consultations, policy advice on alignment with national development plans and technical assistance to conduct rigorous assessment of trade competitiveness and regulatory constraints. In 2024, building on work undertaken in previous years, the subprogramme supported Equatorial Guinea, Eswatini, Liberia and Morocco in the finalization and validation of their national implementation strategies; it also supported the Arab Maghreb Union in the development of a subregional strategy on trade integration. The strategy of Equatorial Guinea was designed to leverage the country's energy resources to expand intra-African trade and attract investment in downstream industries. The strategy of Eswatini targeted export diversification through enhanced trade facilitation and digital trade systems, whereas the strategy of Liberia emphasized trade infrastructure upgrades and the competitiveness of small and medium-sized enterprises. The strategy of Morocco prioritized strengthening industrial and agroprocessing value chains to capitalize on the country's export potential, while the plan of the Arab Maghreb Union was focused on the reduction of non-tariff barriers and the harmonization of customs procedures among its member States. These strategies mark a critical step towards realizing the objectives of the African Continental Free Trade Area, supporting industrialization, job creation and sustainable development across the continent.

18.33 Progress towards the objective is presented in the performance measure below (see figure 18.III).

Figure 18.III
Performance measure: number of countries that finalized and validated national strategies for the implementation of the African Continental Free Trade Area (cumulative)



Planned results for 2026

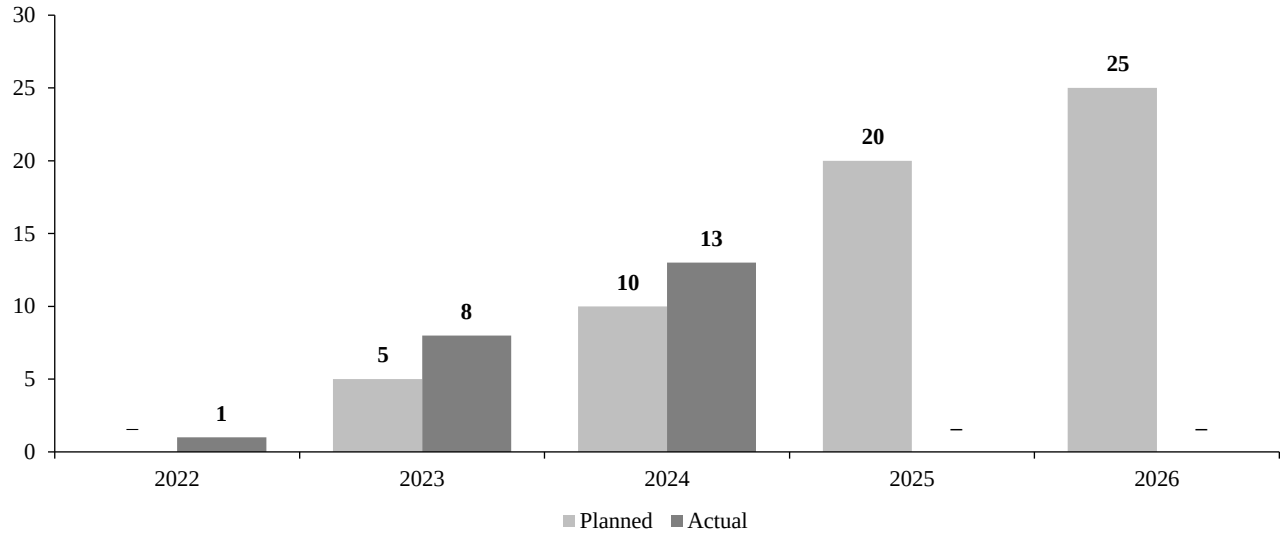
Result 1: members of ECA implement priority areas of their strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area related to industrialization

Programme performance in 2024 and target for 2026

18.34 The subprogramme's work contributed to the implementation by five additional members of ECA of the priority areas of their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area, for a total of 13, which exceeded the planned target of 10 members of ECA.

18.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.IV).

Figure 18.IV
Performance measure: number of members of ECA implementing the priority areas of their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area related to industrialization (cumulative)



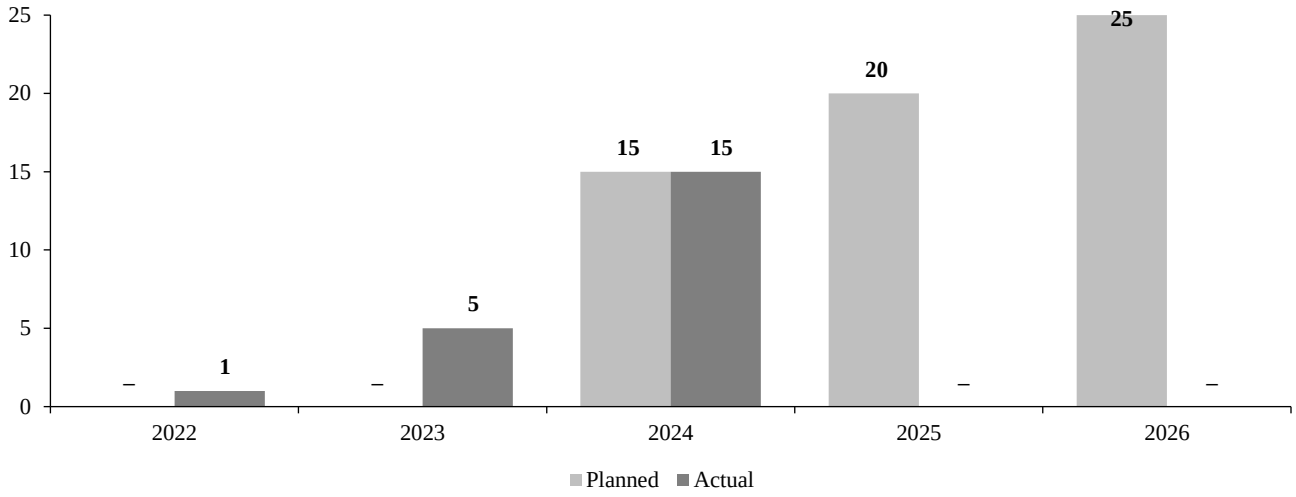
Result 2: sustainable trade strategies to mitigate the impact of climate change

Programme performance in 2024 and target for 2026

18.36 The subprogramme's work contributed to the adoption by an additional 10 countries of sustainable trade strategies that include considerations related to climate change, for a total of 15 countries, which met the planned target.

18.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.V).

Figure 18.V
Performance measure: number of members of ECA adopting sustainable trade strategies that include considerations related to climate change (cumulative)



Result 3: members of ECA adopt measures to de-risk investments in regional value chains and special economic zones

Proposed programme plan for 2026

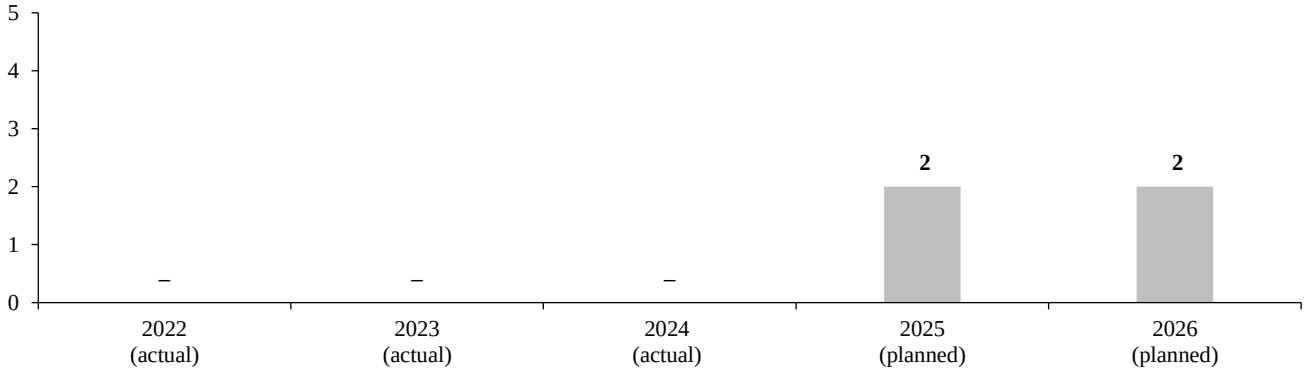
18.38 The number of special economic zones on the African continent has expanded considerably in the past three decades, to approximately 240. These zones contributed to increased foreign direct investment inflows during their initial operation, but sustaining that level of inflows has proved challenging, owing to, in part, a focus on extractive industries, limited diversification and restriction of investment within national boundaries. In response, new special economic zones have been identified, with the aim of fostering horizontal and vertical linkages in supply chains, capitalizing on cross-border complementarities, and promoting local and regional sourcing, and which are aligned closely with national and regional development goals.

Lessons learned and planned change

18.39 The lessons for the subprogramme were the need to foster greater regional collaboration in the development and operation of special economic zones and the establishment of regional value chains and the need to provide greater support to member States in de-risking investments, including through diversification. In applying the lessons, the subprogramme will facilitate increased communication and cooperation among member States to promote the development of cross-border special economic zones; it will also develop knowledge products and provide capacity-building support on diversification with a view to expanding such zones beyond the extractive industries. Furthermore, the subprogramme will facilitate policy dialogues involving member States and investors on the de-risking of investments and on solutions to address potential investor concerns.

18.40 Expected progress towards the objective is presented in the performance measure below (see figure 18.VI).

Figure 18.VI
Performance measure: number of ECA member States adopting measures to de-risk investments in regional value chains and special economic zones (annual)



Deliverables

18.41 Table 18.5 lists all deliverables of the subprogramme.

Table 18.5
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	–	**2**	**2**
1. Report for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	–	1	1
2. Report on the status of implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 for the Conference of African Ministers of Finance, Planning and Economic Development and updates on the status of international and intra-African trade for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	2	–	1	1
Substantive services for meetings (number of three-hour meetings)	**3**	–	**3**	–
3. Meetings of the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	3	–	3	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**7**	**5**	**4**	**6**
4. On boosting intra-African trade by enhancing the capacity of members of ECA and regional economic communities to increase the African share of international trade	1	1	1	1
5. On inclusive and equitable African trade arrangements	1	–	–	–
6. On deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area	1	–	–	–
7. Fellowship programme for enhancing the capacity of young African scholars in the areas of industrialization, investment, regional integration, trade and markets	1	1	1	1
8. On the trade model	1	1	1	1
9. On operationalization of the Agreement Establishing the African Continental Free Trade Area: strategic interventions in investment, services competition policy, digitalization, regional trade and integration	1	1	1	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. On the opportunities created by the African Continental Free Trade Area for the pooled procurement of essential drugs and products and local pharmaceutical production for the continent	1	1	–	–
Seminars, workshops and training events (number of days)	**10**	**10**	**10**	**10**
11. Training events on trade economics, regional integration and capacity-building for trade policy and structural transformation, aid for trade, basic and intermediate trade modelling and advanced trade modelling	10	10	10	10
Publications (number of publications)	**3**	**2**	**2**	**2**
12. Topical issue report on the second phase of the African Continental Free Trade Area negotiations	1	–	1	1
13. On assessing regional integration in Africa	1	1	–	–
14. On revisiting policy, legislation and institutions for industrial development in Africa	1	1	1	1
Technical materials (number of materials)	**11**	**8**	**11**	**10**
15. On investments	3	3	3	3
16. On topical international and intraregional trade issues	5	5	5	5
17. On the African Union integration agenda	1	–	1	1
18. On industrialization in Africa	2	–	2	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to members of ECA and regional or subregional cooperation groups in the context of the New Partnership for Africa's Development and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027; analytical advice for the implementation of the Vienna Programme of Action.

Databases and substantive digital materials: Africa Regional Integration Index; regional digital trade integration database; digital services trade restrictiveness database.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on regional integration and trade; information kits; high-level policy dialogue on trade.

Digital platforms and multimedia content: content for the subprogramme's social media accounts on regional integration and trade.

Subprogramme 3
Technology, innovation, connectivity and infrastructure development

Objective

18.42 The objective, to which this subprogramme contributes, is to advance inclusive growth, sustainable development and economic transformation in Africa through science, technology and innovation, improved connectivity, logistics and infrastructure development.

Strategy

18.43 To contribute to the objective, the subprogramme will:

(a) Conduct policy research and analysis on:

(i) Digital trends on the continent, including those related to the economic impact of new and emerging technologies and technology-driven solutions for sustainable development;

(ii) The state of energy, transport and information and communications technology infrastructure at the national and regional levels and the impact of logistics and connectivity on economic development;

(b) Provide technical assistance and advisory services to members of ECA, the African Union and its bodies, and subregional organizations on:

(i) The design and implementation of regulatory frameworks that promote digital public infrastructure, digital systems and policies related to technology and innovation, including principles for good digital identification, data governance, information and communications technology security, financial technology and responsible use of artificial intelligence;

(ii) The design and implementation of policies and strategies to bridge technological and innovation gaps and promote digital inclusivity and digital connectivity across the continent;

(iii) The development of an academic and entrepreneurial ecosystem for science, technology and innovation through partnerships and capacity-building initiatives with a view to developing a critical mass of researchers, experts and innovators for evidence-based decision-making and innovation-driven growth in member States;

(iv) The implementation of the Programme for Infrastructure Development in Africa and the design of regulatory frameworks to enhance private sector investment in infrastructure while managing risk;

(v) The development of transport infrastructure and services, including transport facilitation, norms and standards, regulations, road safety and asset management, with a particular focus on the liberalization of intra-African air transport in the context of the Single African Air Transport Market and the digitalization of transport infrastructure;

(vi) The development of infrastructure to improve energy access, advance market development and foster the transition to renewable sources of energy.

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

(a) Improved digital ecosystems across the continent, enabling the implementation of better policy and regulatory frameworks that enhance the use of digital public infrastructure, innovation and digital systems;

(b) Strengthened and enhanced digital inclusivity and connectivity in members of ECA and across the continent, through effective policies and strategies, reducing technological disparities and ensuring broader access to digital resources and innovations;

(c) A strengthened science, technology and innovation ecosystem with a greater number of capacity-building initiatives, leading to a critical mass of researchers, experts and innovators driving evidence-based decision-making and innovation-driven growth;

(d) Increased efficiency and safety of the African transport sector;

(e) Increased energy access and innovative financing for energy infrastructure;

(f) Increased private sector investment in new and emerging technologies and public infrastructure.

18.45 In doing so, the subprogramme will support members of ECA in making progress towards Sustainable Development Goals 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 13 and 17.

Programme performance in 2024

Member States committed to actions to achieve a people-centred, inclusive and development-oriented information society

18.46 The goal of the World Summit on the Information Society is the establishment of a people-centred, inclusive and development-oriented information society. With 2025 marking 20 years since its inception, and in accordance with General Assembly resolution 70/125, the subprogramme provided support to members of ECA in the regional review of the overall implementation of the outcomes of the Summit. In 2024, the subprogramme, in collaboration with the Government of the United Republic of Tanzania, convened a review workshop in Dar es Salaam, United Republic of Tanzania, to evaluate the progress made in Africa over nearly two decades. Some 150 stakeholders representing 37 member States participated. Member States assessed achievements and identified gaps, with a focus on national-level implementation of the Summit's action lines. They also established new priorities for the digital future of Africa. A significant outcome of the workshop was the adoption of a declaration on the regional review process. In that declaration, member States highlighted, among other points, the need to prioritize capacity-building, education and digital skills development to unlock the potential of artificial intelligence and digital public infrastructure; digitalize government services; promote entrepreneurship, in particular for women, young people and persons with disabilities; and harmonize legal and policy frameworks to support cross-border data-sharing and e-commerce. In addition, member States were called upon to adopt, with the support of ECA, the African Union and regional economic communities, multi-stakeholder processes to fast-track the implementation of nine key initiatives identified in the declaration.

18.47 Progress towards the objective is presented in the performance measure below (see table 18.6).

Table 18.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	37 member States adopted a declaration on the regional review of the implementation of the outcomes of the World Summit on the Information Society, outlining key commitments and priorities for the digital future of Africa

Planned result for 2026

Result 1: increased use of new technologies by members of ECA, reinforced by robust regulatory frameworks

Programme performance in 2024 and target for 2026

18.48 The subprogramme's work contributed to the African Union Commission endorsing the Continental Artificial Intelligence Strategy and the African Digital Compact, which met the planned target.

18.49 The performance measure below presents progress towards the objective and the target for 2026 (see table 18.7).

Table 18.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
African Research Centre for Artificial Intelligence established by the Congo	–	Continental Artificial Intelligence Strategy and African Digital Compact endorsed by the African Union Commission	Two regional transport corridor authorities use data generated through artificial intelligence to manage their infrastructure assets	Two countries apply artificial intelligence to road safety One member State develops a national artificial intelligence strategy

Result 2: members of ECA leverage technology and innovation to manage their transport and energy infrastructure

Proposed programme plan for 2026

18.50 Harnessing the natural resources of Africa through technology can provide a pathway for the transition to renewable sources of energy. The use of innovative technology solutions for energy storage and management can help to address intermittency issues associated with solar and wind power, ensuring a consistent and reliable energy supply. Similarly, innovative technology solutions in the transport sector can help to address such challenges as limited access to affordable and reliable transport, traffic congestion and pollution, paving the way towards more sustainable transportation systems. The subprogramme has supported member States in this regard, including through the development of a methodology for using satellite imagery and artificial intelligence to monitor transport corridors, as well as through the development of software for assessing regulatory openness, attractiveness and readiness for private investment in the electricity value chain.

Lessons learned and planned change

18.51 The lesson for the subprogramme was the need to provide targeted technical assistance to facilitate the adoption of technology solutions to upgrade energy and transport infrastructure. In applying the lesson, the subprogramme will provide technical assistance with regard to applying technology platforms to improve the management of transport and energy assets of member States and their institutions. The subprogramme will also provide capacity-building support to enable regional and national institutions to leverage innovation in policies, actions and measures aimed at improving access to energy and strengthening transport systems.

18.52 Expected progress towards the objective is presented in the performance measure below (see table 18.8).

Table 18.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Egypt, Kenya and Madagascar utilized web-based platforms to monitor transport corridors Madagascar used GIS and satellite imagery to assess its energy resources	Two countries apply digital technologies in managing their transport and energy infrastructure assets	Two additional countries apply digital technologies in managing their transport and energy infrastructure assets

Deliverables

18.53 Table 18.9 lists all deliverables of the subprogramme.

Table 18.9
Subprogramme 3: deliverables for the period 2024–2026 by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**3**	**2**
1. Report for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	–	1	–
2. Report on new technologies and innovative solutions for the transformation of Africa and implementation of the Sustainable Development Goals for the Africa Regional Forum on Sustainable Development and the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
3. Report on the implementation of the outcomes of the World Summit on the Information Society in Africa	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	**–**	**6**	**12**	**12**
4. Meetings of the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	–	4	–
5. African Regional Science, Technology and Innovation Forum, in preparation for the high-level political forum on sustainable development	–	–	4	4
6. Africa World Summit on the Information Society review meeting	–	6	4	4
7. African Internet Governance Forum	–	–	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**–**	**4**	**6**
8. Public-private partnerships for financing the energy transition and infrastructure in Africa	–	–	1	1
9. On regulatory improvement to de-risk investment in the electricity market	–	–	1	1
10. On the establishment and operationalization of a digital technology centre	–	–	1	–
11. Fellowship programme for young African scholars on policy research, analysis and advocacy	–	–	1	–
12. On the implementation of connectivity projects	–	–	–	1
13. On the operationalization of the Single African Air Transport Market	–	–	–	1
14. On the application of science and technology in the transport sector	–	–	–	1
15. On the development of digital platforms	–	–	–	1
Seminars, workshops and training events (number of days)	**5**	**28**	**20**	**14**
16. On regulatory analysis using the regulatory openness, attractiveness and readiness methodology and reform planning	5	15	3	–
17. Workshops on technology adoption	–	2	9	9
18. Workshop on a continental regulatory framework for private sector investment in the energy sector	–	3	4	–
19. Seminar on low-emission hydrogen	–	2	1	1
20. On digitalization and use of artificial intelligence in regional transport corridors in Africa	–	1	1	1
21. Regional training on the scaled adoption of electricity vehicles	–	2	2	1
22. Forum of the Alliance of Entrepreneurial Universities in Africa	–	3	–	2
Publications (number of publications)	**4**	**4**	**3**	**5**
23. On emerging issues and trends in new technologies and innovation in the context of sustainable development	3	3	2	2

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
24. On African science, technology and innovation	1	1	1	1
25. On the performance of public-private partnerships in Uganda and Zambia	–	–	–	2
Technical materials (number of materials)	**10**	**7**	**18**	**10**
26. On energy access, for the high-level political forum on sustainable development	2	–	1	1
27. On the African transport policy programme	1	–	1	1
28. On road safety policies, strategies and action plans	3	2	2	2
29. On supporting regional railway infrastructure development in Africa	1	–	1	–
30. Methodology approach for the assessment of road corridors using GIS and other digitalized tools	1	1	1	1
31. Infographics on the African Continental Free Trade Area and demand for transport infrastructure and services	1	1	1	–
32. Infographics on the African strategic directions for the post-2020 Decade of Action for Road Safety	–	1	1	–
33. Documentation for meetings of the African Union and the African Union Development Agency in the areas of new technologies and innovation	1	–	1	–
34. On the continental framework for enhancing energy security in Africa	–	–	1	–
35. On the implementation of principles for good digital identification	–	2	2	2
36. Policy brief on low-emission hydrogen technology and application in Africa	–	–	2	1
37. Performance assessment of the Single African Air Transport Market	–	–	1	1
38. Regulatory readiness assessment for the electric vehicle market	–	–	3	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to members of ECA and regional bodies on issues related to technology, innovation, connectivity and infrastructure development, including road safety, corridor management and use of digital tools, and digital identification.

D. Communication deliverables

Outreach programmes, special events and information materials: booklet on digital transformation and emerging technologies; booklet on energy infrastructure finance and development; brochures, newsletters, flyers, briefs and information kits on technology-related issues for members of ECA and implementing partners.

External and media relations: press releases, podcasts and videos on relevant issues.

Digital platforms and multimedia content: websites, social media and platforms on technology and infrastructure.

Subprogramme 4
Data and statistics

Objective

18.54 The objective, to which this subprogramme contributes, is to strengthen the production, dissemination and use of credible data, statistics and geospatial information at the national, regional and global levels for evidence-based policy and decision-making.

Strategy

18.55 To contribute to the objective, the subprogramme will:

(a) Support African national statistical systems in transforming their data governance and management methods by digitalizing the data collection, compilation and dissemination process for statistical areas, including censuses and civil registration systems, and provide

technical assistance and training in the design and implementation of national strategies for the development of statistics and national spatial data infrastructure with related integrated geospatial information frameworks;

(b) Maintain and regularly update databases that are accessible for public use, with available harmonized data, statistics and geospatial information disaggregated by location on such topics as African economies, demographics, social indicators, the environment and other statistics needed for monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063;

(c) Provide training and make platforms available for the exchange of best practices among members of ECA and their respective statistical agencies;

(d) Integrate policy advice and sustained capacity-building activities on data, statistics and geospatial information to support members of ECA in enhancing monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063;

(e) Enhance communication and advocacy to members of ECA on the use of statistics and geospatial information.

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

(a) Improved capacity, resilience and efficiency of national statistical systems, including the uptake of innovative tools and technologies to collect comparable statistics at various levels of disaggregation, and improved statistical operations, including the conduct of censuses and surveys and administrative data processing and analysis, and dissemination of timely data;

(b) Improved uptake of geospatial information management, closer collaboration between components and stakeholders of the national spatial data infrastructures, and better integrated geospatial information frameworks;

(c) Enhanced monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063.

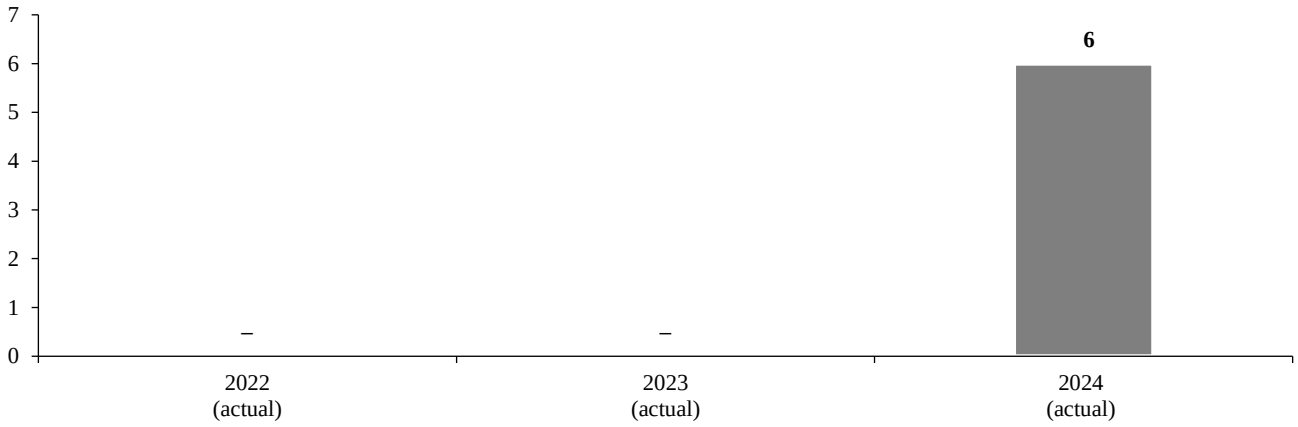
Programme performance in 2024

Strengthened monitoring of the Sustainable Development Goals and improved dissemination of data

18.57 Monitoring and reporting on the Sustainable Development Goals are crucial for identifying progress and challenges and provide the insights needed to inform evidence-based decision-making on policies and the allocation of resources. Moreover, researchers, academia, civil society and development partners also rely on good-quality and relevant data on the Goals. The subprogramme has assisted requesting member States in developing national reporting platforms for the Goals using Open SDG, an open source platform that enables the creation of an online website for disseminating data on the Goals. The website can be multilingual and is designed with users and accessibility in mind. Disaggregated data and metadata can be reported in a variety of formats, and can be downloaded as tables, charts and maps. Other frameworks, such as national development plans, can also be reported on, using the same functionalities. Such platforms also enable the harmonization and standardization of monitoring and reporting on progress made, enabling more accurate and comparable assessments of regional and global progress. In 2024, the subprogramme organized policy dialogues on monitoring and reporting on the Goals, including statistical concepts and data sources, and provided technical assistance and capacity-building to 10 member States in establishing Open SDG as a national reporting platform. As a result of this support, six member States established Open SDG platforms and have standardized monitoring and reporting on the Goals.

18.58 Progress towards the objective is presented in the performance measure below (see figure 18.VII).

Figure 18.VII
Performance measure: number of members of ECA that have established a standardized national reporting platform on the Sustainable Development Goals (annual)



Planned results for 2026

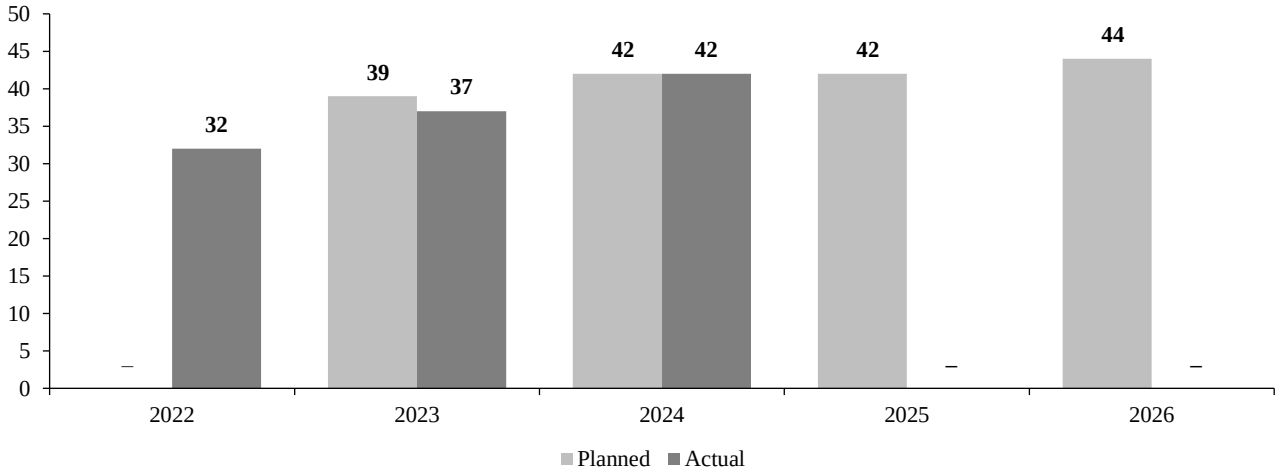
Result 1: members of ECA produce and disseminate comparable economic statistics

Programme performance in 2024 and target for 2026

18.59 The subprogramme's work contributed to the adoption and application by five additional members of ECA of the recommended international standards and methodology in economic statistics, for a cumulative total of 42 members of ECA, which met the planned target.

18.60 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.VIII).

Figure 18.VIII
Performance measure: number of members of ECA having adopted and applied the recommended international standards and methodology (2008 System of National Accounts and extensions) in economic statistics (cumulative)



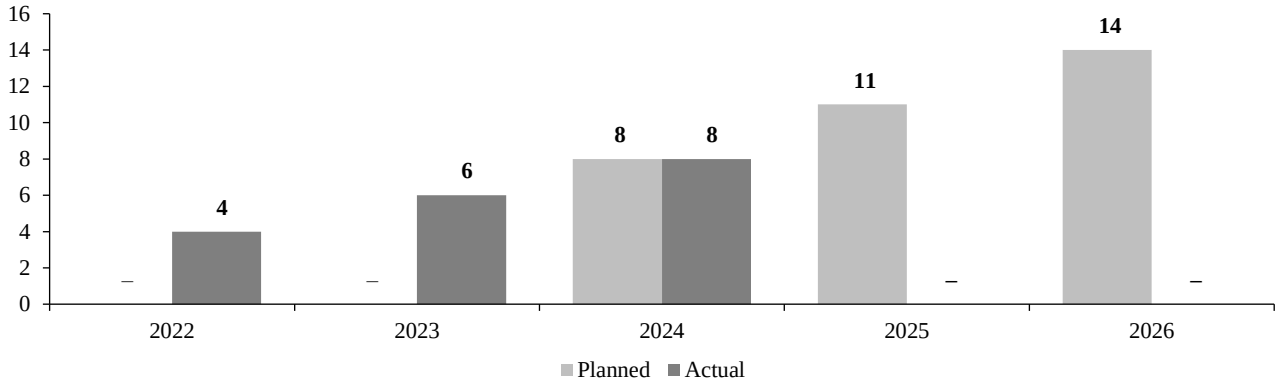
Result 2: progress towards integrated statistical and geospatial information frameworks

Programme performance in 2024 and target for 2026

18.61 The subprogramme's work contributed to two additional members of ECA applying the strategic pathways of the United Nations Integrated Geospatial Information Framework to improve their national statistical frameworks and address challenges in the collection, processing, analysis and dissemination of data, which met the planned target.

18.62 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.IX).

Figure 18.IX
Performance measure: number of members of ECA applying at least one of the strategic pathways of the United Nations Integrated Geospatial Information Framework (cumulative)



Result 3: improved civil registration and vital statistics systems

Proposed programme plan for 2026

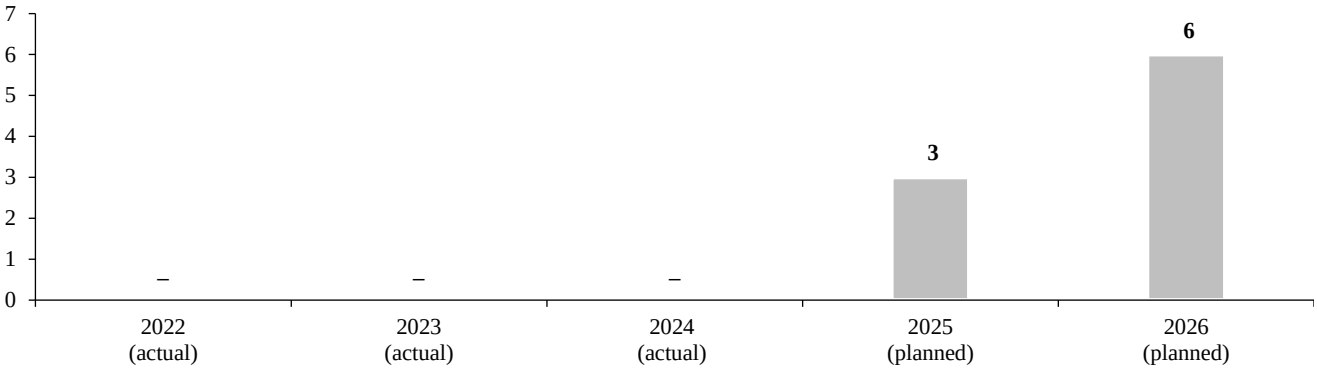
18.63 Civil registration and vital statistics systems are crucial for both individuals and Governments, providing legal identity, access to services and valuable data to inform policymaking and national development planning. Civil registration and vital statistics systems across Africa exhibit fragmentation and are constructed according to diverse standards and specifications. This variability complicates the provision of standardized technical assistance for common challenges.

Lessons learned and planned change

18.64 The lesson for the subprogramme was the need to provide tailored support for the harmonization of civil registration and vital statistics systems, and for their digitalization, considering that harmonization and digitalization will increase operational functionality, create efficiencies and improve service delivery by increasing access to digital registration services for populations in remote areas. The experiences of countries such as Rwanda and South Africa, which have developed innovative information technology systems, demonstrate that it is possible to significantly enhance the coverage of civil registration and vital statistics systems through the application of technological innovations and tools. In applying the lesson, the subprogramme will provide technical support for the digitalization of civil registration and vital statistics systems, in accordance with the recommendations from the Conference of African Ministers responsible for Civil Registration. In addition, the subprogramme will focus on developing the technical capacity of national officials to manage and sustain the use of these systems. The subprogramme will also develop a standardized digital asset that can be referenced and adopted across countries, to better align civil registration and vital statistics systems across the continent.

18.65 Expected progress towards the objective is presented in the performance measure below (see figure 18.X).

Figure 18.X
Performance measure: number of members of ECA adopting innovative technology applications in civil registration and vital statistics systems (cumulative)



Deliverables

18.66 Table 18.10 lists all deliverables of the subprogramme.

Table 18.10
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**7**	**7**	**2**	**7**
Reports on:				
1. Statistical capacity development, to the Statistical Commission for Africa	1	1	–	1
2. Progress in population and housing censuses, to the Statistical Commission for Africa	1	1	–	1
3. State of a gender perspective and social development statistics, to the Statistical Commission for Africa	1	1	–	1
4. Integration of geospatial and statistical data, to the Statistical Commission for Africa	1	1	–	1
5. Implementation of the 2008 System of National Accounts, to the Statistical Commission for Africa	1	1	–	1
6. Implementation of civil registration and vital statistics, to the Conference of African Ministers Responsible for Civil Registration	1	1	1	1
7. Geospatial information management, to the Regional Committee of United Nations Global Geospatial Information Management for Africa at its tenth, eleventh and twelfth meetings	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**14**	**10**	**13**	**15**
8. Statistical Commission for Africa	1	1	–	1
9. Conference of African Ministers Responsible for Civil Registration	4	–	4	1
10. Regional Committee of United Nations Global Geospatial Information Management for Africa	8	8	8	12
11. Advisory Expert Group on National Accounts	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**16**	**12**	**16**	**19**
12. On sectoral statistics, including agricultural, health, energy and employment statistics	2	2	1	2
13. On the data warehouse	1	1	1	1
14. On the environmental-economic accounting initiative	1	1	1	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
15. On the development of supply-use tables, intraregional input-output tables and trade-in-value-added model	1	1	1	1
16. On technical assistance on gross domestic product updating and rebasing in members of ECA	1	1	1	1
17. On leading African countries to participate in the global updating and related testing of the 2008 System of National Accounts programme	1	1	1	1
18. On consumer price index data collection, compilation and application	1	1	1	1
19. African programme on a gender perspective and statistics	1	–	1	1
20. African programme on population and housing censuses	–	–	1	1
21. On the establishment of a digital identity platform for Africa	1	–	–	–
22. On mainstreaming and implementing the United Nations Integrated Geospatial Information Framework and harmonizing with the African Geodetic Reference Frame	3	3	2	3
23. On the Global Strategy to Improve Agricultural and Rural Statistics (second phase)	–	–	1	–
24. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	–	–	1	1
25. On the development of a data science campus	1	–	1	1
26. On support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	–	1	1
27. Fellowship programme for young African scholars to build their capacity in data and statistics	1	1	1	1
28. On the performance data management dashboard	–	–	–	1
29. On census and survey data tools and dissemination	–	–	–	2
Seminars, workshops and training events (number of days)	**98**	**62**	**92**	**48**
30. Workshop on a statistical data exchange system for national statistical offices	5	1	5	2
31. Training events on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	5	5	2
32. Workshop on modernizing statistical systems in Africa for the leaders and managers of national statistical offices	5	–	5	2
33. Workshop on population and housing censuses and progress on related population and housing censuses for experts and managers of national statistical offices and planning commissions	2	2	2	2
34. Regional workshops on gender statistics for experts in national statistical offices and line ministries	2	2	2	2
35. Workshops on civil registration and vital statistics for experts of national ministries responsible for the production of civil registration and vital statistics data	4	4	4	2
36. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistical offices	–	–	3	–
37. Training events on national accounts, environmental and economic statistics and accounting for national statistical offices and ministries of finance	15	11	15	3
38. Regional seminars on the consumer price index, agricultural statistics and energy statistics	20	6	20	2
39. Training workshop on geospatial knowledge infrastructure and fundamental geospatial datasets for monitoring the Sustainable Development Goals	10	10	5	10
40. Workshop on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	5	5	5
41. Training events on the development of national action plans on the United Nations Integrated Geospatial Information Framework for national mapping agencies	5	5	5	5
42. Training events on geospatial knowledge infrastructure with innovative geospatial responses and solutions for a post-pandemic recovery	5	–	–	5
43. Training events on big data and data science for the modernization of the production of economic statistics	5	5	5	2
44. Advisory Expert Group on National Accounts meeting	–	–	1	1
45. Technical workshop on environmental statistics	5	1	5	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
46. Technical workshop on environmental-economic accounting	5	5	5	3
Publications (number of publications)	**3**	**2**	**3**	**2**
47. Africa Sustainable Development Report	1	1	1	1
48. African Development Bank Statistics Pocketbook	1	1	1	–
49. Africa Statistics Flash	1	–	1	1
Technical materials (number of materials)	**4**	**3**	**3**	**10**
50. African regional geospatial databases, online services and geoportals	1	1	1	1
51. African atlas of spatial statistics	1	1	–	1
52. African Statistical Yearbook	1	1	1	1
53. Compendium of Intra-African and Related Foreign Trade Statistics	1	–	1	1
54. Census and survey results issues tracker, monitoring dashboard, communication, dissemination, and knowledge management toolkit	–	–	–	4
55. Automated country data harvester	–	–	–	1
56. Performance data management dashboard	–	–	–	1

C. Substantive deliverables

Consultation, advice and advocacy: technical advice on civil registration and vital statistics, on the 2025 planned population and housing censuses for members of ECA, on Sustainable Development Goal indicators and on developing integrated geospatial information frameworks at the national and regional levels.

Technical advice to members of ECA on matters related to digitalization, statistical management, economic statistics, survey and census and data science.

Technical advice to three members of ECA on geospatial-related matters.

Databases and substantive digital materials: ECA statistical data portal (ECAStats), providing data for members of ECA; geospatial databases (2), online applications, services and platforms (2); Africa GeoPortal.

D. Communication deliverables

Outreach programmes, special events and information materials: African Statistics Day; annual Africa Symposium on Statistical Development; dissemination of information through outreach programmes and mobile applications.

Subprogramme 5
Climate change, food security and natural resources

Objective

18.67 The objective, to which this subprogramme contributes, is to enhance climate resilience, achieve food security, and advance inclusive and sustainable development by harnessing land, natural resources, and the green and blue economies.

Strategy

18.68 To contribute to the objective, the subprogramme will:

(a) Conduct policy research and analysis, and provide technical assistance and advisory services to members of ECA on:

(i) Extractives-led production linkages and the design and implementation of mineral policies, strategies and plans that consider economic, environmental and social aspects and matters related to gender equality, in line with the principles of the Africa Mining Vision;

(ii) The circular economy,[1] the development of the green economy in the context of sustainable development and poverty eradication, including the conduct of voluntary national and local reviews, and the blue economy, in line with the Africa Blue Economy Strategy of the African Union;

(iii) Climate resilience and disaster vulnerability of African economies, societies, ecosystems and agrifood systems and the integrated implementation of climate action;

(iv) Modelling of the economic impacts of climate change and private sector investments for the implementation of nationally determined contributions;

(v) Land governance, including policy and regulatory reforms for land tenure security, in particular for women and young people, and the use of the Framework and Guidelines on Land Policy in Africa and geographic information system-based tools to support decision-making regarding responsible land-based investments by the private sector;

(vi) Agriculture and food systems transformation, through financing, insurance and de-risking investment, youth and women entrepreneurship in agriculture, regional value chains, common agro-parks and agro-industrialization;

(b) Provide technical advice to the African Union Commission, regional economic communities and intergovernmental organizations on sustainable development planning and policy formulation in the context of the second 10-year implementation plan of Agenda 2063;

(c) Convene peer-learning policy dialogues and regional consensus-building platforms and support African universities and research institutions in knowledge generation in the above-mentioned areas.

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

(a) Sustainable and diversified economies in African countries rich in natural resources;

(b) Development of policies, strategies and plans in agriculture and natural resource sectors to enable the transition to environmentally sustainable and climate-resilient economies;

(c) Improved competitiveness, productivity, value addition and trade in agricultural goods and services;

(d) Resilient, inclusive and nutrition-oriented food systems;

(e) Inclusive land-based investments in agriculture and other natural resource sectors, in accordance with the African Union guiding principles for large-scale land-based investments in Africa;

(f) Improved land tenure security, in accordance with the African Union framework and guidelines on land policy in Africa.

Programme performance in 2024

Strengthened regional capacity for utilization of article 6 of the Paris Agreement

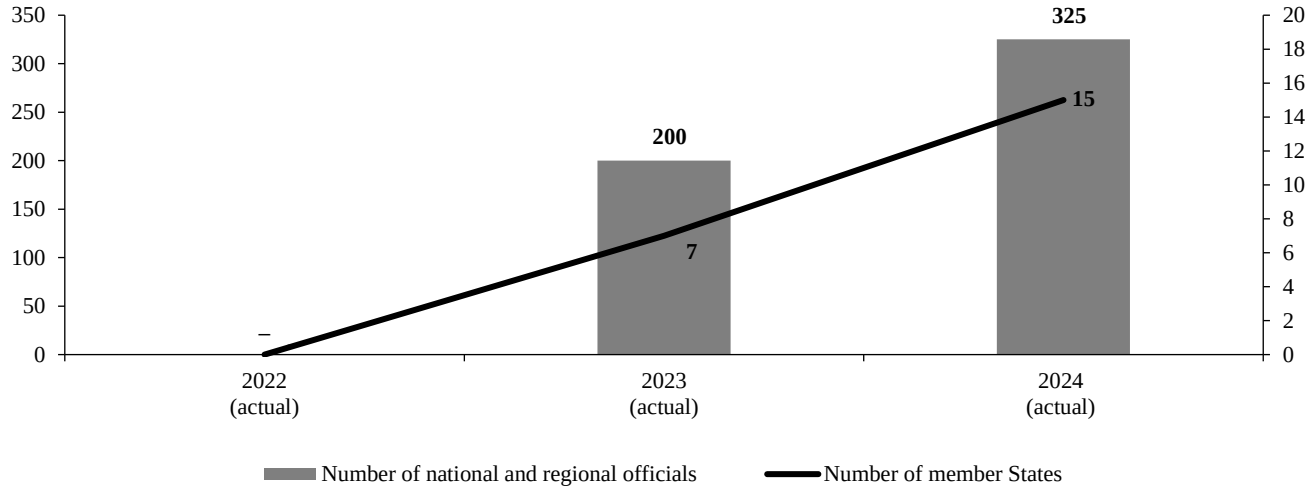
18.70 Article 6 of the Paris Agreement sets out how countries can pursue voluntary cooperation to reach their climate targets. It enables international cooperation to address climate change and can unlock financial support for developing countries. Article 6 establishes a mechanism to contribute to the mitigation of greenhouse gas emissions and support sustainable development, while also enabling non-market approaches to assist in the implementation of nationally determined contributions. In 2023, the subprogramme partnered with the African Group of Negotiators to strengthen regional capacity to utilize article 6, including through various training and awareness-raising events. In 2024, the subprogramme provided capacity-building support on policies and regulatory frameworks

[1] United Nations Environment Assembly resolution 5/11.

linked to article 6 to national United Nations Framework Convention on Climate Change focal points and regional experts.

18.71 Progress towards the objective is presented in the performance measure below (see figure 18.XI).

Figure 18.XI
Performance measure: number of national and regional officials with strengthened capacity to utilize article 6 of the Paris Agreement (cumulative)



Planned results for 2026

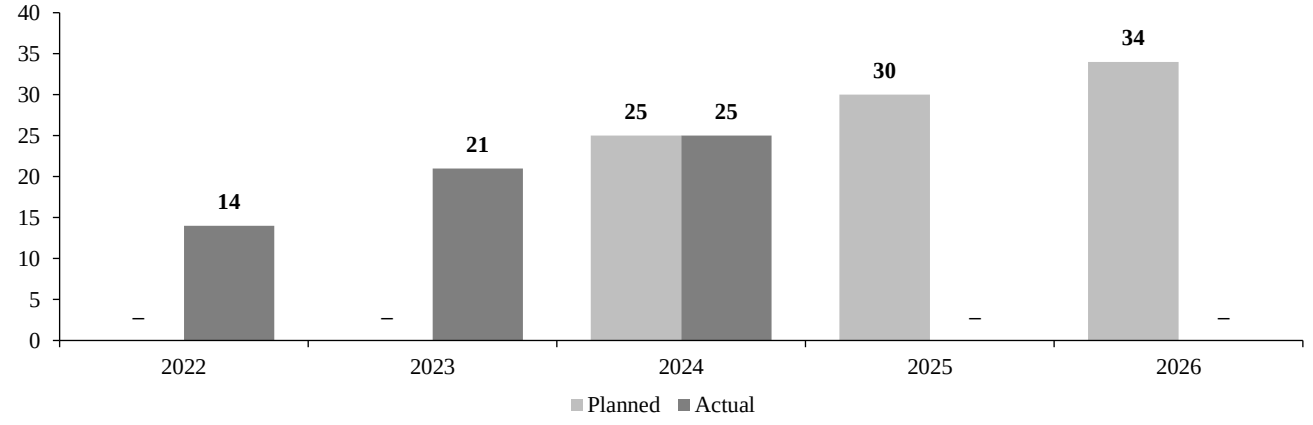
Result 1: members of ECA develop and implement national and regional policy and cooperation frameworks for the sustainable use of natural resources

Programme performance in 2024 and target for 2026

18.72 The subprogramme's work contributed to the adoption of four policy frameworks by members of ECA for the sustainable use of natural resources, which met the planned target.

18.73 Progress toward the objective and the target for 2026 are presented in the performance measure below (see figure 18.XII).

Figure 18.XII
Performance measure: number of policy frameworks adopted by members of ECA for the sustainable use of natural resources (cumulative)



Result 2: resilient and inclusive agrifood systems

Proposed programme plan for 2026

18.74 The ability of Africa to address food insecurity is hampered by insecure land rights, land degradation and low use of agricultural inputs, technologies, mechanization and practices that increase productivity and build resilience to climate and disaster risks. The subprogramme has engaged in advocacy, developed evidence and tools and strengthened the capacities of member States to develop policies, strategies and programmes to promote value chains, agro-parks, land rights and investments, gender equality, youth entrepreneurship and agricultural insurance.

Lessons learned and planned change

18.75 The lesson for the subprogramme was the importance of fostering synergies and coherence in policy development and implementation. In applying the lesson, the subprogramme will establish platforms for greater collaboration among national and regional authorities, as well as with the private sector, civil society and academia, to enable more collaborative approaches to policy development and implementation. The subprogramme will also provide support to enable meaningful integration of its guidelines and tools into strategies, policies and programmes, with a particular focus on agricultural value chains, agro-parks, land governance and management, and the resilience of food systems to climate and other shocks.

18.76 Expected progress towards the objective is presented in the performance measure below (see table 18.11).

Table 18.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Twelve members of ECA designed policies and programmes to support land reforms	Two members of ECA implemented policies in line with outcomes of the Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of the African Union on the United Nations Food Systems Summit	Two additional members implemented policies in line with the outcomes of the Specialized Technical Committee	One member of ECA or one regional economic community develops a policy framework to enhance land governance and management	One member of ECA or one regional economic community develops a policy framework on resilient and inclusive agrifood systems

Deliverables

18.77 Table 18.12 lists all deliverables of the subprogramme.

Table 18.12
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report on the Africa Regional Forum on Sustainable Development to inform the high-level political forum on sustainable development	1	1	1	1
2. Report to the Africa Regional Forum on Sustainable Development on the implementation of the Sustainable Development Goals	1	1	1	1
3. Report to the Africa Regional Forum on Sustainable Development on inclusive green economy policies in the context of structural transformation and sustainable development in the region	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
4. Africa Regional Forum on Sustainable Development, in preparation for the high-level political forum on sustainable development	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**7**	**2**	**12**	**12**
5. Technical support for selected members of ECA to review and improve their mineral-led local content, policies and legal and regulatory frameworks	1	1	1	1
6. On strengthening the capacity of members of ECA in the development of regional carbon and biodiversity credit markets and green, circular and blue economies to advance inclusive and resource-efficient economic diversification and sustainable development	2	–	2	2
7. Technical support for the Africa Regional Forum on Sustainable Development in the area of the green economy in the context of sustainable development and poverty eradication and the blue economy in preparation for the high-level political forum on sustainable development	1	1	1	1
8. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in relevant areas	2	–	2	2
9. On climate, land, energy and water strategies	1	–	2	2
10. On regional agricultural value chains and the development of agro-poles in accordance with African Union guidelines	–	–	1	1
11. Conference on land policy in Africa	–	–	1	1
12. On supporting women's land tenure security and entrepreneurship through policy, legal and institutional reforms and integrating a gender perspective in land and agriculture	–	–	1	1
13. On regional organizations and institutions of higher learning to enhance skills and knowledge on land, agriculture and food systems	–	–	1	1
Seminars, workshops and training events (number of days)	**24**	**6**	**57**	**60**
14. On building resilient, inclusive and sustainable food systems in Africa	–	–	1	1
15. Training event on an inclusive, green and sustainable economy in the context of sustainable development and poverty eradication and structural transformation for experts and policymakers	1	–	1	1
16. Training event on climate change and development for decision makers, legislators, parliamentarians, planners, the media, civil society organizations and other communities of practice	5	5	2	2
17. Training event on global climate negotiations to strengthen the capacity of young African climate professionals	10	–	5	5
18. Workshops on climate change, the green and blue economies, land and natural resources in the context of sustainable development and poverty eradication	8	1	9	10
19. Training event on value chains, land, agribusiness, land-based investment and infrastructure	–	–	4	4
20. Training event on promoting regional value chains and agro-parks in Africa	–	–	6	6
21. Training event on building resilient, inclusive and sustainable food systems in Africa	–	–	3	3
22. Training event on decision-support and mapping tools for investing in agrifood systems	–	–	9	9

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
23. Seminars for agribusiness stakeholders to promote investment in agrifood systems	–	–	3	3
24. Training event on developing agriculture-related insurance schemes	–	–	3	3
25. Training event on strengthening land tenure security and entrepreneurship through policy, legal and institutional reforms	–	–	6	6
26. Training event on the political economy of land governance in Africa	–	–	5	5
27. Regional workshop on voluntary national and local reviews	–	–	–	1
28. Regional workshop for major groups and other stakeholders	–	–	–	1
Publications (number of publications)	**7**	**4**	**12**	**13**
29. On an inclusive green economy and structural transformation	1	1	1	1
30. On climate change and development in Africa	2	1	1	1
31. On the state of the climate in Africa	–	–	1	1
32. On emerging issues and trends in climate change, the green economy in the context of sustainable development and poverty eradication, the blue economy and natural resources	2	1	3	3
33. Path to 2030–2063: outlook on resources for the transformation of Africa	1	–	1	1
34. On land, agribusiness, land-based investment and infrastructure	1	1	1	1
35. Africa regional overview of food security and nutrition	–	–	1	1
36. On assessing the potential for policy and legislative reforms to enhance index-based insurance schemes for agriculture in Africa	–	–	1	1
37. On strengthening the case for increased public spending on agrifood systems	–	–	1	1
38. Macroeconomic analysis in support of accelerating agrifood systems transformation	–	–	1	1
39. On harnessing mineral resources for socioeconomic development	–	–	–	1
Technical materials (number of materials)	**14**	**4**	**21**	**20**
40. Guidelines related to local policies and strategies aligned with the Africa Mining Vision, including on mineral supply chain development for small and medium-sized enterprises, value addition, empowerment of women and entrepreneurship	–	–	1	–
41. Compendium of climate change experts in Africa	1	1	1	1
42. Mapping of institutions along the climate information services value chain	1	–	1	1
43. On climate change and development in Africa	5	1	5	5
44. On the implementation of climate research for development platforms in Africa	1	–	1	1
45. Quality analysis of climate information for a development policy, decision support and management practice programme	1	–	1	1
46. On infrastructure and capacity for climate information services projects	1	–	1	1
47. On strengthening climate governance and policy implementation	1	–	1	1
48. Africa climate resource platform and information service	1	1	1	1
49. Documentation for meetings of the African Union and the African Union Development Agency in the areas of new technologies and innovation, the environment and natural resources, the green economy in the context of sustainable development and poverty eradication and climate change in the context of the 2030 Agenda and Agenda 2063	1	1	1	1
50. Tools and methods for country natural capital accounts and managing investments in the blue economy	1	–	1	1
51. On land, agribusiness, land-based investment and infrastructure	–	–	2	2
52. Toolkit for participatory mapping of land tenure systems for inclusive land-based investment opportunities for agriculture and agribusiness in Africa	–	–	1	1
53. On national action plans for the development of agro-poles	–	–	1	1
54. Guidelines for developing viable agricultural insurance programmes	–	–	1	1
55. Guidelines for strengthening women land tenure security in Africa	–	–	1	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to three members of ECA and two regional and subregional cooperation groups on the green and blue economies, climate resilience, mineral-based development, land governance and agricultural transformation, on promoting agriculture-related insurance schemes to build resilience against climatic shocks and on developing frameworks for viable land taxation for enhanced domestic resource mobilization by members of ECA.

D. Communication deliverables

External and media relations: press releases, podcasts and videos related to the issuance of major publications and events.

Digital platforms and multimedia content: websites, social media and platforms on the environment; social media posts for each major event, workshop, publication and policy brief; interactive map on large-scale land-based investments.

Subprogramme 6
Gender equality and women's empowerment

Objective

18.78 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment in Africa, by accelerating the pace of implementation by members of ECA and their reporting on their global and regional commitments related to gender equality and the empowerment of women and girls and to enhance their implementation of policies and programmes for the empowerment of women and girls.

Strategy

18.79 To contribute to the objective, the subprogramme will:

(a) Undertake policy research, provide technical advice, and build capacity on issues relating to gender equality and women's empowerment;

(b) Promote women's economic empowerment, placing particular emphasis on financial inclusion and focusing on the development and implementation of the financial regulatory frameworks of members of ECA;

(c) Provide technical support to members of ECA, including national machineries for gender equality and line ministries, on integrating a gender perspective into their sectoral development policies and programmes;

(d) Roll out the African Gender and Development Index and the Africa Gender Index, in collaboration with partners, in the remaining countries that have not yet implemented them, and provide technical support to members of ECA in measuring progress and reporting on the status of implementation of global and regional commitments on gender equality.

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

(a) Strengthened integration of a gender perspective into planning, budgeting, financing and implementation of national policies and programmes;

(b) Improved understanding of and response by policymakers to global and regional frameworks on gender equality and women's empowerment, for the alignment of national development outcomes and the fulfilment of national commitments;

(c) Increased opportunities, greater economic empowerment and improved livelihoods for women and girls across Africa, through smart policies and tools designed to address existing and emerging discrepancies in gender equality;

(d) Enhanced financial access and opportunities for women by strengthening the financial regulatory frameworks to promote their economic empowerment.

Programme performance in 2024

Members of ECA take stock of progress made in achieving gender equality and women's empowerment

18.81 Pursuant to resolution 2022/5 of the Economic and Social Council, African member States undertook a regional review in 2024 of the achievements made in implementing the Beijing Declaration and Platform for Action. The review assessed progress, identified challenges, highlighted achievements and outlined strategies for the full realization of gender equality and the empowerment of women and girls. The subprogramme contributed to the national-level review reports and facilitated the adoption of a common African position on the status of women related to the review. This was achieved through the provision of technical and advisory support to assist ECA members in conducting comprehensive national-level reviews and in preparing the regional report, which synthesized insights from 42 national review reports and survey data. The report highlighted key achievements over the past five years and prioritized actions to accelerate the implementation of the Beijing Declaration. The subprogramme also convened a ministerial conference on the Africa regional review. As a result, a common African position on the review was adopted by ministers of member States of the African Union in charge of gender and women's affairs. This common position informed the global report that was considered at the sixty-ninth session of the Commission on the Status of Women in March 2025.

18.82 Progress towards the objective is presented in the performance measure below (see table 18.13).

Table 18.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Members of ECA adopted a common African position on the 30-year review of the implementation of the Beijing Declaration and Platform of Action

Planned results for 2026

Result 1: members of ECA measure, monitor and report on implementation of global and regional commitments on gender equality

Programme performance in 2024 and target for 2026

18.83 The subprogramme's work contributed to the institutionalization by three members of ECA (Burundi, Mozambique and Zimbabwe) of the African Gender and Development Index in their national statistical systems to design, report and monitor programmes and progress made in achieving selected targets of Sustainable Development Goal 5, which met the planned target.

18.84 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.14).

Table 18.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Two members of ECA employed the revised African Gender and Development Index to monitor and review their commitments to gender equality	Five members of ECA (Burundi, Lesotho, Mozambique, South Sudan and Zimbabwe) employed the African Gender and Development Index to design, report and monitor programmes and progress made in achieving selected targets of Sustainable Development Goal 5	Three members of ECA (Burundi, Mozambique and Zimbabwe) institutionalized the African Gender and Development Index in national statistical systems to enable them to monitor and report on progress made in achieving selected targets of Sustainable Development Goal 5	Three members of ECA incorporate the African Gender and Development Index into their monitoring and reporting systems for strengthened commitments to gender equality	Three members of ECA develop gender monitoring frameworks for reporting and accountability

Result 2: members of ECA integrate a gender perspective into fiscal policy

Programme performance in 2024 and target for 2026

18.85 The subprogramme's work contributed to five members of ECA taking stock of the institutional mechanisms required for strengthening gender-sensitive fiscal policy, which met the planned target.

18.86 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.15).

Table 18.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Increased knowledge of members of ECA on the investment needs for achieving Sustainable Development Goal 5	Five members of ECA (Ethiopia, Kenya, Rwanda, Uganda and United Republic of Tanzania) took stock of the institutional mechanisms required for strengthening gender-sensitive fiscal policy	Five members of ECA establish a mechanism to better integrate a gender perspective into fiscal policies	Three members of ECA integrate a gender perspective into their fiscal strategies

Result 3: members of ECA take action to improve the financial inclusion of women

Proposed programme plan for 2026

18.87 According to the 30-year review of the implementation of the Beijing Declaration and Platform for Action and the 2023 Africa Gender Index report, women in Africa continue to face structural and systemic barriers that limit their involvement in formal labour markets and restrict their access to finance and credit. The subprogramme supports member States in improving financial access and opportunities for women. For example, in 2024, the subprogramme held a workshop on financial

inclusion for businesswomen that increased their awareness of and provided practical guidance on accessing financial services. The subprogramme has also engaged in advocacy with 34 members of ECA to promote the economic and financial inclusion of women and youth.

Lessons learned and planned change

18.88 The lesson for the subprogramme was that strategic and targeted efforts are required to better understand the challenges concerning and barriers to ensuring women's financial inclusion. Despite legal reforms, disparities between men and women in financial access persist. In applying the lesson, the subprogramme will provide support to member States to conduct research and analysis in order to gain a deeper understanding of key constraints. On the basis of the findings, the subprogramme will develop practical solutions and convene high-level policy dialogues, and provide technical and advisory services to members of ECA to enable them to enhance the financial inclusion of women.

18.89 Expected progress towards the objective is presented in the performance measure below (see table 18.16).

Table 18.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Thirty-four members of ECA enhanced understanding on policies that promote gender equality in financial services African businesswomen increased their awareness of and gained practical guidance on accessing financial services	Two members of ECA conduct a situation analysis to identify constraints on and opportunities for strengthening the financial inclusion of women	Two members of ECA establish a mechanism to enhance the financial inclusion of women, including by integrating financial inclusion into national planning processes

Deliverables

18.90 Table 18.17 lists all deliverables of the subprogramme.

Table 18.17
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**–**	**3**	**–**
1. Report to the Committee on Social Policy, Poverty and Gender on the work of the subprogramme	–	–	2	–
2. Final outcome report of the Committee on Social Policy, Poverty and Gender	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**–**	**–**	**1**	**–**
3. Biennial session of the Committee on Social Policy, Poverty and Gender	–	–	1	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**3**	**3**	**2**
4. On mainstreaming a gender perspective in national plans, policies and programmes in countries that request technical advisory services	2	2	1	–
5. On supporting members of ECA in using the subprogramme's measurement tools to report on their gender equality commitments	1	1	1	–
6. On supporting members of ECA in integrating a gender perspective into fiscal policy	–	–	1	1
7. On enhancing the capacity of members of ECA to address the gender digital divide and positively reimagine a gender perspective in the economic and digital transformation of African countries	1	–	–	–
8. On supporting members of ECA in developing gender-sensitive financial regulatory frameworks	–	–	–	1
Seminars, workshops and training events (number of days)	**16**	**16**	**10**	**20**
9. Workshop on the African Women's Report	2	2	2	2
10. Training event on the African Gender and Development Index	4	4	4	4
11. Workshop on integrating a gender perspective into fiscal policy	–	–	2	2
12. Workshop on policies and programmes to address the gender digital divide	10	10	–	–
13. Customized capacity-building event for members of ECA on sectoral policies	–	–	2	4
14. Validation workshop on the financial inclusion situation analysis reports	–	–	–	4
15. Dissemination workshops on the findings of financial inclusion situation analysis	–	–	–	4
Publications (number of publications)	**–**	**–**	**2**	**1**
16. African Women's Report based on thematic and topical issues	–	–	1	–
17. Synthesis report on the 30-year review of the implementation of the Beijing Declaration and Platform for Action in Africa	–	–	1	–
Technical materials (number of materials)	**3**	**2**	**2**	**1**
18. Technical notes on the Africa Gender Index and the African Gender and Development Index	1	1	–	–
19. On climate change and gender equality and women's empowerment in Africa	1	–	–	–
20. Policy briefs and notes on gaps in and opportunities for integrating a gender perspective into fiscal policy and financial regulatory frameworks	–	–	1	2
21. Policy brief on gender equality in the economic and digital transformation of African countries	1	1	–	–
22. Policy brief on integrating a gender perspective into relevant sectoral policies	–	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: one special event on International Women's Day (2026) and the 16 Days of Activism against Gender-based Violence campaign.				
D. Communication deliverables				
Digital platforms and multimedia content: the subprogramme's knowledge platform accessed by at least 300 experts.				
External and media relations: three press releases relating to events hosted by the subprogramme.				

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Objective

18.91 The objective, to which this component contributes, is to advance inclusive growth and sustainable development in North Africa through strengthened economic diversification, fiscal management, regional integration and a better recognition of migrant workers' economic contributions.

Strategy

18.92 To contribute to the objective, the component will:

(a) Develop evidence-based policies, strategies and reforms and provide technical assistance related to economic diversification, fiscal management and resilient and inclusive economies;

(b) Provide advisory services and hold subregional consultations on the mobilization of domestic resources and the implementation of the Agreement Establishing the African Continental Free Trade Area, in partnership with ministries of trade and the African Union;

(c) Provide technical assistance and training for selected African countries on migration data collection and analysis and evidence-based policy formulation to mainstream and leverage migrants' economic contributions, through data collection and analysis;

(d) Conduct research on challenges facing middle-income countries in North Africa, in particular those relating to development and climate finance, human capital and employment creation in North Africa, with a focus on strategic areas such as digitalization and the green economy in the context of sustainable development and poverty eradication.

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

(a) Adoption of evidence-based macroeconomic policies and structural reforms by members of ECA to improve fiscal space and enhance productive employment, redirecting resource allocations towards sectors that have a high potential for inclusive and sustainable development;

(b) Policies and strategies that foster regional integration, enhance productivity and create new jobs in higher-skilled and sustainable sectors;

(c) Development of evidence-based policies and actions by members of ECA that leverage the contributions of migrants to sustainable development.

Programme performance in 2024

Member States adopt the Rabat Declaration on Middle-Income Countries

18.94 Addressing the needs and specific challenges of middle-income countries is critical for the achievement of the 2030 Agenda. Having attained middle-income status, many middle-income countries in North Africa have found it difficult to sustain the dynamism of their economic development and their progress in increasing incomes. This is often associated with growing difficulties in sustaining levels and types of investment that can generate continued improvements in their productivity and adequate employment growth. In 2024, the component, in collaboration with the Government of Morocco and the United Nations Development Programme, organized a high-level ministerial conference that brought together 32 countries, 23 United Nations development agencies and other international and regional institutions to discuss solutions to address the development challenges faced by middle-income countries, including financing gaps. The conference led to the

adoption of the Rabat Declaration, which contains a set of action-oriented and innovative solutions and stresses the importance of South-South cooperation and triangular cooperation in addressing the development needs of middle-income countries. The Declaration also included a commitment to develop a strategic action plan for middle-income countries covering the period 2025–2030, in collaboration with the United Nations system and other stakeholders.

18.95 Progress towards the objective is presented in the performance measure below (see table 18.18).

Table 18.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Member States adopted the Rabat Declaration on Middle-Income Countries, which contains action-oriented and innovative solutions to address development challenges faced by middle-income countries

Planned results for 2026

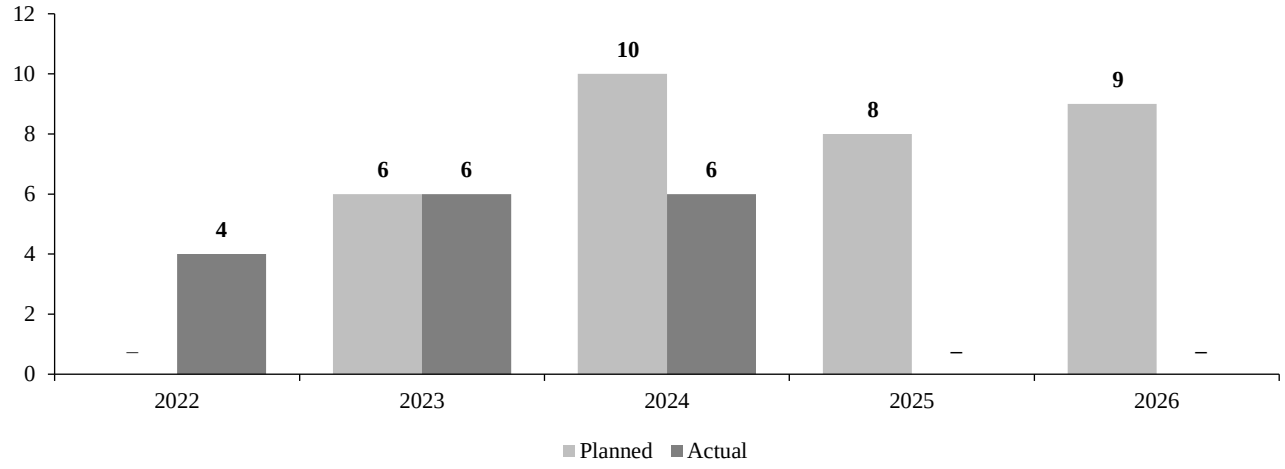
Result 1: developing evidence-based policies and actions that leverage migrants' economic contributions

Programme performance in 2024 and target for 2026

18.96 The component's work contributed to the provision of advisory services and technical support to identify key priorities related to enhancing migrants' economic contributions in two additional members of ECA (Ghana and Tunisia), which did not meet the planned target of four additional members of ECA developing evidence-based policies to leverage migrants' economic contributions. The target was not met due to the additional support from ECA required to integrate the positive contributions of migration in national plans and policies.

18.97 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XIII).

Figure 18.XIII
Performance measure: number of countries developing evidence-based policies to leverage migrants' economic contributions (cumulative)



Result 2: members of ECA mobilize finance for sustainable development

Programme performance in 2024 and target for 2026

18.98 The component's work contributed to one country (Egypt) implementing measures to reduce tax evasion and illicit financial flows revenues, which met the planned target. The technical support and advisory services helped the Ministry of Finance of Egypt to establish a committee to support the Anti-Money Laundering and Terrorism Financing Unit in addressing tax evasion and illicit financial flows.

18.99 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.19).

Table 18.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Sudan Taxation Chamber conducted training to strengthen the capacity of its institutions to collect revenues	Libya adopted tax collection principles and practices that led to a 60 per cent increase in revenues from stamp duties	Egypt implemented measures to reduce tax evasion and illicit financial outflows	One country introduces an electronic taxation system	One country generates tax revenues from newly established taxpayer offices

Result 3: members of ECA accelerate inclusive and sustainable growth through increased productivity, diversification and value addition

Proposed programme plan for 2026

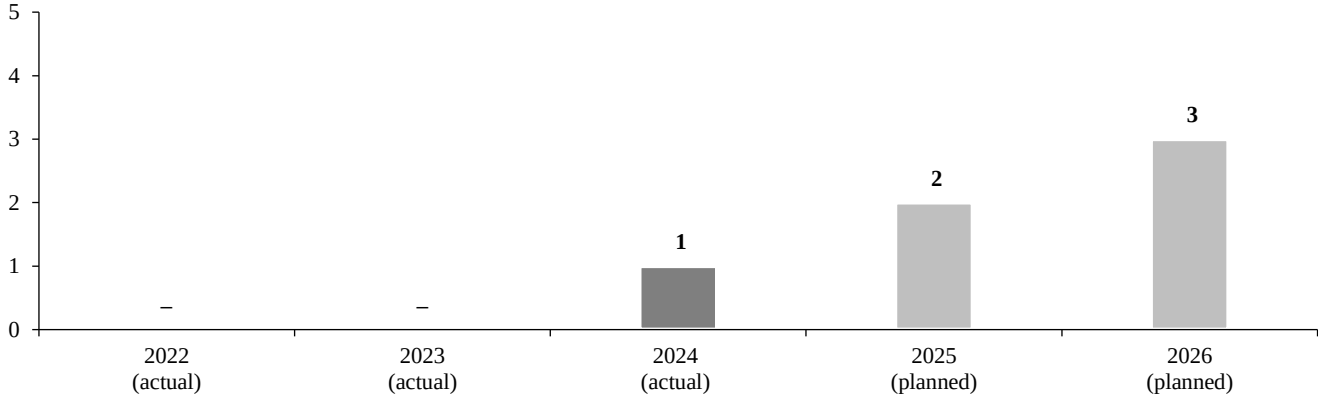
18.100 Six of the seven member States in the North African subregion covered by the component are now classified as middle-income countries. The subregion as a whole is characterized by slow growth and relatively high unemployment rates. To address these challenges, the component has been supporting countries to build and enhance capacities for structural transformation, productivity gains, technology adoption and innovation, and human skills development, and to mobilize adequate and affordable finance and address climate challenges. Accelerating and sustaining inclusive growth and job creation is a priority for all North African countries, as evidenced by their requests for assistance from the component in this regard.

Lessons learned and planned change

18.101 The lesson for the component was that member States needed further support to be able to undertake fundamental policy shifts and actions in order to move from an investment-driven economy to an innovation-driven knowledge economy. In applying the lesson, the component will develop knowledge products, provide advisory services and engage in capacity-building to support the development of national industrial policies. Such policies would guide industrial transformation, diversification and value addition and support the building of human and technological capabilities. The component will also provide support to member States in leveraging private capital for investment in renewable sources of energy and in digitalization.

18.102 Expected progress towards the objective is presented in the performance measure below (see figure 18.XIV).

Figure 18.XIV
Performance measure: number of policy measures adopted by member States to promote increased productivity, diversification and value addition (cumulative)



Deliverables

18.103 Table 18.20 lists all deliverables of the component.

Table 18.20
Subprogramme 7, component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Report to the Intergovernmental Committee of Senior Officials and Experts for North Africa	1	1	1	1
2. Subregional profile on socioeconomic development in the members of ECA	1	1	1	1
3. Regional and international agendas and other special initiatives in the members of ECA	1	1	1	1
4. Annual report on the work of ECA in North Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**11**	**11**	**11**	**11**
5. Session of the Intergovernmental Committee of Senior Officials and Experts for North Africa	11	11	11	11
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**7**	**5**	**4**
6. On the implementation of the Agreement Establishing the African Continental Free Trade Area	1	1	1	1
7. Enhancing the performance of women-led small and medium-sized enterprises by building capabilities in digitalization, export, access to finance and sustainability practices in three countries	–	1	1	–
8. Enhancing tax resource mobilization in the Sudan	1	–	–	–
9. Enhancing tax revenues in Libya and Mauritania	1	1	–	–
10. Enhancing tax resource mobilization in three countries	–	1	1	1
11. Strengthening migration development links in Africa	1	1	1	1
12. Enhancing food security in Tunisia	1	1	–	–
13. Improving debt management in North Africa	1	1	1	1
Seminars, workshops and training events (number of days)	**5**	**7**	**6**	**5**
14. Taxation capacity-building training course for one additional North African country	–	–	1	1
15. North Africa Development Forum	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
16. Workshops on leveraging migrants' economic contributions	3	3	2	2
17. Workshop on food security	–	1	–	–
18. Workshop on the e-mobility regional value chain	–	1	1	–
19. Workshop on climate finance and employment	1	1	1	–
20. Workshop on debt management	–	–	–	1
Publications (number of publications)	**3**	**3**	**3**	**3**
21. Labour market and demographic trends, employment and entrepreneurship	1	1	–	–
22. Structural transformation and distortions in North Africa	–	1	–	–
23. Trade, regional integration and inclusive growth	–	–	1	1
24. Impacts of armed conflict on food security and mitigation plan for Tunisia	1	1	–	–
25. Climate change and employment challenges in North Africa	1	–	–	–
26. Developing financial markets and enhancing the fiscal space	–	–	1	1
27. Challenges facing middle-income countries in North Africa	–	–	1	1
Technical materials (number of materials)	**5**	**2**	**1**	**2**
28. On employment	1	–	–	–
29. On migration	2	1	1	1
30. On private sector development in North Africa	1	1	–	–
31. On challenges facing middle income countries in North Africa	1	–	–	1

C. Substantive deliverables

Consultations, advice and advocacy: advisory services to North African members of ECA or regional economic communities on regional integration, migration issues, development finance and the middle-income trap.

D. Communication deliverables

Digital platforms and multimedia content: one knowledge management hub; three maintained platforms: content management system, collaborative space and customer relationship management of communities of practice.

External and media relations: press releases, newsletters, briefings and social media.

Component 2
Subregional activities in West Africa

Objective

18.104 The objective, to which this component contributes, is to advance inclusive development in West Africa by strengthening countries' capacity to integrate challenges related to demographic dynamics into their policies and planning processes and achieve regional integration.

Strategy

18.105 To contribute to the objective, the component will:

(a) Provide knowledge, tools and policy recommendations on the acceleration of a demographic transition and related implications for sustainable development and climate resilience, including population dynamics, migration, health and mortality, ageing and living conditions, gender equality and the empowerment of women and girls, youth, and sustainable peace and resilience in West Africa, among others;

(b) Engage in high-level policy dialogues and provide technical support and capacity-strengthening to countries on regional integration issues, including the implementation of the

Agreement Establishing the African Continental Free Trade Area, development planning, and the development of budgeting frameworks that are sensitive to a demographic dividend with special emphasis on the empowerment of women and young people.

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

(a) Demographic dividend dimensions mainstreamed in national planning, programming and budgeting processes;

(b) Deepened regional economic and monetary integration through the operationalization of Vision 2050 of the Economic Community of West African States;

(c) Accelerated implementation of the 2030 Agenda and Agenda 2063 by member States of ECA and regional organizations, including enhanced capacities in development planning;

(d) Accelerated implementation of the Agreement Establishing the African Continental Free Trade Area in Africa, with women and young people empowered to seize the opportunities of the Agreement.

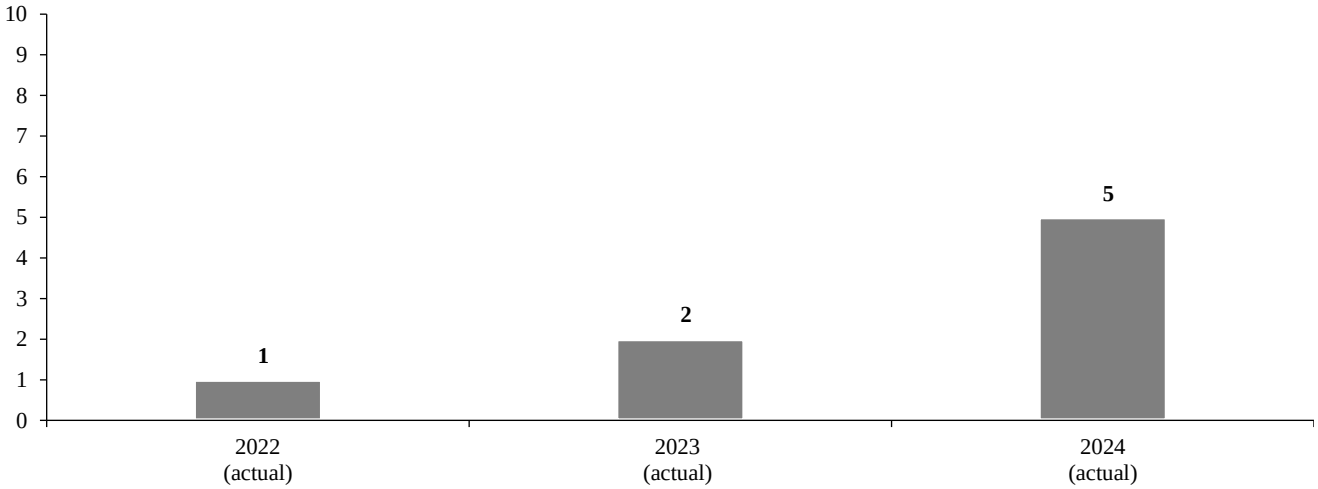
Programme performance in 2024

Members of ECA integrate the demographic dividend into national budgeting processes

18.107 The West Africa demographic profile offers a vital demographic dividend opportunity that could be more effectively harnessed through the strategic allocation of resources. In 2024, the component continued to strengthen national capacities in budgeting sensitive to the demographic dividend and engaged policymakers from line ministries (e.g. budget, planning, employment, education and health) and members of parliament on applying approaches sensitive to the demographic dividend in their national budgeting processes. This work was undertaken with a view to supporting member States in ensuring that their 2025 national budgets reflect sensitivity to the demographic dividend. As a result of these efforts, three countries (Burkina Faso, Niger and Togo) integrated demographic dividend-related issues into their 2025 budgetary programming documents, laying the foundation for its integration in the 2025 national budgets of those countries.

18.108 Progress towards the objective is presented in the performance measure below (see figure 18.XV).

Figure 18.XV
Performance measure: number of countries that integrated the demographic dividend into their budgetary planning and programming documents (cumulative)



Planned results for 2026

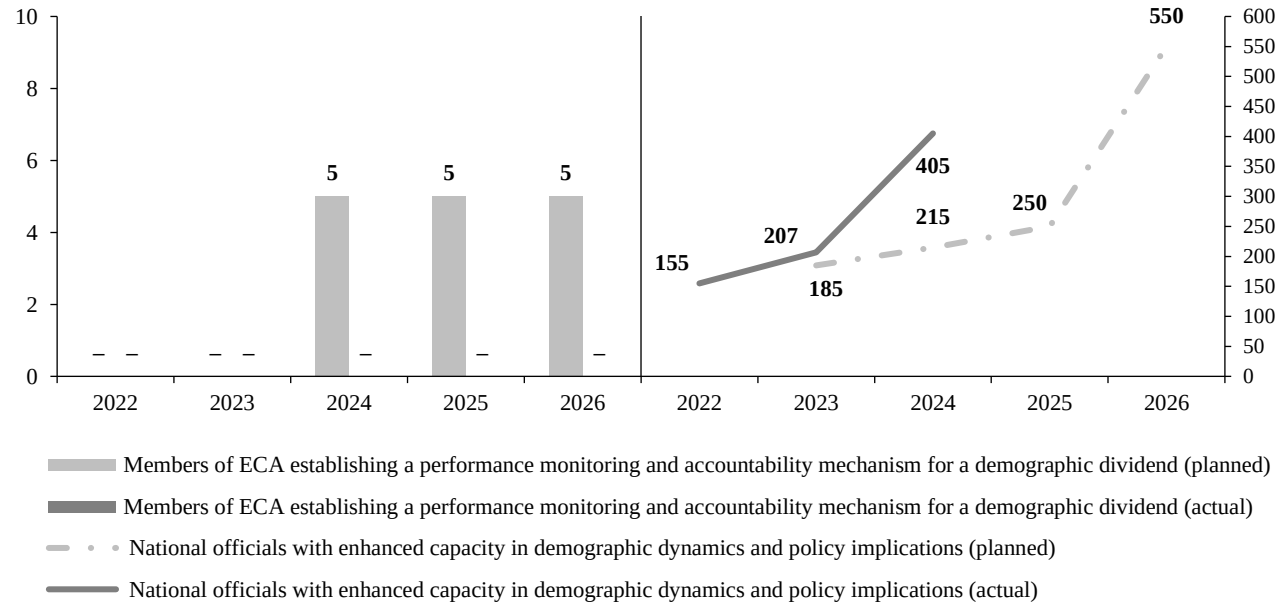
Result 1: regional performance monitoring and accountability mechanism to monitor and report on progress in the implementation of the African Union road map on harnessing the demographic dividend through investments in youth

Programme performance in 2024 and target for 2026

18.109 The component's work contributed to the enhanced capacity of an additional 198 national officials in the use of demo-economics and planning tools, for a cumulative total of 405 national officials, which exceeded the planned target of 237. The component's work also contributed to a stocktaking survey to inform the development of a regional monitoring and accountability mechanism for the implementation of the African Union road map, which did not meet the planned target of five members of ECA establishing a performance monitoring and accountability mechanism for a demographic dividend. The target was not met due to the need for further analysis and advocacy with members of ECA for its establishment.

18.110 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XVI).

Figure 18.XVI
Performance measure: number of national officials acquiring enhanced capacity in demographic dynamics and policy implications and number of members of ECA establishing a performance monitoring and accountability mechanism for a demographic dividend (cumulative)



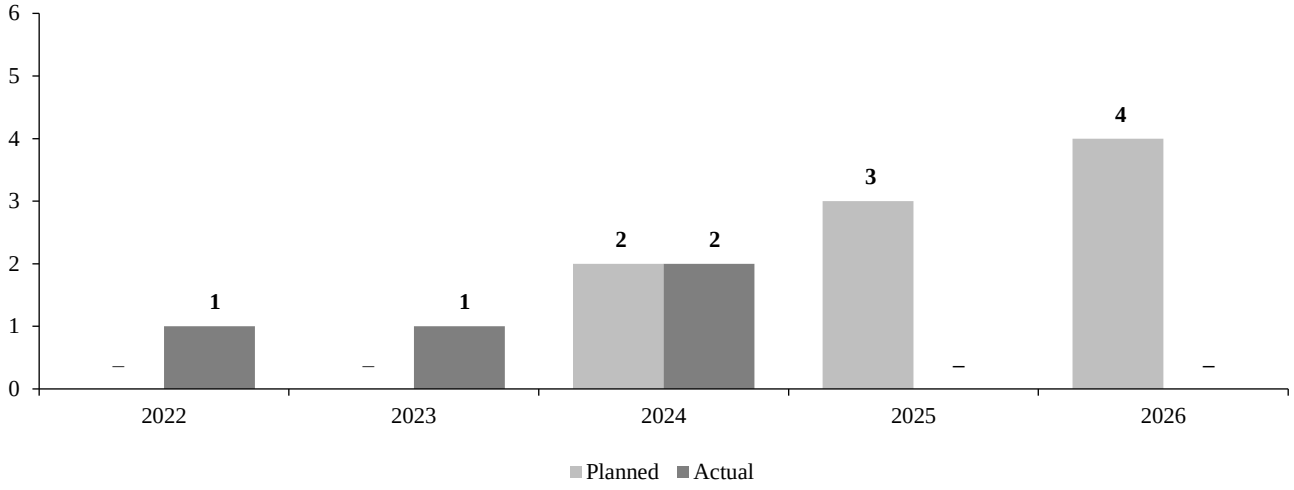
Result 2: members of ECA assess debt sustainability and develop longer-term fiscal strategies

Programme performance in 2024 and target for 2026

18.111 The component's work contributed to two members of ECA (Ghana and Liberia) developing long-term fiscal strategies to address debt, which met the planned target.

18.112 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XVII).

Figure 18.XVII
Performance measure: number of members of ECA developing longer-term fiscal strategies to address debt (cumulative)



Result 3: increased operationalization of national African Continental Free Trade Area strategies

Proposed programme plan for 2026

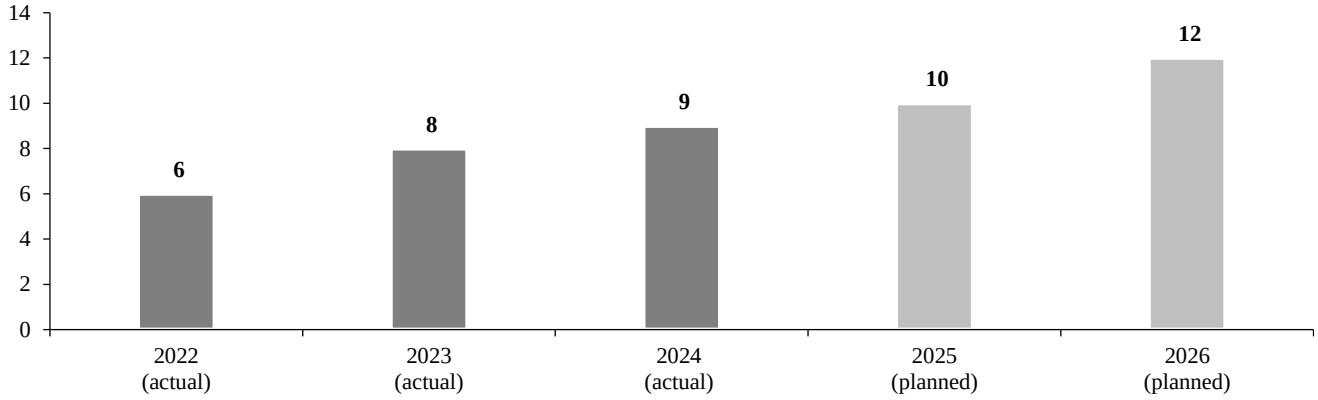
18.113 The component has supported member States in the West African region in operationalizing their national African Continental Free Trade Area strategies and has worked to foster cross-regional collaboration in this regard. Key examples of support include capacity-building of over 1,200 stakeholders, including women and youth entrepreneurs as key drivers of economic diversification; development of trade information tools and intra-Africa market access tools; and conducting research and analysis to inform member States in the formulation and implementation of their national African Continental Free Trade Area strategies.

Lessons learned and planned change

18.114 The lesson for the component, based on a pilot project involving eight countries in West and North Africa, was the importance of cross-border and cross-regional collaboration. The pilot project enabled these countries to establish strong and inclusive institutional mechanisms to coordinate and monitor the implementation of the African Continental Free Trade Area. In applying the lesson, the component will prioritize peer-learning initiatives and cross-border exchanges for mutual learning. The component will also support member States in West Africa to mobilize additional resources to accelerate implementation of national African Continental Free Trade Area strategies and enhance the capacities of small and medium-sized enterprises to trade under the African Continental Free Trade Area.

18.115 Expected progress towards the objective is presented in the performance measure below (see figure 18.XVIII).

Figure 18.XVIII
Performance measure: number of West African countries that have implemented priority areas of their national African Continental Free Trade Area strategies (cumulative)



Deliverables

18.116 Table 18.21 lists all deliverables of the component.

Table 18.21
Subprogramme 7, component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report to the Intergovernmental Committee of Senior Officials and Experts for West Africa on the implementation of the work of ECA in West Africa	1	1	1	1
2. Annual report on progress in the implementation of agreed-upon regional and international development agendas in West Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**16**	**16**	**16**	**16**
3. Annual session of the Intergovernmental Committee of Senior Officials and Experts for West Africa	8	8	8	8
4. Annual meeting of West African intergovernmental organizations	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
5. Strengthening the institutional capacity of regional economic communities, intergovernmental organizations, national Governments, national observatories of the demographic dividend and parliaments to capitalize on demographic dynamics for development in West Africa	1	1	1	1
Seminars, workshops, and training events (number of days)	**14**	**14**	**14**	**14**
6. Workshops for think tanks on opportunities and challenges of demographic dynamics in West Africa	9	9	9	9
7. Training events on strengthening the capacities of members of ECA in demographic economic dynamics for development	5	5	5	5
Publications (number of publications)	**3**	**3**	**3**	**2**
8. On country and subregional socioeconomic and demographic profiles	2	2	2	2
9. On economic and social structural transformation in West Africa	1	1	1	–

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Technical materials (number of materials)	**2**	**2**	**1**	**1**
10. On sustainable economic and social transformation in West Africa	1	1	–	–
11. On demographic dynamics for development	1	1	1	1

C. Substantive deliverables

Consultation, advice, and advocacy: advisory support to members of the Economic Community of West African States.

D. Communication deliverables

Outreach programmes, special events and information materials: events for parliamentary networks and events for the launch of flagship reports and related publications.

External and media relations: press releases; quarterly newsletter (*Kakaki News*) and other communication materials to the media.

Digital platforms and multimedia content: West African subregion-specific content for the ECA website.

Library services: exhibition of ECA knowledge products through various channels and information on the ECA main repository.

Component 3
Subregional activities in Central Africa

Objective

18.117 The objective, to which this component contributes, is to expand the manufacturing and high-value service sectors and increase the share of tradeable and manufactured goods in total exports, deepen regional value chains and improve the competitiveness and productivity of local economies in order to accelerate inclusive and sustainable economic diversification and structural transformation in Central Africa.

Strategy

18.118 To contribute to the objective, the component will:

(a) Provide technical assistance and advisory services to members and regional economic communities of ECA in Central Africa on:

(i) Formulating and implementing national and subregional development plans and economic diversification strategies with a focus on intra-Central African trade and creating a business climate conducive to employment creation and resilient to external shocks;

(ii) Translating their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area into specific and bankable projects, using market access information and trade opportunity data, with a particular focus on the agricultural, energy and pharmaceutical sectors;

(iii) Transforming transport corridors into development corridors, in line with the Central Africa consensual transport plan;

(iv) Developing information and communications technology infrastructure and regulatory frameworks required for the digital transition, including support for the establishment of technology innovation centres, in collaboration with the ECA Centre of Excellence on Digital Identity, Trade and Economy within subprogramme 3;

(v) Harmonizing trade instruments of the Economic Community of Central African States and the Central African Economic and Monetary Community (CEMAC) while developing

a unified master plan for industrial development and economic diversification in Central Africa;

(b) Collaborate with the private sector, subregional think tanks and regional economic communities in the above-mentioned areas;

(c) Train members of ECA and United Nations country teams in the use of the ECA integrated planning and reporting toolkit.

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

(a) Strengthened regional value chains and industrial clusters, integrated with local economies, and expanded manufacturing and high-value service sectors;

(b) Integration of the relevant economic diversification-related goals and targets of the 2030 Agenda and Agenda 2063 into national development strategies and plans, common country assessments and United Nations sustainable development cooperation frameworks;

(c) Increased productivity of local firms and economies, including adoption of new technologies;

(d) Strengthened role of the private sector in economic diversification in Central Africa.

Programme performance in 2024

Members of ECA implement projects for improved industrialization and economic diversification

18.120 The year 2024 marked the fourth year of the Decade for Economic Diversification in Central Africa (2021–2030), which has a goal of transitioning subregional economies from commodity dependence to manufacturing and services for sustainable, inclusive and resilient growth. The component supports this shift through a demand-driven programme of research, technical advice, capacity-building, policy support and investment advocacy. In 2022, CEMAC adopted the Master Plan for Industrialization and Economic Diversification. During 2023 and 2024, the component supported member States in the region to operationalize the Master Plan at the national level, including by providing technical advice, hosting communities of practice and supporting the conduct of feasibility studies. As a result of those efforts, four member States (Cameroon, Chad, Congo and Gabon) launched projects in 2024 to implement the Master Plan, covering areas such as wood processing, beef value chain development, industrial fertilizers and the digital economy. In July 2024, the Commission of CEMAC and ECA also signed a memorandum of understanding to strengthen their partnership framework and advance economic diversification in the subregion.

18.121 Progress towards the objective is presented in the performance measure below (see table 18.22).

Table 18.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
CEMAC adopted the Master Plan for Industrialization and Economic Diversification	–	Four members of ECA (Cameroon, Chad, Congo and Gabon) launched projects to implement the Master Plan for Industrialization and Economic Diversification at the national level

Planned results for 2026

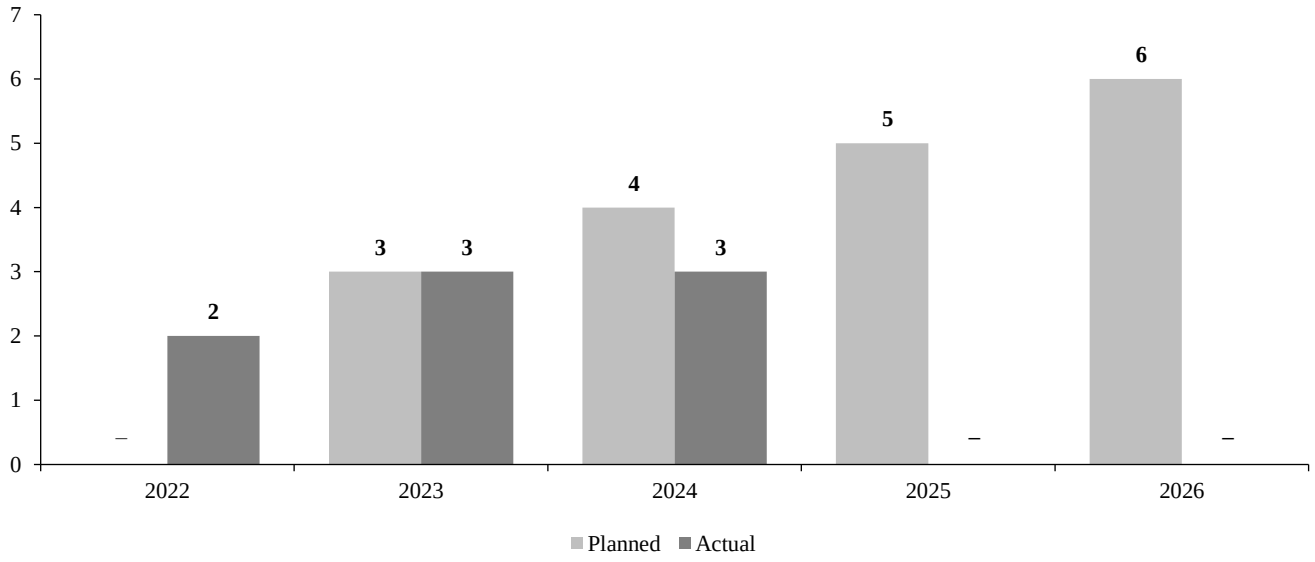
Result 1: bankable projects implemented in support of inclusive and sustainable industrialization and economic diversification

Programme performance in 2024 and target for 2026

18.122 The component's work contributed to the continued implementation of three bankable projects and the initiation of one additional project to establish a special economic zone in Gabon, for a cumulative total of three bankable projects implemented, which did not meet the planned target of four projects. The target was not met due to the time required to conduct and validate pre-feasibility studies prior to mobilizing financing and initiating implementation.

18.123 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XIX).

Figure 18.XIX
Performance measure: number of bankable projects implemented in the Central African subregion (cumulative)



Result 2: members of ECA develop special economic zones for sustainable and inclusive economic diversification

Programme performance in 2024 and target for 2026

18.124 The component's work contributed to four members of ECA (Cameroon, Congo, Democratic Republic of the Congo and Gabon) assessing their value chains for the development or enhancement of new-generation special economic zones, which exceeded the planned target of three members of ECA.

18.125 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.23).

Table 18.23
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Three members of ECA (Cameroon, Congo and Democratic Republic of the Congo) established new-generation special economic zones to promote value addition to their natural resources	Four members of ECA (Cameroon, Congo, Democratic Republic of the Congo and Gabon) assessed their value chains for the development or enhancement of new-generation special economic zones	Two members of ECA conclude pre-feasibility studies for the development of new-generation special economic zones	One member of ECA operationalizes a new special economic zone

Result 3: Central African members of ECA enhance natural asset assessments and capitalization

Proposed programme plan for 2026

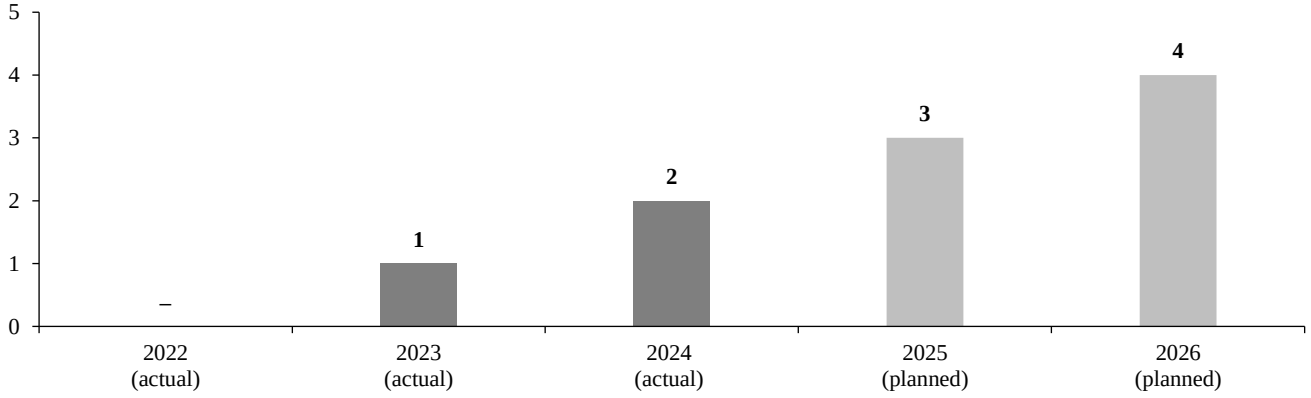
18.126 In support of the economic diversification ambitions of Central African members of ECA, the component has actively advocated for greater accounting and capitalization of the subregion's abundant natural assets. However, investment in natural capital is often stymied by limited data and inadequate assessments, restricting accurate valuations, effective planning and sustainable management. The component supports members of ECA in promoting natural capital accounting in the subregion and in conducting economic impact assessments of natural assets.

Lessons learned and planned change

18.127 The lesson for the component was that sequential capacity-building workshops are more effective at fostering country-level understanding and ownership of quantitative tools than stand-alone knowledge products and publications. This approach is critical, as integrating natural capital accounting can take multiple years and requires high-level commitment. In applying the lesson, the component will implement its newly developed strategy, which is based on five phases: (i) establishing high-level policy commitment; (ii) conducting baseline assessments; (iii) pilot implementation; (iv) developing plans for data integration; and (v) the effective elaboration of economic environmental accounts and revaluation of national wealth. As part of this approach, the component will collaborate with national statistical offices, relevant ministries and other partners to organize training that fully equips officials to independently conduct future analytical updates using natural capital accounting methodologies and tools.

18.128 Expected progress towards the objective is presented in the performance measure below (see table 18.XX).

Figure 18.XX
Performance measure: number of countries better equipped to independently apply natural capital accounting methods to conduct economic impact assessment of natural assets (cumulative)



Deliverables

18.129 Table 18.24 lists all deliverables of the component.

Table 18.24
Subprogramme 7, component 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Annual report on the work of the ECA Subregional Office for Central Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**12**	**8**	**8**
2. Annual session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa	8	12	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**3**	**1**	**2**
3. Support programme for trade and economic integration	1	3	1	2
Seminars, workshops and training events (number of days)	**36**	**46**	**36**	**35**
4. Workshop on models and forecasting tools for economic diversification and the achievement of the Sustainable Development Goals	12	14	12	10
5. Workshop on natural capital accounting	12	16	12	10
6. Training event on trade and market access instruments	–	2	–	3
7. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	12	14	12	12
Publications (number of publications)	**2**	**11**	**6**	**8**
8. Series of reports on benchmarking special economic zones in support of economic diversification, structural transformation, employment, production and society	–	2	1	2
9. Background study on the theme for the annual session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa	1	1	1	1
10. On the state of economic diversification in Central Africa	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
11. On the economic diversification process in Central Africa: harnessing opportunities for sustainable consumption and production and greenhouse gas emission reduction and economic diversification strategies	–	1	–	1
12. On accelerating the effective implementation of national strategies on the Agreement Establishing the African Continental Free Trade Area: strengthening sustainability and inclusiveness	–	2	1	1
13. On enhancing digital economy integration in central Africa, emphasizing the role of the fourth industrial revolution and the African Continental Free Trade Area	–	2	1	1
14. On a comprehensive needs assessment of national statistical systems in Central Africa	–	2	1	1
Technical materials (number of materials)	**1**	**2**	**3**	**3**
15. Policy briefs on emerging issues in Central Africa	1	2	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to and policy dialogues with members of ECA on the African Continental Free Trade Area.

D. Communication deliverables

Outreach programmes, special events and information materials: dissemination of information on economic diversification and on change leadership in at least four member countries of the subregion.

Digital platforms and multimedia content: maintenance of at least seven websites, digital platforms and two communities of practice on economic diversification, industrialization and the Sustainable Development Goals.

Component 4
Subregional activities in East Africa

Objective

18.130 The objective, to which this component contributes, is to achieve deeper regional integration in East Africa by advancing the operationalization of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy and enhancing regional tourism.

Strategy

18.131 To contribute to the objective, the component will:

(a) Provide support to countries and regional economic communities, through knowledge production, technical assistance, capacity-building and policy dialogues, on the development and effective implementation of their national and regional strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area African Continental Free Trade Area, and the negotiation and arrangements concerning outstanding protocols and instruments on the Area;

(b) Foster the development of regional value chains in food and agriculture through value chain analyses and the dissemination of information to public and private sector stakeholders about investment opportunities;

(c) Build the capacity of the private sector to take part in operationalizing the African Continental Free Trade Area, through information and awareness-raising workshops on the functionalities of the instruments and protocols;

(d) Engage in policy dialogue and provide training to promote transboundary investments and cost-effective trade logistics, including the creation and use of digital platforms and commodity exchanges to reduce asymmetries of information;

(e) Convene a subregional forum on issues related to the blue economy, including its potential to diversify goods and services and to operationalize the African Continental Free Trade Area, assess the socioeconomic potential of the blue economy and conduct market analyses for small and medium-sized enterprises, while keeping in mind the need to protect natural resources;

(f) Support members of ECA in the development of national tourism strategies, in line with the recommendations set out in the African tourism strategy and provide training on the production of high-quality tourism statistics in the subregion.

18.132 The above-mentioned work will help members of ECA to make progress towards the achievement of Sustainable Development Goals 5, 7, 8, 11, 12, 13, 14 and 17.

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

(a) National development planning frameworks incorporating and amplifying blue economy policies and strategies;

(b) Standardized methodologies for tourism data collection and analysis in the subregion;

(c) Increased market diversification and economic resilience to external shocks, related in particular to the blue economy, the tourism sector and food-related value chains;

(d) Deeper regional integration and improved connectivity of landlocked countries;

(e) Higher levels of intraregional trade in goods and services;

(f) Harmonization of investment regimes and investment promotion strategies, and improved regulatory frameworks governing investment.

Programme performance in 2024

A new sustainable tourism master plan launched by the Intergovernmental Authority on Development

18.134 Tourism is a significant sector across many economies in East Africa and constitutes a key component of sustainable development. In 2023, the component convened a regional consultative workshop to review lessons learned from the implementation of the Intergovernmental Authority on Development (IGAD) Sustainable Tourism Master Plan (2013–2023) to inform the development of the new master plan. The workshop brought together regional officials from IGAD, national representatives, development partners and stakeholders from the tourism sector to assess progress made and identify gaps to be addressed. This led to the development of a road map to guide the development of the new master plan. Building on the insights from the workshop and through further support provided by the component, IGAD launched the Sustainable Tourism Master Plan 2024–2034, which maps an ambitious path towards enhanced regional cooperation in the area of tourism and strengthening IGAD members' position in the global tourism market. Building on the success of the previous Sustainable Tourism Master Plan (2013–2023), during which tourism's contribution to the regional economy rose from 3.8 per cent to 11.4 per cent, the new plan focuses on leveraging IGAD members' rich cultural heritage, diverse landscapes and unique assets to drive socioeconomic growth. It emphasizes cross-border cooperation, capacity-building, infrastructure development and environmental sustainability, and highlights the need to address issues such as deforestation and marine preservation.

18.135 Progress towards the objective is presented in the performance measure below (see table 18.25).

Table 18.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Road map for the new intergovernmental sustainable tourism master plan developed and agreed	IGAD launched its new Sustainable Tourism Master Plan covering the period 2024–2034

Planned results for 2026

Result 1: members of ECA shift from formulation to implementation of their African Continental Free Trade Area national strategies

Programme performance in 2024 and target for 2026

18.136 The component's work contributed to two additional members of ECA (Burundi and Djibouti) implementing their national strategies on the Agreement Establishing the African Continental Free Trade Area, which exceeded the planned target of one additional country.

18.137 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.26).

Table 18.26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
An additional three countries (Comoros, Somalia and South Sudan) and one regional economic community (IGAD) formulated strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area Two out of 14 countries (Kenya and Rwanda) started implementation of their national strategies on the Agreement Establishing the African Continental Free Trade Area	Two additional countries (Uganda and United Republic of Tanzania) implemented their national strategies on the Agreement Establishing the African Continental Free Trade Area	Two additional countries (Burundi and Djibouti) implemented their national strategies on the Agreement Establishing the African Continental Free Trade Area	One additional country implements its national strategy on the Agreement Establishing the African Continental Free Trade Area	One additional country implements its national strategy on the Agreement Establishing the African Continental Free Trade Area

Result 2: members of ECA and regional organizations develop investment promotion strategies

Programme performance in 2024 and target for 2026

18.138 The component's work contributed to one regional economic community (the East African Community) adopting the East African Community Blue Economy Strategy and Action Plan, which contains a component on investment promotion, which met the planned target.

18.139 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 18.27).

Table 18.27
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Northern Corridor Transit and Transport Coordination Authority developed a strategic plan to guide investment	Tourism investment guide developed by Burundi	The East African Community adopted the East African Community Blue Economy Strategy and Action Plan	One member of ECA develops a national strategy for investment promotion	One additional member of ECA develops a national strategy for investment promotion

Result 3: members of ECA implement regional frameworks on tourism and the blue economy

Proposed programme plan for 2026

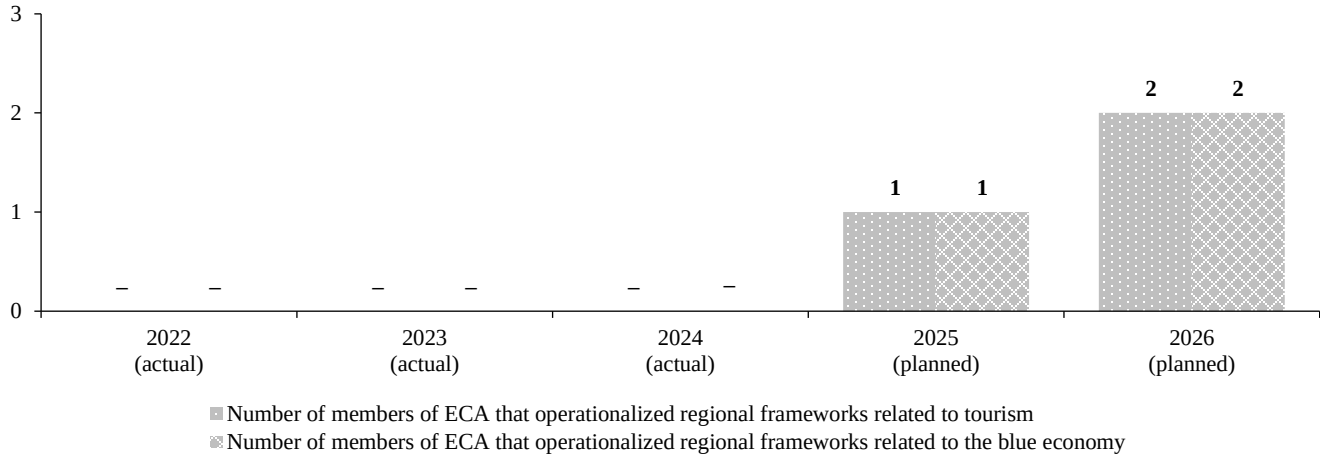
18.140 Tourism and the blue economy are vital drivers of sustainable economic growth, job creation, biodiversity conservation and resilience in coastal and maritime regions. The component works to strengthen the capacity of member States to harness the potential of the blue economy and tourism. With the component's support, Ethiopia, Kenya, Rwanda, Seychelles, Uganda and the United Republic of Tanzania finalized tourism satellite accounts, setting the foundation for the sustainable growth of the sector; and Djibouti, Seychelles and the United Republic of Tanzania customized the blue economy valuation toolkit for their national contexts to enable the effective management of blue economy resources. In 2024, the component supported the development of the IGAD Sustainable Tourism Master Plan and the East African Community Blue Economy Strategy and Action Plan.

Lessons learned and planned change

18.141 The lesson for the component was that working through regional blocs such as IGAD and the East African Community can help to accelerate the adoption and implementation of policies at the national level. In applying the lesson, the component will continue to expand its collaborative efforts with regional economic communities, leveraging their platforms for broader reach, synergy and policy coherence across member States.

18.142 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXI).

Figure 18.XXI
Performance measure: number of members of ECA that operationalized regional development frameworks related to tourism and the blue economy at the national level (cumulative)



Deliverables

18.143 Table 18.28 lists all deliverables of the component.

Table 18.28
Subprogramme 7, component 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Annual report on progress in the implementation of the agreed-upon regional and international development agenda in East Africa	1	1	1	1
2. Report to the Intergovernmental Committee of Senior Officials and Experts for East Africa on the implementation of ECA work in East Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
3. Session of the Intergovernmental Committee of Senior Officials and Experts for East Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
4. On tourism and the blue economy in East Africa	–	–	–	1
5. On urban tourism and the blue economy in East Africa	1	1	1	–
6. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	1	1	1
Seminars, workshops and training events (number of days)	**21**	**25**	**22**	**19**
7. Seminars on regional integration, trade and the African Continental Free Trade Area in East Africa	4	4	4	4
8. Workshops on trade, investment, competition, gender equality and women's empowerment and e-commerce in East Africa	4	4	2	2
9. Workshops on commodity exchanges, deepening of regional value chains and role of trade corridors to foster operationalization of the African Continental Free Trade Area in East Africa	2	2	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
10. Workshops on access to financing investments: financial technology and the role of cryptocurrencies for regional investment	–	–	1	–
11. Workshop on e-commerce opportunities and challenges in East Africa	3	3	1	1
12. Workshop on blue economy policy and strategy in East Africa	4	6	6	4
13. Workshop on tourism policy and strategy in East Africa	4	6	6	6
Publications (number of publications)	**4**	**5**	**5**	**4**
14. Subregional profile	1	1	1	1
15. On regional integration and operationalization of the African Continental Free Trade Area in East Africa	1	1	1	1
16. On blue economy policy and strategy experiences from East Africa	1	1	2	1
17. On tourism policy and strategy experiences and tourism satellite accounts in East Africa	1	1	1	1
Technical materials (number of materials)	**1**	–	**6**	**4**
18. On priority socioeconomic development issues in East Africa	1	–	–	–
19. On blue economy development in East Africa	–	–	2	1
20. On trade and tourism development in East Africa	–	–	2	1
21. On regional integration and implementation of the African Continental Free Trade Area	–	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to seven member States and/or regional organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: distribution of information publications.				
External and media relations: quarterly engagements with national and regional media outlets.				
Digital platforms and multimedia content: monthly web-based information bulletins on global outreach.				

Component 5
Subregional activities in Southern Africa

Objective

18.144 The objective, to which this component contributes, is to deepen regional integration and strengthen capacities to achieve inclusive industrialization for the reduction of poverty and inequality in Southern Africa.

Strategy

18.145 To contribute to the objective, the component will:

(a) Undertake policy research and analysis on inclusive and sustainable industrialization, regional integration and trade, private sector development, and poverty and inequality, provide technical assistance to members of ECA, regional economic communities and intergovernmental organizations and disseminate best practices at the subregional and national levels in Southern Africa;

(b) Develop and disseminate policy tools and guidelines for the promotion of inclusive and sustainable industrialization, including value addition, manufacturing and value chain development, at the national and subregional levels in Southern Africa;

(c) Support members of ECA in the implementation of Vision 2050 of the Southern African Development Community (SADC) and its regional indicative strategic development plan for 2020–2030, thereby contributing to the achievement of Sustainable Development Goals 1, 8, 9 and 10 and related goals of Agenda 2063;

(d) Collaborate with partners, including the African Union Southern Africa Regional Office, SADC, the Common Market for Eastern and Southern Africa (COMESA), the African Development Bank, the African Export-Import Bank, private sector associations and research institutions:

(i) To strengthen the capacities of members of ECA to advance inclusive and sustainable industrialization and regional integration through implementation of the SADC industrialization strategy and road map (2015–2063), the SADC Regional Energy Access Strategy and Action Plan (2020–2030), the COMESA industrial policy (2015–2030), the African Continental Free Trade Area and the free trade areas of the regional economic communities;

(ii) To provide technical support for the development of strategies and guidelines for the integration of considerations related to climate change into industrialization and trade policies in Southern Africa;

(e) Build the capacities of members of ECA and the private sector:

(i) To address the challenges and opportunities of the green economy in the context of sustainable development and poverty eradication, and to increase productive capacities, in particular, given the situation of energy resource deficiency in the region and the impact of climate change on key sectors;

(ii) To address the impact of external shocks, by rolling out initiatives aimed at supporting their recovery and strengthening their resilience to future shocks;

(iii) To leverage digitalization, science, technology and innovation to facilitate growth, business development and enhanced productivity and competitiveness.

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

(a) Enhanced implementation of the SADC Vision 2050 and indicative strategic plan, the SADC industrialization strategy and road map and the COMESA industrial policy;

(b) Economic diversification and transformation through value addition and the development of sustainable regional value chains, accelerated by transboundary industrial clusters, hubs and special economic zones in selected members of ECA;

(c) Harmonization of national industrial policies with regional industrial frameworks and integration of considerations related to the environment and sustainability;

(d) Accelerated implementation of the Agreement Establishing the African Continental Free Trade Area and the free trade agreements of the regional economic communities, increased intraregional trade in goods and services and enhanced regional integration in Southern Africa;

(e) Increased resilience and competitiveness of the private sector and micro, small and medium-sized enterprises and enhanced participation in industry and trade in Southern Africa;

(f) Evidence-based policy responses related to poverty, inequality and vulnerability situations in Southern Africa through informed analyses of trends and causal factors.

Programme performance in 2024

Advanced integrated development planning in the Southern African Development Community region through digital solutions

18.147 Cooperation among countries on development planning enhances coherence between global, continental and regional development frameworks and national development plans, while also facilitating the monitoring of progress in achieving the agreed development objectives. The component provided technical support and advisory services to SADC member States towards the design and deployment of an online portal for the SADC National Planning Entities Platform, a forum established to foster cooperation on integrated development planning among the ministries, commissions or agencies responsible for national development planning in the 16 members of SADC. The online portal is a tool with multimedia archiving and retrieval functionality for data- and information-sharing on development priorities and emerging issues of common interest to facilitate cooperation among the national planning entities. Furthermore, the component delivered capacity-building training, through which officials (administrators, planners and other technical users) from SADC member States and officials from the SADC secretariat were equipped with technical knowledge and skills for using the digital tool.

18.148 Progress towards the objective is presented in the performance measure below (see table 18.29).

Table 18.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The SADC National Planning Entities Platform was revived and operationalized	National planning entities of members of SADC engaged in consultations on a tool to facilitate information-sharing on development planning	Officials from SADC member States and the SADC secretariat utilize the online portal for the SADC National Planning Entities Platform to exchange information and experience on development planning

Planned results for 2026

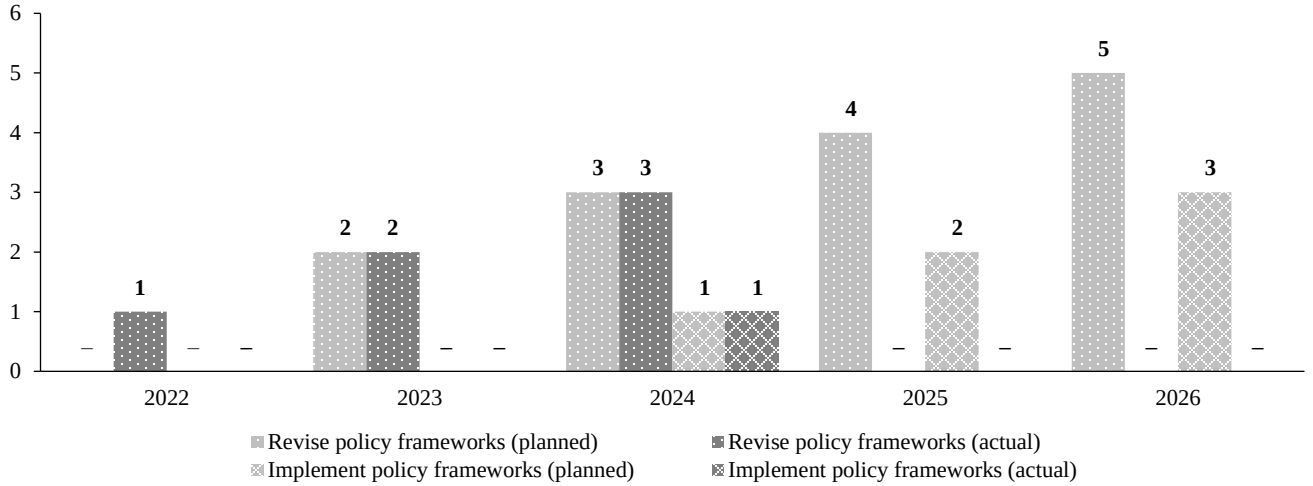
Result 1: Southern African members of ECA revise and implement their national industrial policy frameworks in line with regional industrialization strategies

Programme performance in 2024 and target for 2026

18.149 The component's work contributed to the revision by Lesotho of its national industrial policy and the implementation of national industrial policy in Zimbabwe, which met the planned targets.

18.150 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XXII).

Figure 18.XXII
Performance measure: number of Southern Africa members of ECA revising and implementing their national industrial policy frameworks in line with regional industrialization strategies (cumulative)



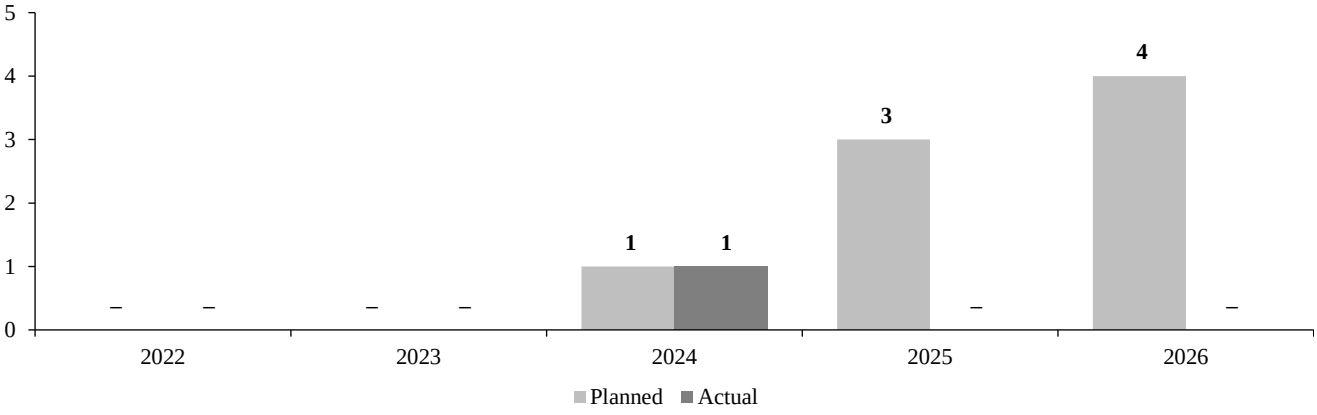
Result 2: accelerating the transition towards more sustainable economies in Southern Africa

Programme performance in 2024 and target for 2026

18.151 The component's work contributed to one policy intervention developed by Mauritius (business information portal on renewable energy technologies) to support the transition towards more sustainable economies, which met the planned target.

18.152 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XXIII).

Figure 18.XXIII
Performance measure: number of policy interventions developed by countries and regional economic communities in Southern Africa to support the transition towards more sustainable economies (cumulative)



Result 3: inclusive industrialization through value chain development in Southern Africa

Proposed programme plan for 2026

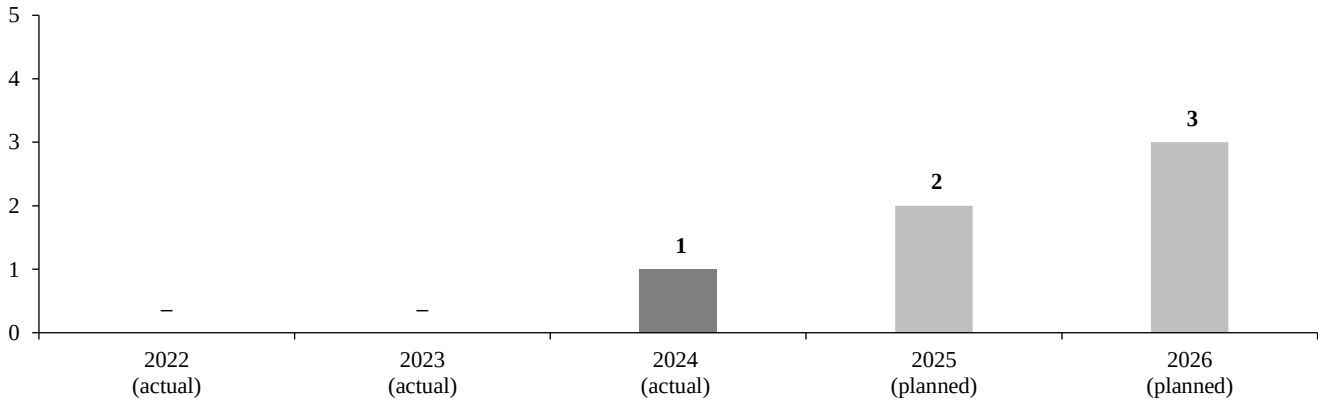
18.153 Southern Africa is characterized by commodity-dependent economies with low levels of value addition. In this context, value chain development has been recognized as a crucial driver of inclusive industrialization, in view of its potential for expanding production possibilities and enhancing the utilization of both natural and human resources. Value chain development is an important lever of industrialization and therefore an essential contributor to broad-based economic growth and job creation, and is critical for poverty and inequality reduction. The component has been providing technical support to members of ECA aimed at strengthening their capacities to develop and implement policy interventions on value chain development and inclusive industrialization. The component has also produced knowledge products to support value chain development and inclusive industrialization.

Lessons learned and planned change

18.154 The lesson for the component was that the development of regional value chains requires strengthened cooperation among member States, collaboration among development partners and the sustained engagement of the private sector. In applying the lesson, the component will strengthen institutional coordination and continued engagement with member States and the private sector in supporting regional value chain development. Furthermore, the component will place more emphasis on providing technical assistance and capacity-building for the development of regional value chains and related interventions such as the establishment of special economic zones in supporting the industrialization agenda.

18.155 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXIV).

Figure 18.XXIV
Performance measure: number of Southern African countries that develop policy frameworks on value chain development (cumulative)



Deliverables

18.156 Table 18.30 lists all deliverables of the component.

Table 18.30
Subprogramme 7, component 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Annual report on the work of ECA in Southern Africa	1	1	1	1
2. Report to the Intergovernmental Committee of Senior Officials and Experts for Southern Africa	1	1	1	1
3. Report on recent economic and social conditions in Southern Africa	1	1	1	1
4. Progress report on regional and international agendas and other special initiatives in Southern Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
5. Annual session of the Intergovernmental Committee of Senior Officials and Experts for Southern Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**3**
6. On industrialization and regional integration in Southern Africa	1	1	–	–
7. On the green economy in the context of sustainable development and poverty reduction in Southern Africa	–	–	1	1
8. On regional value chain development in Southern Africa	–	–	–	1
9. Fellowship programme for young African economists on inclusive industrialization and regional integration	1	1	1	1
Seminars, workshops and training events (number of days)	**6**	**6**	**6**	**6**
10. Training event on regional integration in Southern Africa	2	2	–	–
11. Workshop on economic and social development in Southern Africa	2	2	2	–
12. Training event on inclusive and sustainable industrialization	2	2	2	2
13. Seminar on energy transition in Southern Africa	–	–	2	2
14. Workshop on regional value chain development	–	–	–	2
Publications (number of publications)	**3**	**2**	**3**	**3**
15. On regional integration in Southern Africa	1	1	1	1
16. On inclusive and sustainable industrialization in Southern Africa	1	1	1	1
17. On poverty and inequality in Southern Africa	1	–	–	–
18. On the green economy in the context of sustainable development and poverty reduction in Southern Africa	–	–	1	–
19. On regional value chain development in Southern Africa	–	–	–	1
Technical materials (number of materials)	**2**	**2**	**2**	**2**
20. On industrialization and economic transformation in Southern Africa	1	1	1	1
21. On economic and social development	1	1	1	1

C. Substantive deliverables

Consultation, advice, and advocacy: advisory services, upon request by members of ECA and regional economic communities, on inclusive industrialization, development of regional value chains and special economic zones, development of the private sector and micro, small and medium-sized enterprises, and implementation of the African Continental Free Trade Area Agreement.

Databases and substantive digital materials: database of economic and social statistics on the 11 members of ECA in Southern Africa.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
D. Communication deliverables				
Outreach programmes, special events, and information material: production and distribution of publications.				
Digital platforms and multimedia content: subprogramme's website; content for social media accounts and communities of practice.				

Subprogramme 8
Economic development and planning

Objective

18.157 The objective, to which this subprogramme contributes, is to strengthen the development planning of African countries and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development.

Strategy

18.158 To contribute to the objective, the subprogramme will:

(a) Deliver training on sectoral, national and regional development and medium- to long-term planning to address the socioeconomic impact of emerging crises, based on updated content on risk-informed economic and social policy formulation and management;

(b) Promote peer learning and collaboration among African development planners through communities of practice and broaden access to the digitized knowledge repository of the African Institute for Economic Development and Planning;

(c) Enhance countries' capacity to monitor and evaluate the implementation of the 2030 Agenda and Agenda 2063, and of national development agendas;

(d) Foster knowledge generation, cross-fertilization and knowledge-sharing through research products, fellowship programmes, development seminars and high-level policy dialogues, and also through research networks spanning multiple African countries and bringing together universities, think tanks, United Nations country teams and regional stakeholders;

(e) Support the integration of a gender perspective and youth-related issues in all relevant public policies through capacity-building programmes that also consider issues such as social inclusion, entrepreneurship, employment, the green economy in the context of sustainable development and poverty eradication, innovation and digital transformation.

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

(a) Increased engagement of development planners and policymakers in policy management and development planning processes that take into account global developments and emerging risks, in support of structural transformation and the increased resilience of national economies to ensure sustainable development;

(b) More effective formulation, management and influencing of public policies by officials and other stakeholders;

(c) More inclusive approaches to the formulation of development policies by members of ECA, including through the formulation of macroeconomic and social protection policies.

Programme performance in 2024

Members of ECA design policies to foster regional and international trade

18.160 Intra-African trade is a key driver of sustainable and inclusive economic growth, fostering employment opportunities, promoting gender equality and enhancing the overall welfare of African populations. The subprogramme contributes directly to these goals by supporting the implementation of the African Continental Free Trade Area through targeted capacity-building initiatives. In 2024, the subprogramme provided training to 464 participants on the establishment of inclusive, development-friendly trade arrangements, as part of its efforts to enhance the share of selected African countries in global trade. In addition, the subprogramme supported member States in developing national capacity-building policies to enhance trade within the framework of the African Continental Free Trade Area. As a result of this support, Côte d'Ivoire, Ghana, Kenya, Mozambique, Senegal, Uganda and the United Republic of Tanzania designed regional and international trade policies following country-specific capacity needs assessments conducted by the subprogramme in 2023. The policies focused on creating enabling environments for small and medium-sized enterprises and pathways to foster regional and international trade.

18.161 Progress towards the objective is presented in the performance measure below (see table 18.31).

Table 18.31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Seven members of ECA designed policies to foster regional and international trade and create enabling environments for small- and medium-sized enterprises

Planned results for 2026

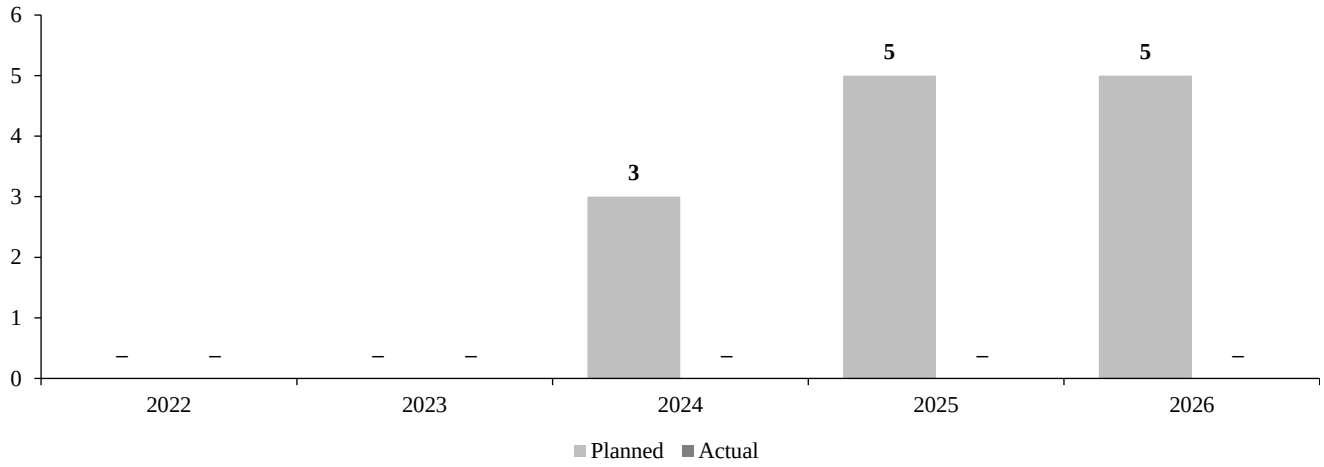
Result 1: members of ECA integrate social protection into development planning and economic analysis

Programme performance in 2024 and target for 2026

18.162 The subprogramme's work contributed to policymakers strengthening their capacity to integrate considerations related to gender equality into economic and social policies, which did not meet the planned target of three members of ECA developing policies that integrate social protection. The target was not met as additional support from ECA was required to translate identified needs into development planning processes.

18.163 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XXV).

Figure 18.XXV
Performance measure: number of members of ECA whose development policies integrate social protection (annual)



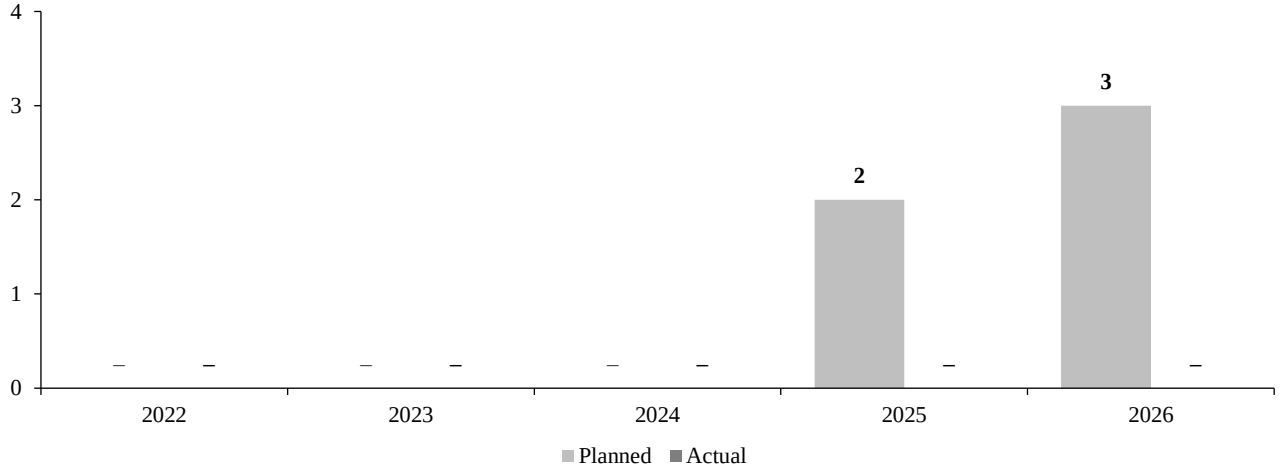
Result 2: members of ECA develop a future-ready workforce

Programme performance in 2024 and target for 2026

18.164 The subprogramme's work contributed to progress towards the planned target for 2025, with 417 officials equipped with skills in strategic foresight and system dynamics and strengthened institutional capacities to establish reskilling and upskilling programmes.

18.165 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XXVI).

Figure 18.XXVI
Performance measure: number of ECA members having established reskilling and upskilling programmes (cumulative)



Result 3: strengthened localized development planning and development financing

Proposed programme plan for 2026

18.166 Localized development planning ensures that solutions are tailored to the unique needs, resources and opportunities of communities, promoting equitable growth and resilience and addressing key

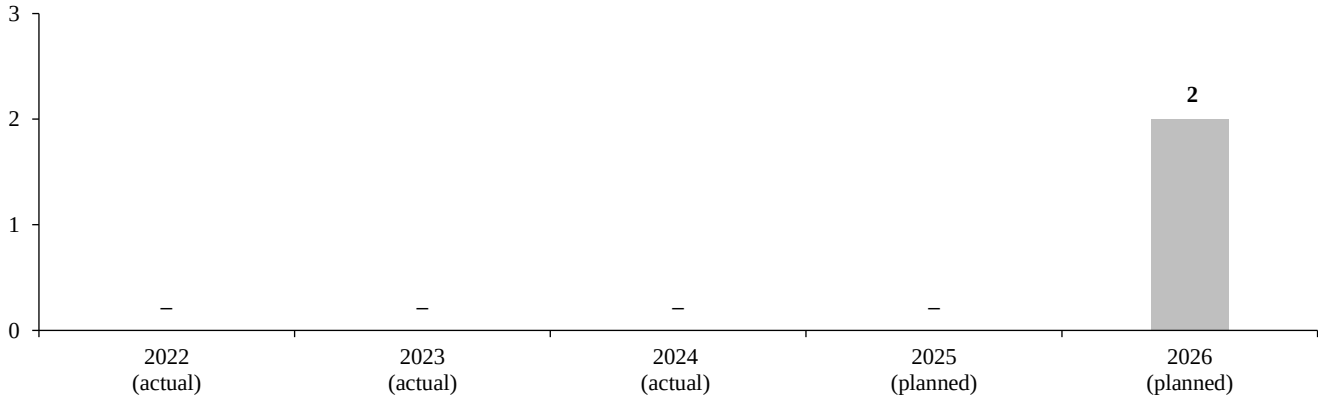
issues such as poverty, inequality and climate change. While national, regional and global frameworks provide strategic guidance, many countries face challenges in translating these into actionable, localized plans. This gap is often attributed to inadequate technical capacities, limited data for evidence-based decision-making and insufficient financial resources.

Lessons learned and planned change

18.167 The lesson for the subprogramme was that effective localized planning and development financing require deeper engagement with subnational governments and local stakeholders. Previous capacity-building programmes were often too broad and not designed to address local contexts and priorities. In applying the lesson, the subprogramme will enhance its focus on supporting local authorities to design local development initiatives and to integrate lessons learned and findings into their training and planning frameworks. Utilizing a participatory approach, it will also strengthen partnerships with local governments and community stakeholders to co-design capacity-building initiatives on development planning. Regular consultations with local actors and targeted technical assistance will ensure that development strategies are context-specific, while fostering development financing solutions tailored to local needs.

18.168 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXVII).

Figure 18.XXVII
Performance measure: number of local development initiatives developed by local authorities (annual)



Deliverables

18.169 Table 18.32 lists all deliverables of the subprogramme.

Table 18.32
Subprogramme 8: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**4**	**3**	**3**	**3**
2. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
3. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	2	2	1	1
Conference and secretariat services for meetings (number of three-hour meetings)	**4**	**3**	**3**	**3**
4. Meetings of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
5. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	2	2	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**53**	**51**	**42**	**42**
6. Projects to design and deliver a portfolio of training programmes (in English and French) on development planning and economic management, for senior and executive-level public officials from African countries	50	50	40	40
7. Projects to design and deliver master's degree programmes on industrial policy, development planning and natural resources governance for senior and executive-level public officials from African countries	1	–	1	1
8. Visiting research fellowships for policy researchers and African policy officials on development planning and economic management	2	1	1	1
Seminars, workshops and training events (number of days)	**12**	**12**	**10**	**10**
9. Seminars on development planning and economic management for African senior policymakers	12	12	10	10
Publications (number of publications)	**4**	**–**	**2**	**2**
10. On economic management and development planning	4	–	2	2
Technical materials (number of materials)	**20**	**20**	**20**	**20**
11. On economic management and development planning	20	20	20	20

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to five members of ECA and three regional economic communities on economic management, development planning and capacity-building.

Databases and substantive digital materials: two communities of practice for African development planners.

D. Communication deliverables

Outreach programmes, special events and information materials: information kit for the African Institute for Economic Development and Planning high-level policy dialogues involving policymakers, the private sector and subject-matter experts on issues pertaining to African economic development and planning.

External outreach and media relations: strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories.

Library services: books, journals and other library materials on economic management and development planning in French and English.

Subprogramme 9
Poverty, inequality and social policy

Objective

18.170 The objective, to which this subprogramme contributes, is to eradicate extreme poverty and reduce inequality by ensuring that members of ECA have improved policies and strategies for social investment and productive urban job creation.

Strategy

18.171 To contribute to the objective, the subprogramme will:

(a) Develop analytical knowledge, provide technical assistance and promote regional dialogue and learning for members of ECA on designing national social policies and strategies for the eradication of extreme poverty and provision of social protection to the most vulnerable;

(b) Generate knowledge, provide technical assistance to members of ECA and organize regional dialogue and learning on strategies to leverage migration for inclusive development in Africa;

(c) Develop analytical knowledge and provide technical assistance to members of ECA in the regional implementation and appraisal of global agreements, including the Global Compact for Safe, Orderly and Regular Migration, the Madrid International Plan of Action on Ageing, 2002, the Programme of Action of the International Conference on Population and Development, the Addis Ababa Declaration on Population and Development in Africa beyond 2014 and the New Urban Agenda;

(d) Enhance knowledge and skills of members of ECA through technical assistance and facilitating regional policy learning and dialogue to promote sustainable urbanization that enhances job creation, revenues and urban social protection.

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

(a) Enhanced, evidence-based policy options for the provision of social protection for the economically vulnerable population;

(b) Strengthened responses by members of ECA to address migration and population and development challenges and opportunities;

(c) Increased prioritization of productive urban job creation in national development planning towards eradicating extreme poverty and reducing inequality;

(d) Improved economic and financial resilience in African cities.

Programme performance in 2024

Members of ECA monitor the state of migration in Africa

18.173 In line with General Assembly resolution 73/195, ECA conducted the second regional review of the Global Compact for Safe, Orderly and Regular Migration in October 2024, in Addis Ababa. The intergovernmental forum on the Global Compact brought together ministers from 50 African nations, United Nations agencies, civil society organizations and other stakeholders to assess achievements since the first Africa review in 2021, while also identifying regional priorities, gaps and challenges. Delays in implementation of the Global Compact, inadequate economic prospects, poor border control and limited frameworks were among the challenges discussed. To improve governance and policymaking on migration, participants advocated for increased cooperation and harmonized data-sharing procedures. Members of ECA adopted, at the forum, a common African agenda on migration, which will inform the International Migration Review Forum, scheduled to take place in 2026.

18.174 Progress towards the objective is presented in the performance measure below (see table 18.33).

Table 18.33
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Ten members of ECA adopted recommendations on improving the status of migration statistics, which informed preparations for the review of the Global Compact for Safe, Orderly and Regular Migration under thematic area four, namely data, evidence-based policies and international cooperation	Members of ECA undertook preparatory work on the second regional review of the Global Compact	Members of ECA adopted a common African agenda on the Global Compact

Planned results for 2026

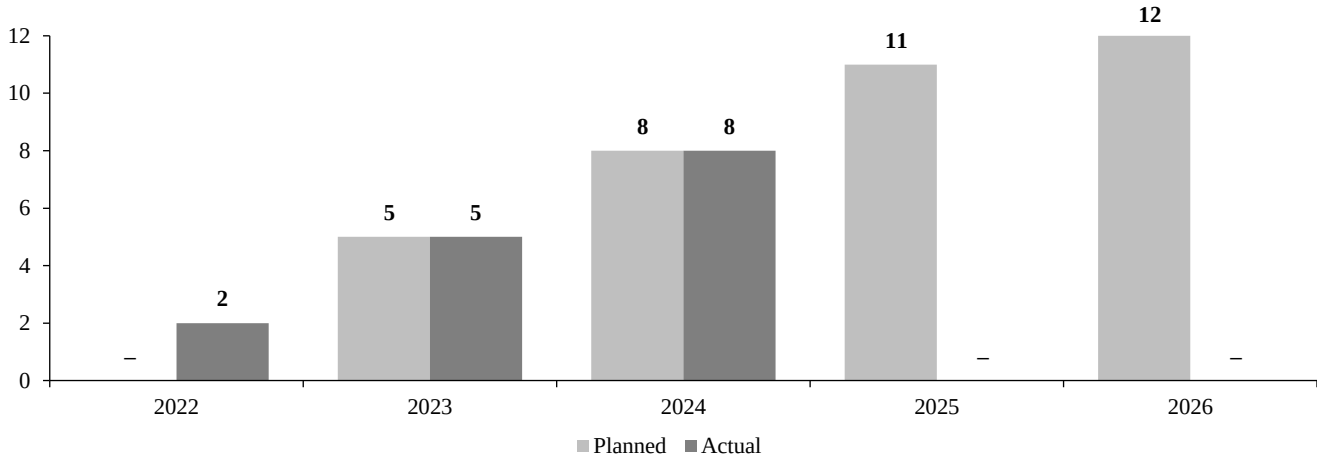
Result 1: local governments design resource mobilization policies for improved financial sustainability

Programme performance in 2024 and target for 2026

18.175 The subprogramme's work contributed to the use by three additional cities (Addis Ababa, Lusaka and Nairobi) of the gross domestic product assessment framework with methodologies, tools, dimensions and indicators to measure the size of the gross domestic product and fiscal performance of cities for a cumulative total of eight cities, which met the planned target.

18.176 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XXVIII).

Figure 18.XXVIII
Performance measure: number of cities that have assessed their fiscal performance as the evidence base for designing improved fiscal policies and planning (cumulative)



Result 2: improved social protection systems for the most vulnerable

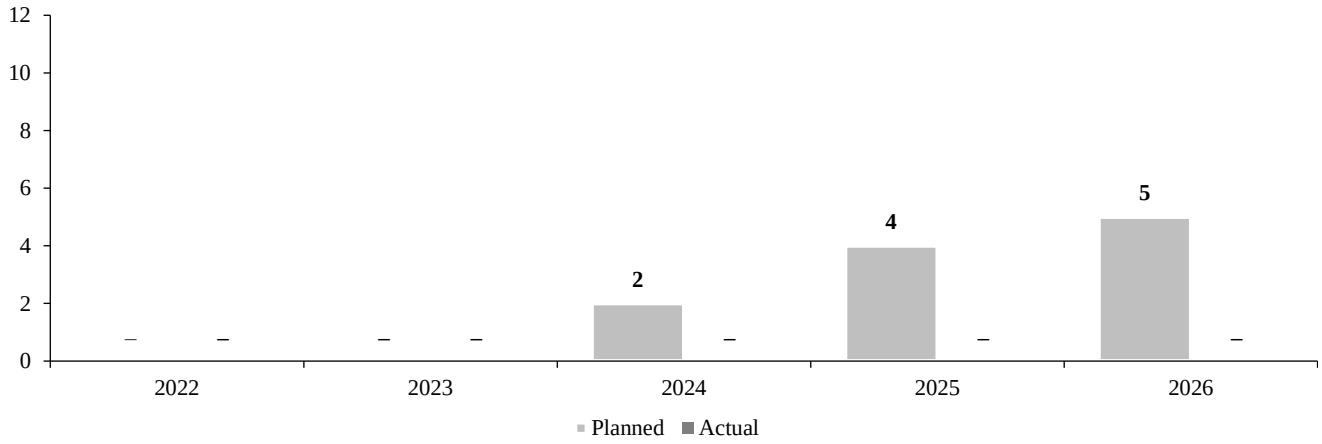
Programme performance in 2024 and target for 2026

18.177 The subprogramme's work contributed to three members of ECA (Namibia, United Republic of Tanzania and Zambia) initiating assessments of social protection systems, which did not meet the

planned target of two members having assessed their social protection systems. The target was not met owing to the need for more capacity-building by ECA before assessments could be conducted.

18.178 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 18.XXIX).

Figure 18.XXIX
Performance measure: number of members of ECA that have assessed their social protection systems (cumulative)



Result 3: strengthened national and regional reviews of population-related frameworks to promote sustainable development and leave no one behind

Proposed programme plan for 2026

18.179 Africa is undergoing major demographic shifts in the size, age structure and distribution of its population, which present several implications for sustainable development. Population dynamics, if adequately addressed, can reduce poverty and inequality, thus ensuring that no one is left behind. The subprogramme has supported members of ECA in aligning regional and national solutions with international population dynamics-related frameworks. The subprogramme has also supported members of ECA in reviewing implementation of the frameworks and advocating for African common positions at the global level.

Lessons learned and planned change

18.180 The lesson for the subprogramme was that sustained support on population dynamics is critical for policies to account for population challenges and better respond to the needs of the most vulnerable. In applying the lesson, the subprogramme will scale up its technical support to members of ECA in the implementation and review of population dynamics-related international frameworks. This will include capacity-building of policymakers in tracking population dynamics such as migration, ageing and youth to enable members of ECA to adapt their social policies to new and evolving demographic trends in Africa. The support will further include the generation and delivery of knowledge and evidence on population dynamics to inform the formulation and review of social policies.

18.181 Expected progress towards the objective is presented in the performance measure below (see table 18.34).

Table 18.34
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Governments in the Africa region agreed on modalities to undertake an assessment of the status of population dynamics in Africa at the fourth ordinary session of the African Union Specialized Technical Committee on Health, Population and Drug Control	ECA members reviewed progress and identified gaps and challenges in the implementation of international population dynamics-related frameworks and adopted a common African position on population and development	Members of ECA adopted a common African agenda on the Global Compact for Safe, Orderly and Regular Migration Outcomes of the Africa regional review of the International Conference on Population and Development informed discussions at the global 30-year Review of the Implementation of the Programme of Action of the Conference	Fifteen members of ECA prepare their voluntary national reviews on migration Members of ECA access information for developing an action-oriented political document on social development for the Second World Social Summit for Social Development	Members of ECA prepare an outcome document to share regional progress on the Global Compact for Safe, Orderly and Regular Migration at the 2026 International Migration Review Forum

Deliverables

18.182 Table 18.35 lists all deliverables of the subprogramme.

Table 18.35
Subprogramme 9: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**–**	**1**	**–**
1. Report to the Committee on Social Policy, Poverty and Gender	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**–**	**–**	**4**	**–**
2. Meetings of the Committee on Gender, Poverty and Social Policy	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**8**	**3**	**4**
3. On urbanization and development to build the capacity of national policymakers	1	3	1	1
4. On social policy in Africa to enhance the capacities of policymakers in selected countries	1	4	1	2
5. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization and migration	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops, and training events (number of days)	**10**	**14**	**11**	**11**
6. Workshops on urbanization and development to build the policy capacity of members of ECA	4	4	5	5
7. Workshops on social policies and policy dialogues for national policymakers in selected countries	6	10	6	6
Publications (number of publications)	**3**	**3**	**4**	**2**
8. African Social Development Report	1	1	1	–
9. Report on Social Policy in Africa	–	–	–	1
10. On the state of urbanization in Africa for evidence-based policymaking	1	1	1	1
11. On social protection strategies in Africa	–	–	1	–
12. Africa Migration Report	1	1	1	–
Technical materials (number of materials)	**4**	**10**	**5**	**4**
13. On urbanization	2	2	3	1
14. On poverty and inequality	–	2	–	–
15. On city fiscal space	–	3	–	1
16. On social protection	–	–	1	1
17. On social development	1	1	–	1
18. On migration	1	2	1	1

C. Substantive deliverables

Consultation, advice, and advocacy: advice to national policymakers in seven selected members of ECA; advice for improved capacities in policy formulation, implementation, and monitoring; policy dialogues for enhanced policy learning and exchange at the national and regional levels.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures pertinent to its workshops and training programmes in social policy, and urbanization and development in two languages.

External and media relations: press and media releases on the role of cities and social policy in the development of Africa accessed by at least 200 experts.

Digital platforms and multimedia content: digital platform and visual materials on urbanization, social protection and vulnerability, and social policy, among other issues.

Annex

Programme performance in 2024[1]

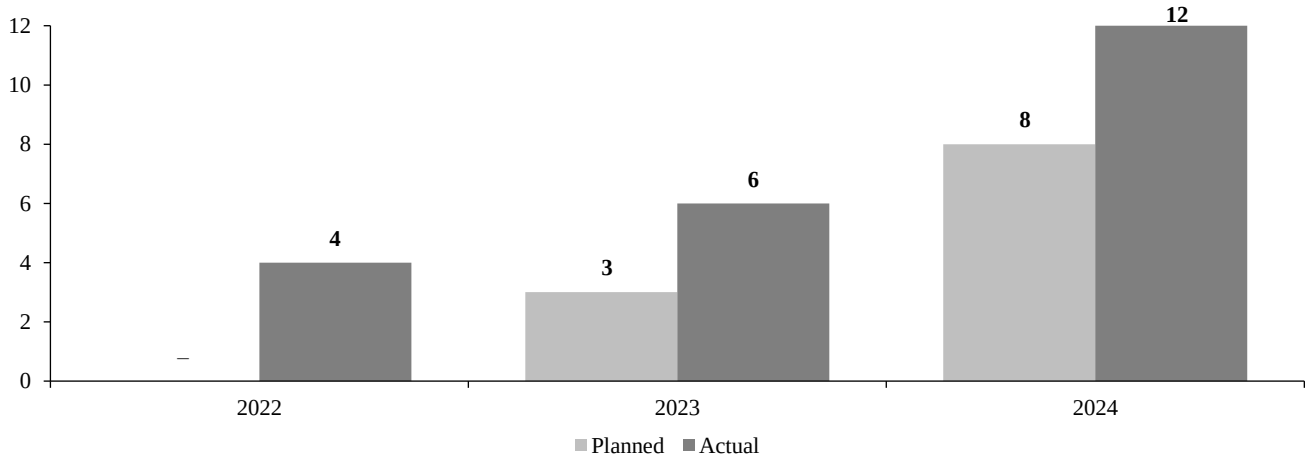
Subprogramme 3
Private sector development and finance

Result 1: increased commitment by members of ECA to liberalize air transport markets

A.1 The subprogramme's work contributed to an additional six countries (Togo, Chad, Ghana, Mozambique, Niger and Gambia) aligning their bilateral air transport agreement with the Yamoussoukro Decision on air transport liberalization, airport security and air safety in the regions of the Economic Community of West African States, for a total of 12 countries, which exceeded the planned target of eight countries.

A.2 Progress towards the objective is presented in the performance measure below (see figure A.I).

Figure A.I
Number of countries aligning their bilateral air transport agreements with the Yamoussoukro Decision (cumulative)



Deliverables

A.3 Table A.1 lists all deliverables of the subprogramme.

Table A.1
Deliverables for 2024, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*
A. Facilitation of the intergovernmental process and expert bodies		
Parliamentary documentation (number of documents)	–	–
1. Report for the Conference of African Ministers of Finance, Planning, and Economic Development on recent private sector developments in Africa	–	–

[1] The present annex shows the programme performance in 2024 of two subprogrammes that were discontinued as a result of the realignment of the programme structure for 2025 (see A/79/6 (Sect. 18), para. 18.5).

Category and subcategory	*2024 planned*	*2024 actual*
B. Generation and transfer of knowledge		
Field and technical cooperation projects (number of projects)	**–**	–
2. On strengthening the capacity of members of ECA, regional organizations and institutions of higher learning to implement the African Union Declaration on Land Issues and Challenges in Africa	–	–
Seminars, workshops and training events (number of days)	**9**	**9**
3. Capacity development training workshops on public-private partnership structuring and management in Africa	4	4
4. Workshop on infrastructure investment for investors from Africa and the United States of America (annual retreat)	5	5
Publications (number of publications)	**6**	**7**
5. On implications of the African Continental Free Trade Area for energy in Africa	1	1
6. On the regulatory framework for private sector investment in the energy sector	1	2
7. On financing special economic zones: lessons and challenges	1	1
8. On public-private partnership frameworks in Africa	2	1
9. On new technologies and innovative trends in Africa	1	2
Technical materials (number of materials)	**11**	**9**
10. Modules on public-private partnership structuring and management in Africa	6	4
11. On regulatory openness, attractiveness and readiness review methodology and tool for electricity investments	1	4
12. On emerging issues and trends in new technologies and innovation in Africa	2	1
13. On repurchase agreement markets among African regulators and market stakeholders	2	–

Subprogramme 5
Technology, climate change and natural resources management

Result 1: members of ECA develop inclusive, climate-resilient and sustainable economies

A.4 The subprogramme's work contributed to the integration by two countries (Liberia and Zimbabwe) of climate resilience and nationally determined contributions into national development policies and plans, which did not meet the planned target of four countries. The target was not met owing to challenges in mobilizing extrabudgetary resources to expand ECA support to additional countries.

A.5 Progress towards the objective is presented in the performance measure below (see table A.2).

Table A.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Three countries (Eswatini, Morocco and Zimbabwe) engaged with the private sector in the implementation of nationally determined contributions	One country (Niger) integrated climate resilience in its national development policies and plans	Two additional countries implemented revised nationally determined contributions and promulgated low emissions development policies

Deliverables

A.6 Table A.3 lists all deliverables of the subprogramme.

Table A.3
Subprogramme 5: deliverables for 2024, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*
A. Facilitation of the intergovernmental process and expert bodies		
Parliamentary documentation (number of documents)	**1**	**1**
1. Report on climate change, the environment and natural resources management for sustainable development	1	1
Substantive services for meetings (number of three-hour meetings)	–	–
2. Committee on Climate Change, Blue Economy, Agriculture and Natural Resource Management	–	–
B. Generation and transfer of knowledge		
Field and technical cooperation projects (number of projects)	**6**	**1**
3. On strengthening capacity for climate research through the provision of grants to institutions, universities and other stakeholders to link climate research to development	–	–
4. On land, agribusiness, land-based investment and infrastructure	6	1
Seminars, workshops and training events (number of days)	**1**	**1**
5. Workshops on enhancing capacity in climate change, the green economy in the context of sustainable development and poverty eradication, natural resources and innovation and technology in Africa for scholars, fellows and interns	–	–
6. Workshop on understanding and harnessing blue economy-related sectors	1	1
Publications (number of publications)	**4**	**3**
7. Blue economy publications for each African subregion	1	1
8. Continental and subregional atlases on the blue economy and the great blue wall initiative	1	–
9. On promising practices on strengthening women’s land tenure security and access to productive resources	1	1
10. On the assessment of risks to food system outcomes in Africa	1	1
Technical materials (number of materials)	–	–
11. Climate change and development in Africa after the COVID-19 pandemic	–	–
12. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	–	–
13. Research paper on climate change and development in Africa	–	–
14. Methodological guidelines for assessments guiding investments to enhance resilience of ecosystems to climate change	–	–

B. Proposed post and non-post resource requirements for 2026

Overview

18.183 The Economic Commission for Africa (ECA) has embarked on the implementation of its realigned programme of work, as endorsed by its members at the fifty-sixth session of the Conference of African Ministers of Finance, Planning and Economic Development (resolutions 2024/2 and 2024/3). The realignment was proposed as the result of a reflection and analysis that culminated in early 2024 and was focused on deriving lessons learned from the vulnerabilities exposed by the coronavirus disease (COVID-19) pandemic and the multiple crises facing the African continent. The ultimate goal of the realignment was to further streamline support provided by ECA to its 54 member States in addressing emerging priorities and challenges related to the timely and effective implementation of the 2030 Agenda and the second 10-year implementation plan of Agenda 2063. The realigned programme of work was presented in the proposed programme budget for 2025 and approved by the General Assembly in its resolution 79/247.

18.184 Armed with its realigned programme of work, and in line with the actions set out in the Pact for the Future, ECA decided to re-enforce its work on technology, innovation and digital transformation; poverty and social policy; data and statistics; financing for development; climate action and food security; and regional integration, economic diversification and sustainable industrialization. To that end, the importance of the new Technology, Innovation, Connectivity and Infrastructure Development Division was reaffirmed as key to the renewed commitment of ECA to the Sustainable Development Goals.

18.185 In support of the realignment efforts, ECA carried out a spending review pursuant to paragraph 20 of General Assembly resolution 77/262, as part of its proposed budget exercise for 2026, also taking into account the United Nations 2.0 initiative of the Secretary-General, in which he had advocated institutional transformation through renewed skills, processes and culture change to ensure stronger impacts and to adapt to future challenges and opportunities. The spending review process was accompanied by a joint integrated resource planning exercise whereby all programme managers came together to discuss and agree on how to secure an optimal distribution of human, material and financial resources (both regular and extrabudgetary) in support of the strategic priorities of ECA. The spending review incorporated results from an earlier workforce planning exercise and included an in-depth analysis of the latest post complement and functional profiles, as well as non-post resource types and distribution. Furthermore, the spending review process was designed to reflect the outcomes of the review of the support architecture of ECA by the Department of Operational Support.

18.186 As part of the spending review process, ECA has reprofiled vacancies resulting from retirements to enhance efficiency and ensure better alignment with the priorities of its member States. For instance, ECA has proposed the abolishment of a P-5 post in 2026 and, in its place, the creation of a P-3 and a National Professional Officer post to help to strengthen the Technology, Innovation, Connectivity and Infrastructure Development Division under subprogramme 3, in line with its strategic priorities. During the spending review, ECA identified the need for additional General Service posts: a Research Assistant for regional integration and trade, Photographers to strengthen digital communication and a Transport Assistant for the subregional office in West Africa. To fulfil those requirements without incurring additional costs, ECA proposes the reprofiling of existing posts. In that manner, ECA is progressing towards a leaner, more agile workforce, optimizing existing resources to enhance efficiency and meet future demands.

18.187 In addition, the spending review provided an opportunity to conduct a deeper review of non-post expenditure trends over the past five years, resulting in a proposal to realign requirements among non-post objects of expenditure, reflecting efficiencies and underutilization in relation to experts, contractual services and furniture and equipment. These efficiencies supported additional requirements under consultants, travel of staff and improvement of premises that are needed for 2026.

18.188 Furthermore, the spending review exercise, including the review and analysis of the Department of Operational Support, pointed to efficiencies that could be realized through the streamlining of staff functions to free up resources that could be redirected towards ECA strategic priorities, through the utilization of existing staff capacity to expand service provision beyond ECA to other Secretariat and United Nations system entities under the Secretariat's proposed common administrative platform for the Addis Ababa duty station and through the common back office system. Opportunities were examined for maximizing the utilization of the vehicle fleet by digitalizing service delivery, offering transport services to agencies, funds and programmes, leasing low-emission vehicles as part of its fleet and exploring additional efficiency opportunities within ECA, with other Secretariat entities and United Nations system organizations in Addis Ababa and in the regional office locations. To that effect, ECA has, for example, programmed the replacement of its fully depreciated vehicles beginning in 2027 through the use of the United Nations fleet. Additional responses to the findings under the spending review will form part of the future budget proposals of ECA.

18.189 ECA will further invest in innovative technologies, in line with the Global Digital Compact and the related efforts to further mainstream the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. Doing so will allow ECA to improve its programme support processes and ensure efficiencies in its delivery of training and technical support to its member States through e-learning tools, digital platforms and other leading-edge technologies. On a related note, ECA will also expand its use of frontier technologies, such as artificial intelligence, in order to reimagine its knowledge management and communications strategies, with a view to amplifying the impact of its work.

18.190 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 18.36 to 18.41.

Table 18.36
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	57 182.3	60 965.0	–	–	1 280.9	1 280.9	2.1	62 245.9
Other staff costs	4 094.1	5 965.3	–	–	(1 540.8)	(1 540.8)	(25.8)	4 424.5
Hospitality	22.7	24.6	–	–	–	–	–	24.6
Consultants	2 142.3	1 283.6	–	–	322.4	322.4	25.1	1 606.0
Experts	1 497.5	2 760.6	–	–	(194.1)	(194.1)	(7.0)	2 566.5
Travel of staff	1 585.8	1 464.5	–	–	88.8	88.8	6.1	1 553.3
Contractual services	7 836.1	9 194.9	–	–	(299.2)	(299.2)	(3.3)	8 895.7
General operating expenses	6 850.4	6 783.2	–	–	168.8	168.8	2.5	6 952.0
Supplies and materials	368.6	907.5	–	–	(67.7)	(67.7)	(7.5)	839.8
Furniture and equipment	2 319.0	3 202.7	–	–	(123.8)	(123.8)	(3.9)	3 078.9
Improvement of premises	389.3	71.9	–	–	135.5	135.5	188.5	207.4
Grants and contributions	1 682.9	1 237.7	(311.6)	-	135.6	(176.0)	(14.2)	1 061.7
Other	(1.2)	–	–	–	–	–	–	–
Total	**85 969.5**	**93 861.5**	**(311.6)**	**–**	**(93.6)**	**(405.2)**	**(0.4)**	**93 456.3**

Table 18.37
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	534	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 17 NPO and 284 LL
Establishment	2	1 P-3 and 1 NPO in Addis Ababa (subprogramme 3)
Abolishment	(3)	1 P-5 (subprogramme 3) 2 LL (programme support)
Reclassification	–	1 P-4 (programme support) 2 LL (1 in subprogramme 9 and 1 in programme support)
Reassignment	–	2 D-1 (1 in subprogramme 7, component 1, and 1 in subprogramme 9) 1 P-5 (executive direction and management) 1 P-4 (programme support) 2 P-3 (1 in subprogramme 1 and 1 in subprogramme 6) 6 LL (1 in subprogramme 2, 1 in subprogramme 3, 1 in subprogramme 7, component 1, 1 in subprogramme 7, component 2, and 2 in programme support)
Redeployment	–	1 P-5, 1 P-4, 1 P-2 and 2 LL (programme support)
Conversion (from general temporary assistance to established posts)	11	1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 NPO (subprogramme 8); and 1 P-3, 1 NPO and 3 LL (programme support)
Proposed for 2026	544	1 USG, 2 D-2, 16 D-1, 43 P-5, 71 P-4, 78 P-3, 27 P-2/1, 21 NPO and 285 LL

Table 18.38
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	15	–	–	1	1	16
P-5	43	–	–	–	–	43
P-4	69	–	–	2	2	71
P-3	76	–	–	2	2	78
P-2/1	27	–	–	–	–	27
Subtotal	**233**	**–**	**–**	**5**	**5**	**238**
General Service and related						
NPO	17	–	–	4	4	21
LL	284	–	–	1	1	285
Subtotal	**301**	**–**	**–**	**5**	**5**	**306**
Total	**534**	**–**	**–**	**10**	**10**	**544**

18.191 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 18.39 to 18.41 and figure 18.XXX.

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

18.192 As shown in tables 18.39 (1) and 18.40 (1), the overall resources proposed for 2026 amount to $93,456,300, reflecting a net decrease of $405,200 (or 0.4 per cent) as compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 18.39
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	253.2	565.3	–	–	–	–	–	565.3
B. Executive direction and management	9 536.0	10 023.3	–	–	(84.3)	–	(0.8)	9 939.0
C. Programme of work								
2024 programmatic structure (discontinued, realigned with other subprogrammes)								
3. Private sector development and finance	3 045.1	–	–	–	–	–	–	–
5. Technology, climate and natural resources management	3 257.0	–	–	–	–	–	–	–
2025 and 2026 programmatic structure								
1. Macroeconomic policy, finance and governance	3 855.2	4 701.6	–	–	–	–	–	4 701.6
2. Regional integration and trade	3 485.0	3 586.3	–	–	45.3	45.3	1.3	3 631.6
3. Technology, innovation, connectivity and infrastructure development	–	2 617.2	–	–	–	–	–	2 617.2
4. Data and statistics	5 677.3	5 352.4	–	–	–	–	–	5 352.4
5. Climate change, food security and natural resources	–	3 424.2	–	–	–	–	–	3 424.2
6. Gender equality and women’s empowerment	1 069.5	1 164.2	–	–	–	–	–	1 164.2
7. Subregional activities for development								
(a) Subregional activities in North Africa	3 392.3	3 542.3	–	–	–	–	–	3 542.3
(b) Subregional activities in West Africa	2 864.2	3 532.3	–	–	–	–	–	3 532.3
(c) Subregional activities in Central Africa	3 591.0	4 504.0	–	–	–	–	–	4 504.0
(d) Subregional activities in East Africa	2 872.4	3 666.9	–	–	–	–	–	3 666.9
(e) Subregional activities in Southern Africa	3 168.6	3 660.9	–	–	–	–	–	3 660.9
Subtotal, subprogramme 7	**15 888.5**	**18 906.4**	**–**	**–**	**–**	**–**	**–**	**18 906.4**
8. Economic development and planning	1 990.1	2 895.7	–	–	46.6	46.6	1.6	2 942.3
9. Poverty, inequality and social policy	3 518.0	3 863.7	–	–	–	–	–	3 863.7
Subtotal, C	**41 785.7**	**46 511.7**	**–**	**–**	**–**	**–**	**–**	**46 603.6**
D. Programme support	34 433.6	36 761.2	(311.6)	–	(101.2)	(412.8)	(1.1)	36 348.4
Subtotal, 1	**86 008.5**	**93 861.5**	**(311.6)**	**–**	**(93.6)**	**(405.2)**	**(0.4)**	**93 456.3**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	1 509.3	834.8	(213.3)	(25.6)	621.5
C. Programme of work					
2024 programmatic structure (discontinued, realigned with other subprogrammes)					
3. Private sector development and finance	926.0	–	–	–	–
5. Technology, climate and natural resources management	3 447.0	–	–	–	–
2025 and 2026 programmatic structure					
1. Macroeconomic policy, finance and governance	545.7	1 508.6	(762.2)	50.5	746.4
2. Regional integration and trade	4 637.5	3 387.1	(2 418.9)	(71.4)	968.2
3. Technology, innovation, connectivity and infrastructure development	–	491.0	(281.0)	(57.2)	210.0
4. Data and statistics	2 641.8	2 766.4	(1 810.9)	(65.5)	955.5
5. Climate change, food security and natural resources	–	5 567.5	(1 487.4)	(26.7)	4 080.1
6. Gender equality and women's empowerment	–	–	–	–	–
7. Subregional activities for development					
(a) Subregional activities in North Africa	21.1	866.8	(866.8)	(100.0)	–
(b) Subregional activities in West Africa	130.4	42.6	(42.6)	(100.0)	–
(c) Subregional activities in Central Africa	–	–	–	–	–
(d) Subregional activities in East Africa	454.1	413.0	(413.0)	(100.0)	–
(e) Subregional activities in Southern Africa	3.8	207.4	(207.4)	(100.0)	–
Subtotal, subprogramme 7	**609.4**	**1 529.8**	**(1 529.8)**	**(100)**	**–**
8. Economic development and planning	1 633.0	2 603.4	(126.7)	(4.9)	2 476.7
9. Poverty, inequality and social policy	578.2	1 075.6	(1 075.6)	(100.0)	–
Subtotal, C	**15 018.6**	**18 929.4**	**(9 492.5)**	**(50.1)**	**9 436.9**
D. Programme support	7 046.4	6 712.5	416.7	6.2	7 129.2
Subtotal, 2	**23 574.3**	**26 476.7**	**(9 289.1)**	**(35.1)**	**17 187.6**
Total (1+2)	**109 582.8**	**120 338.2**	**(9 694.3)**	**(8.1)**	**110 643.9**

Table 18.40
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	53	–	–	(1)	–	52
C. Programme of work						
1. Macroeconomic policy, finance and governance	28	–	–	–	–	28
2. Regional integration and trade	22	–	–	1	1	23
3. Technology, innovation, connectivity and infrastructure development	17	–	–	1	1	18
4. Data and statistics	36	–	–	–	–	36
5. Climate change, food security and natural resources	18	–	–	–	–	18
6. Gender equality and women's empowerment	6	–	–	–	–	6
7. Subregional activities for development						
(a) Subregional activities in North Africa	19	–	–	–	–	19
(b) Subregional activities in West Africa	18	–	–	–	–	18
(c) Subregional activities in Central Africa	23	–	–	–	–	23
(d) Subregional activities in East Africa	20	–	–	–	–	20
(e) Subregional activities in Southern Africa	20	–	–	–	–	20
Subtotal, subprogramme 7	**100**	**–**	**–**	**–**	**–**	**100**
8. Economic development and planning	–	–	–	6	6	6
9. Poverty, inequality and social policy	21	–	–	–	–	21
Subtotal, C	**248**	**–**	**–**	**7**	**7**	**255**
D. Programme support	233	–	–	3	3	236
Subtotal, 1	**534**	**–**	**–**	**10**	**10**	**544**

(2) *Extrabudgetary*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	4	–	4
C. Programme of work			
1. Macroeconomic policy, finance and governance	–	–	–
2. Regional integration and trade	4	–	4
3. Technology, innovation, connectivity and infrastructure development	–	–	–
4. Data and statistics	4	–	4

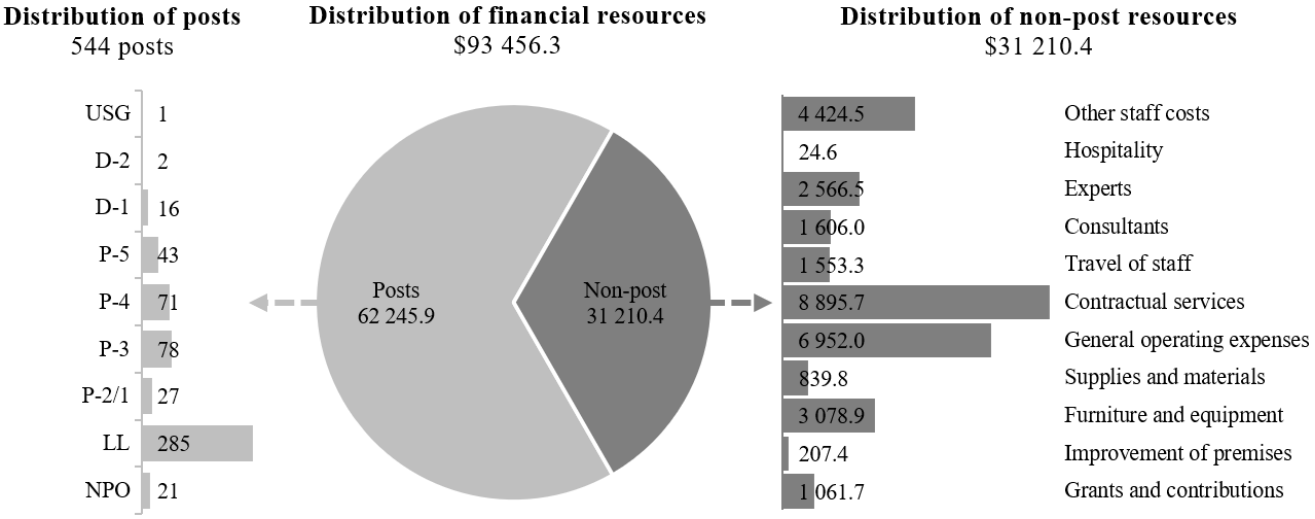
Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
5. Climate change, food security and natural resources	4	–	4
6. Gender equality and women's empowerment	–	–	–
7. Subregional activities for development			
(a) Subregional activities in North Africa	–	–	–
(b) Subregional activities in West Africa	–	–	–
(c) Subregional activities in Central Africa	–	–	–
(d) Subregional activities in East Africa	–	–	–
(e) Subregional activities in Southern Africa	–	–	–
Subtotal, subprogramme 7	–	–	–
8. Economic development and planning	20	–	20
9. Poverty, inequality and social policy	–	–	–
Subtotal, C	**32**	–	**32**
D. Programme support	39	–	39
Subtotal, 2	**75**[a]	**–**	**75**
Total (1+2)	**609**	**10**	**619**

[a] Adjusted to include extrabudgetary posts for 2025.

Table 18.41
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	57 182.3	60 965.0	–	–	1 280.9	1 280.9	2.1	62 245.9
Non-post	28 787.2	32 896.5	(311.6)	–	(1 374.5)	(1 686.1)	(5.1)	31 210.4
Total	**85 969.5**	**93 861.5**	**(311.6)**	**–**	**(93.6)**	**(405.2)**	**(0.4)**	**93 456.3**
Post resources by category								
Professional and higher		233	–	–	5	5	2.1	238
General Service and related		301	–	–	5	5	1.7	306
Total		**534**	–	**–**	**10**	**10**	**1.9**	**544**

Figure 18.XXX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

18.193 As shown in table 18.39 (1), resource changes reflect a decrease of $311,600 under programme support and are related to the removal of non-recurrent requirements under grants and contributions for the Africa Hall project, as approved by the General Assembly for 2025 in its resolution 79/258. Owing to the completion of the project, there are no resource requirements for 2026.

Other changes

18.194 As shown in table 18.39 (1), resource changes under other changes reflect a net decrease of $93,600. The changes will be cost-neutral overall, once the impact on the programme budget for 2027 is taken into account, except for an increase of $22,100 under contractual services related to the higher standard price of the core software package for non-field personnel outside United Nations Headquarters. More information is provided in subparagraph (k) below. The changes include: the transfer of post resources between executive direction and management and subprogramme 2; a net increase of $46,600 under subprogramme 8, relating mainly to additional support for statutory sessions of the African Institute for Economic Development and Planning; a net decrease of $101,200 under programme support, related mainly to reductions in contractual services due to reassessed needs and past underutilization, including as a result of the digitization of documents and workshop materials; and the realignments resulting from the spending review, including the conversion of long-term general temporary assistance positions to posts in order to strengthen mandate delivery in priority areas, and realignments of requirements among non-post objects of expenditure, reflecting efficiencies and underutilization under experts, contractual services and furniture and equipment that supported additional requirements under consultants, travel of staff and improvement of premises, as follows:

(a) An increase of $1,280,900 under posts and a reduction of $1,540,800 under other staff costs, which relate mainly to the conversion of 11 general temporary assistance positions to posts and a reduced dependence on temporary staff due to internal restructuring resulting from the spending review;

(b) An increase of $322,400 under consultants, which relates mainly to additional requirements for specialized expertise in addressing the programmatic complexities of subprogramme 5 with regard to meeting key deliverables;

(c) A decrease of $194,100 under experts, resulting from a reduction in in-person meetings and an increased use of virtual platforms;

(d) An increase of $88,800 under travel of staff, which relates to required in-person travel, in particular to areas where Internet access is still a challenge;

(e) A decrease of $299,200 under contractual services, due mainly to reassessed needs and past underutilization, including the digitization of documents and workshop materials;

(f) An increase of $168,800 under general operating expenses, which relates mainly to increases in non-discretionary expenditure, such as for fuel, water and electricity;

(g) A decrease of $67,700 under supplies and materials, which relates mainly to the transition to digital workflows and to sustainability and paperless initiatives;

(h) A decrease of $123,800 under furniture and equipment, which relates mainly to reduced procurement needs based on the current inventory;

(i) An increase of $135,500 under improvement of premises, which relates mainly to scheduled maintenance aimed at ensuring workplace safety and functionality;

(j) An increase of $135,600 under grants and contribution, which relates mainly to support for statutory sessions of the African Institute for Economic Development and Planning and support for the subregional office in North Africa;

(k) A net decrease of $93,600, which takes into account the future increase of $115,700 that will be reflected as a technical adjustment in the proposed programme budget for 2027 for the normalization of the costing for two new posts (1 P-3 and 1 National Professional Officer) proposed for establishment in 2026 and subject to a 50 per cent vacancy rate for the first year, in line with the established practice. The decrease also takes into account the net increase of $22,100 under contractual services related to the higher standard price of the core software package.

Extrabudgetary resources

18.195 As reflected in tables 18.39 (2) and 18.40 (2), extrabudgetary resources amount to $17,187,600, reflecting a decrease of $9,289,100 (35.1 per cent), which is due mainly to the completion of a large number of projects, in particular in the area of regional integration and trade, and anticipated reductions by the largest ECA donors. The extrabudgetary resources would complement regular budget resources and would be used mainly to provide for 75 posts (1 D-1, 1 P-4, 5 P-3, 14 National Professional Officer and 54 Local Level) to perform mainly the functions of providing technical expertise and management and administrative support for technical cooperation projects and the office operations of ECA. In addition, non-post resources would be used mainly to provide for financing technical cooperation activities in order to build the capacities of member States in areas such as enhancing regional cooperation and integration through increased trade flows, the implementation of the African Union digital trade architecture and the promotion of regional value chains.

18.196 The extrabudgetary resources under this section are subject to the oversight of the Executive Secretary of ECA, who has delegated authority from the Secretary-General.

Policymaking organs

18.197 The resources proposed under this component would provide for the policymaking organs as shown in table 18.42.

Table 18.42
Policymaking organs
(Thousands of United States dollars)

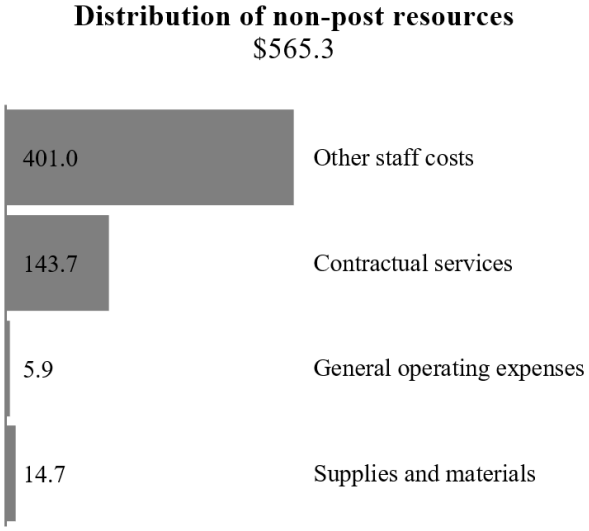
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Conference of African Ministers of Finance, Planning and Economic Development	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	288.0	288.0
Intergovernmental Committee of Senior Officials and Experts	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 and subsequent amendments Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	Included in the budget of the subregional offices	Included in the budget of the subregional offices
Committee on Economic Governance	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	52.0	52.0
Committee on Statistics and Data	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	85.0	85.0
Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	52.0	52.0
Committee on Climate Change, Blue Economy, Agriculture and Natural Resource Management	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	52.0	52.0
Committee on Social Development, Poverty and Gender	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2025: 1 Number of sessions in 2026: 1	36.3	36.3
Total		**565.3**	**565.3**

18.198 The proposed regular budget resources for 2026 amount to $565,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.43 and figure 18.XXXI.

Table 18.43
Policymaking organs: evolution of financial resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	253.2	565.3	–	–	–	–	–	565.3
Total	**253.2**	**565.3**	**–**	**–**	**–**	**–**	**–**	**565.3**

Figure 18.XXXI
Policymaking organs: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Executive direction and management

18.199 The executive direction and management component comprises the Office of the Executive Secretary; the Office of the Deputy Executive Secretary (Programmes); the Office of the Deputy Executive Secretary (Programme Support); the Strategic Planning, Oversight and Results Division; the Partnerships and Resource Mobilization Section; the Unit of the Secretary to the Commission; the External Communications and Media Relations Section; and business continuity.

18.200 The main responsibilities of the executive direction and management component are:

(a) Maintaining and managing effective partnerships and collaborating with major African organizations;

(b) Ensuring that the development priorities and positions of Africa on critical issues are reflected at the global level;

(c) Determining the overall strategic direction and management of the ECA secretariat, ensuring the optimal use of resources in line with best practices and promoting environmental sustainability and disability inclusion.

18.201 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting

cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ECA is integrating environmental management practices into its operations. In 2026, ECA will continue to reduce its greenhouse gas footprint and will maintain its greenhouse gas neutrality by offsetting its remaining footprint.

18.202 Information on the timely submission of documentation and advance booking for air travel is reflected in table 18.44. ECA is endeavouring to redouble its efforts to plan well in advance and raise the awareness of programme managers and member State focal points on the importance of early nomination of travellers and the policy regarding advance booking. In addition, ECA continues its corporate agreement with the airlines, which provides for extended ticketing time limits, thus mitigating the impact on the additional cost of late purchases and ensuring compliance in the future.

Table 18.44
Compliance rate
(Percentage)

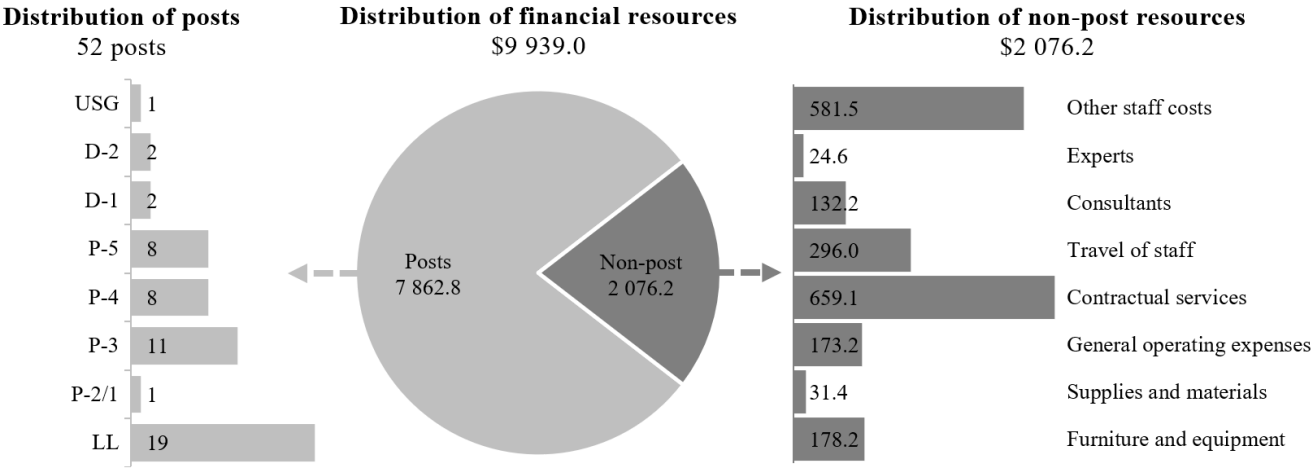
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	39	80	81	100	100
Air tickets purchased at least two weeks before the commencement of travel	8	23	43	100	100

18.203 The proposed regular budget resources for 2026 amount to $9,939,000 and reflect a decrease of $84,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 18.194. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.45 and figure 18.XXXII.

Table 18.45
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 261.5	7 908.1	–	–	(45.3)	(45.3)	1.2	7 862.8
Non-post	2 274.5	2 115.2	–	–	(39.0)	(39.0)	(4.5)	2 076.2
Total	**9 536.0**	**10 023.3**	**–**	**–**	**(84.3)**	**(84.3)**	**–**	**9 939.0**
Post resources by category								
Professional and higher		33	–	–	–	–	–	33
General Service and related		20	–	–	(1)	(1)	(5.0)	19
Total		**53**	**–**	**–**	**(1)**	**(1)**	**(1.9)**	**52**

Figure 18.XXXII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

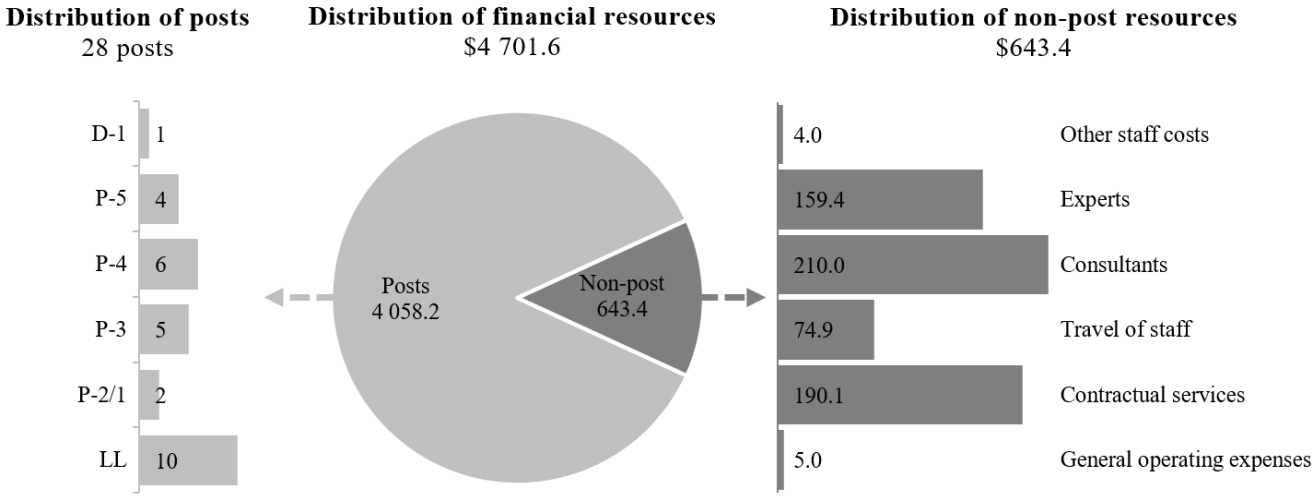
Subprogramme 1
Macroeconomic policy, finance and governance

18.204 The proposed regular budget resources for 2026 amount to $4,701,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.46 and figure 18.XXXIII.

Table 18.46
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 512.3	4 058.2	–	–	–	–	–	4 058.2
Non-post	343.0	643.4	–	–	–	–	–	643.4
Total	**3 855.3**	**4 701.6**	**–**	**–**	**–**	**–**	**–**	**4 701.6**
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		10	–	–	–	–	–	10
Total		**28**	**–**	**–**	**–**	**–**	**–**	**28**

Figure 18.XXXIII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



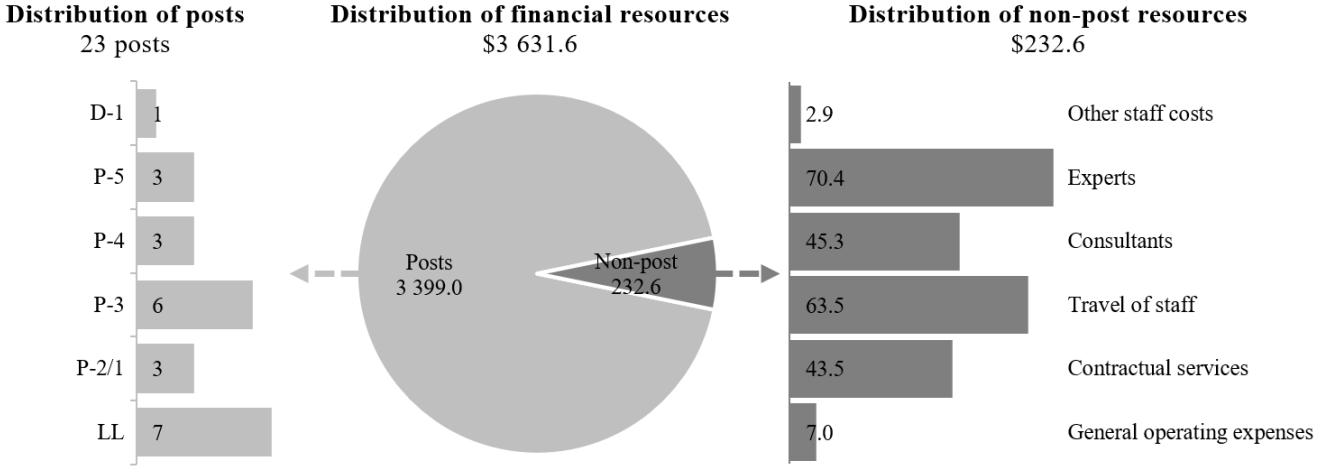
Subprogramme 2
Regional integration and trade

18.205 The proposed regular budget resources for 2026 amount to $3,631,600 and reflect an increase of $45,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 18.194. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.47 and figure 18.XXXIV.

Table 18.47
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 327.2	3 353.7	–	–	45.3	45.3	1.4	3 399.0
Non-post	157.8	232.6	–	–	–	–	–	232.6
Total	**3 485.0**	**3 586.3**	**–**	**–**	**45.3**	**45.3**	**1.3**	**3 631.6**
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		6	–	–	1	1	16.7	7
Total		**22**	**–**	**–**	**1**	**1**	**4.5**	**23**

Figure 18.XXXIV
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



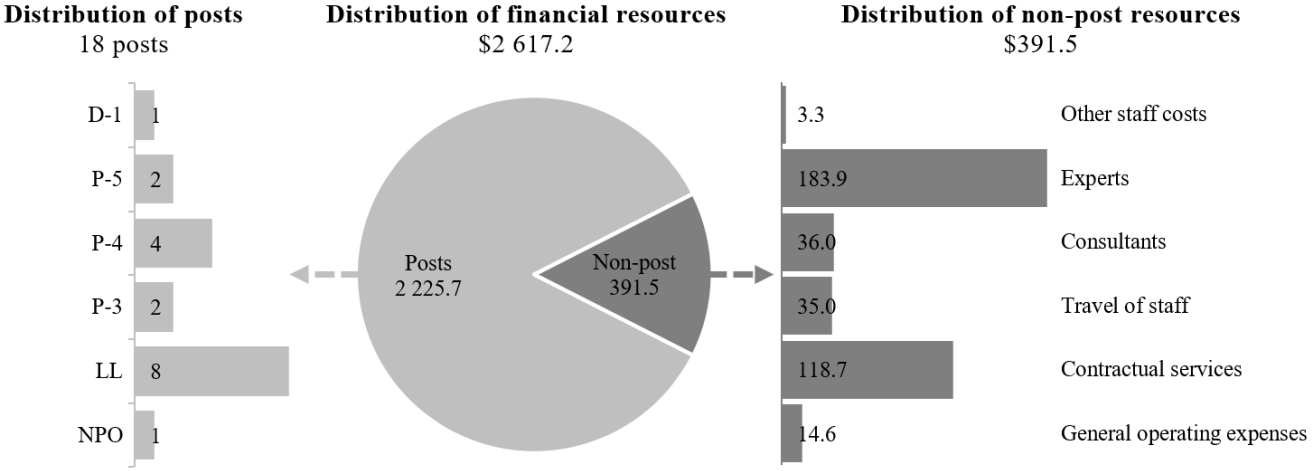
Subprogramme 3
Technology, innovation, connectivity and infrastructure development

18.206 The proposed regular budget resources for 2026 amount to $2,617,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.48 and figure 18.XXXV.

Table 18.48
Subprogramme 3: evolution of financial and post resource

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	2 313.7	–	–	(88.0)	(88.0)	(3.8)	2 225.7
Non-post	–	303.5	–	–	88.0	88.0	29.0	391.5
Total	–	**2 617.2**	**–**	**–**	**–**	**–**	**–**	**2 617.2**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		8	–	–	1	1	12.5	9
Total		**17**	**–**	**–**	**1**	**1**	**5.9**	**18**

Figure 18.XXXV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



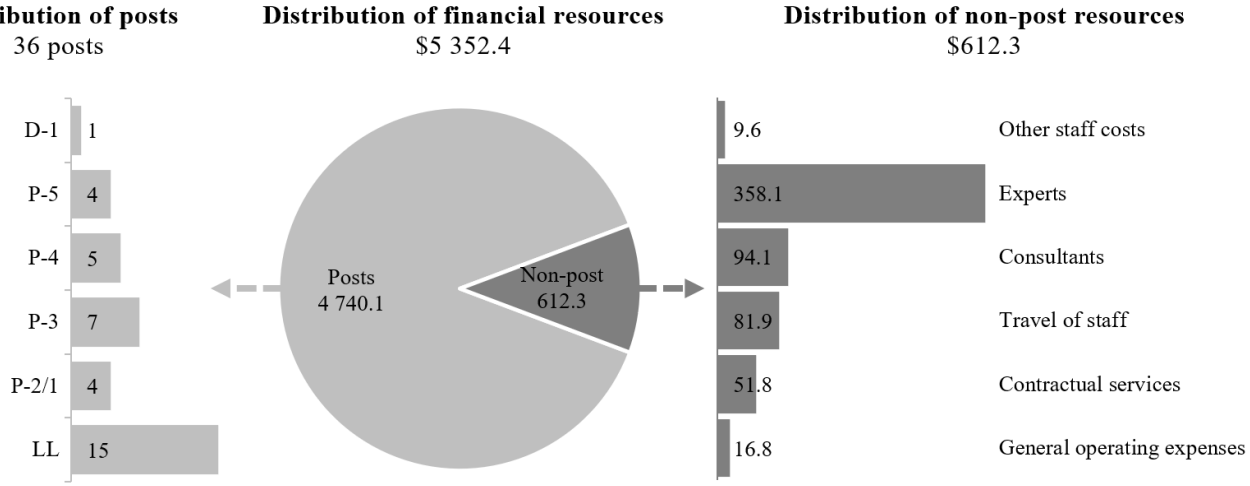
Subprogramme 4
Data and statistics

18.207 The proposed regular budget resources for 2026 amount to $5,352,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.49 and figure 18.XXXVI.

Table 18.49
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 630.6	4 740.1	–	–	–	–	–	4 740.1
Non-post	1 046.7	612.3	–	–	–	–	–	612.3
Total	**5 677.3**	**5 352.4**	**–**	**–**	**–**	**–**	**–**	**5 352.4**
Post resources by category								
Professional and higher		21	–	–	–	–	–	21
General Service and related		15	–	–	–	–	–	15
Total		**36**	**–**	**–**	**–**	**–**	**–**	**36**

Figure 18.XXXVI
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



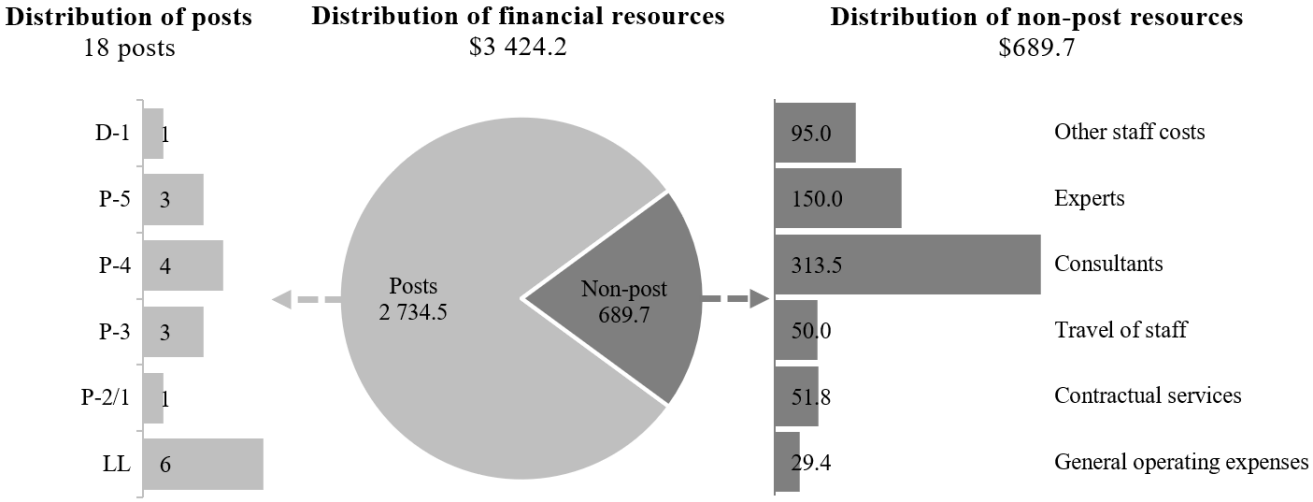
Subprogramme 5
Climate change, food security and natural resources

18.208 The proposed regular budget resources for 2026 amount to $3,424,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.50 and figure 18.XXXVII.

Table 18.50
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	–	2 734.5	–	–	–	–	–	2 734.5
Non-post	–	689.7	–	–	–	–	–	689.7
Total	**-**	**3 424.2**	**–**	**–**	**–**	**–**	**–**	**3 424.2**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		6	–	–	–	–	–	6
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 18.XXXVII
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



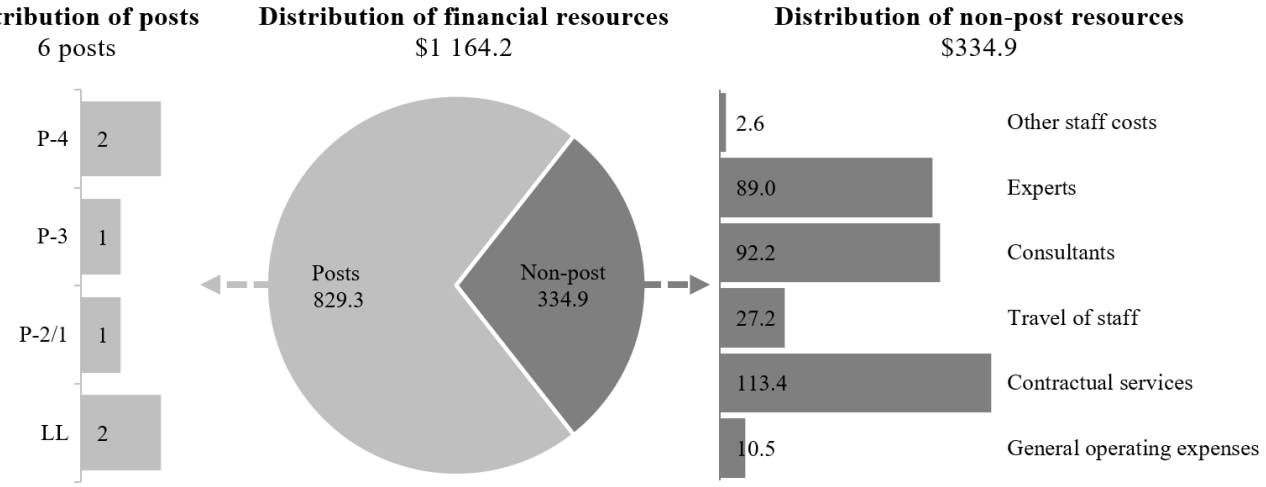
Subprogramme 6
Gender equality and women's empowerment

18.209 The proposed regular budget resources for 2026 amount to $1,164,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.51 and figure 18.XXXVIII.

Table 18.51
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	851.4	829.3	–	–	–	–	–	829.3
Non-post	218.1	334.9	–	–	–	–	–	334.9
Total	**1 069.5**	**1 164.2**	**–**	**–**	**–**	**–**	**–**	**1 164.2**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 18.XXXVIII
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 7
Subregional activities for development

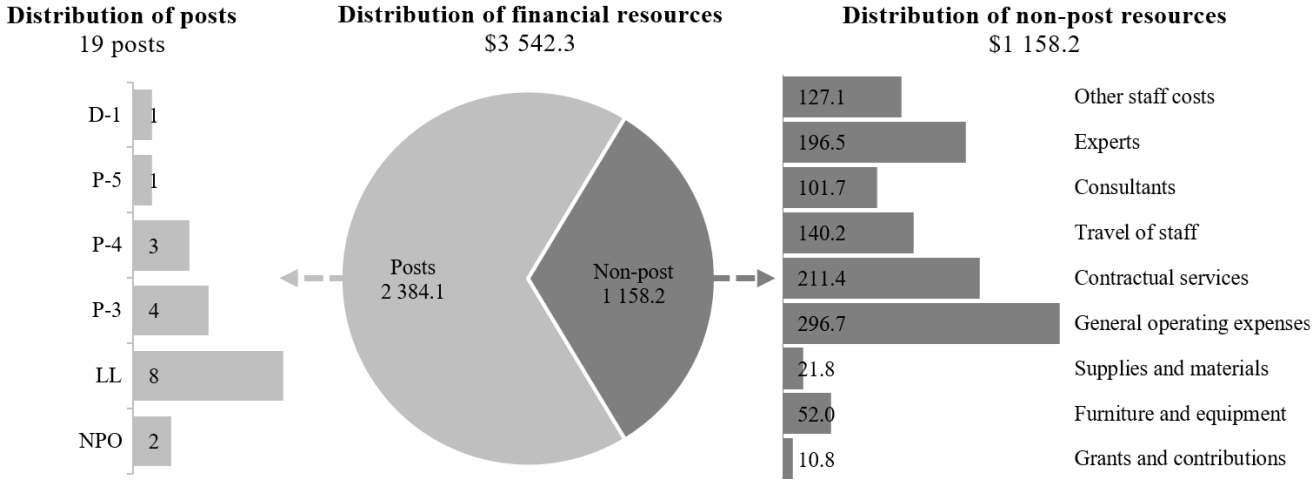
Component 1
Subregional activities in North Africa

18.210 The proposed regular budget resources for 2026 amount to $3,542,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.52 and figure 18.XXXIX.

Table 18.52
Subprogramme 7, component 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 659.6	2 384.1	–	–	–	–	–	2 384.1
Non-post	732.7	1 158.2	–	–	–	–	–	1 158.2
Total	**3 392.3**	**3 542.3**	**–**	**–**	**–**	**–**	**–**	**3 542.3**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		10	–	–	–	–	–	10
Total		**19**	**–**	**–**	**–**	**–**	**–**	**19**

Figure 18.XXXIX
Subprogramme 7, component 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



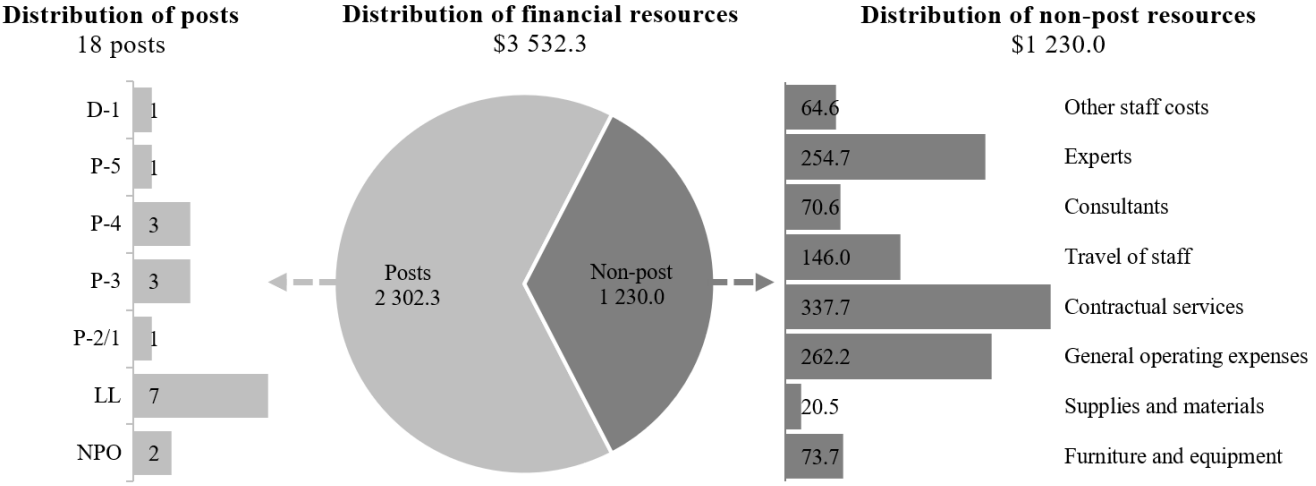
Component 2
Subregional activities in West Africa

18.211 The proposed regular budget resources for 2026 amount to $3,532,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.53 and figure 18.XL.

Table 18.53
Subprogramme 7, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 959.2	2 302.3	–	–	–	–	–	2 302.3
Non-post	905.0	1 230.0	–	–	–	–	–	1 230.0
Total	**2 864.2**	**3 532.3**	**–**	**–**	**–**	**–**	**–**	**3 532.3**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		9	–	–	–	–	–	9
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 18.XL
Subprogramme 7, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



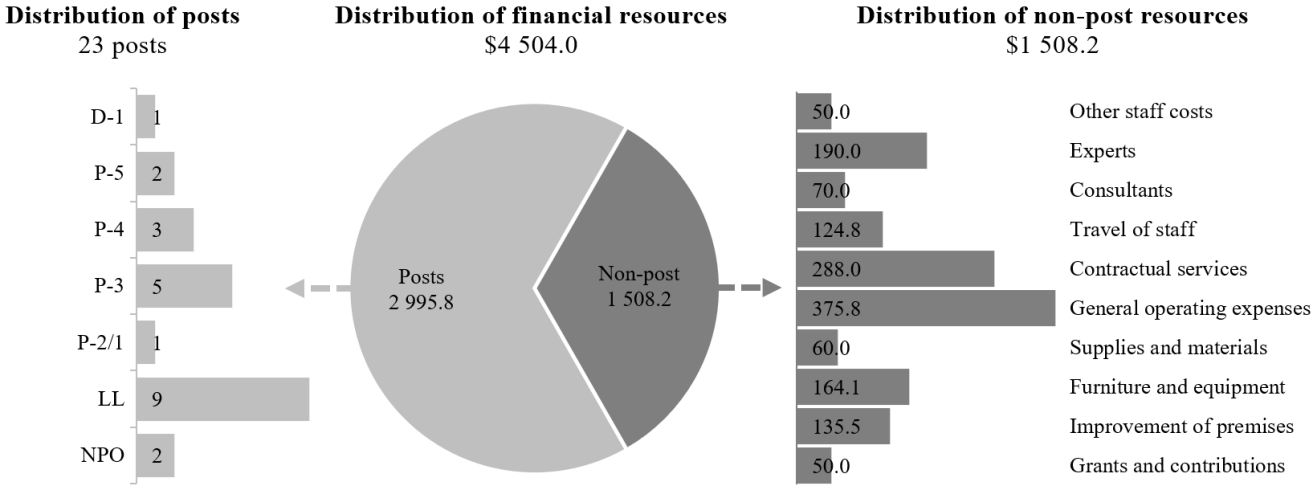
Component 3
Subregional activities in Central Africa

18.212 The proposed regular budget resources for 2026 amount to $4,504,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.54 and figure 18.XLI.

Table 18.54
Subprogramme 7, component 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 527.7	2 995.8	–	–	–	–	–	2 995.8
Non-post	1 063.3	1508.2	–	–	–	–	–	1508.2
Total	**3 591.0**	**4 504.0**	**–**	**–**	**–**	**–**	**–**	**4 504.0**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		11	–	–	–	–	–	11
Total		**23**	**–**	**–**	**–**	**–**	**–**	**23**

Figure 18.XLI
Subprogramme 7, component 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



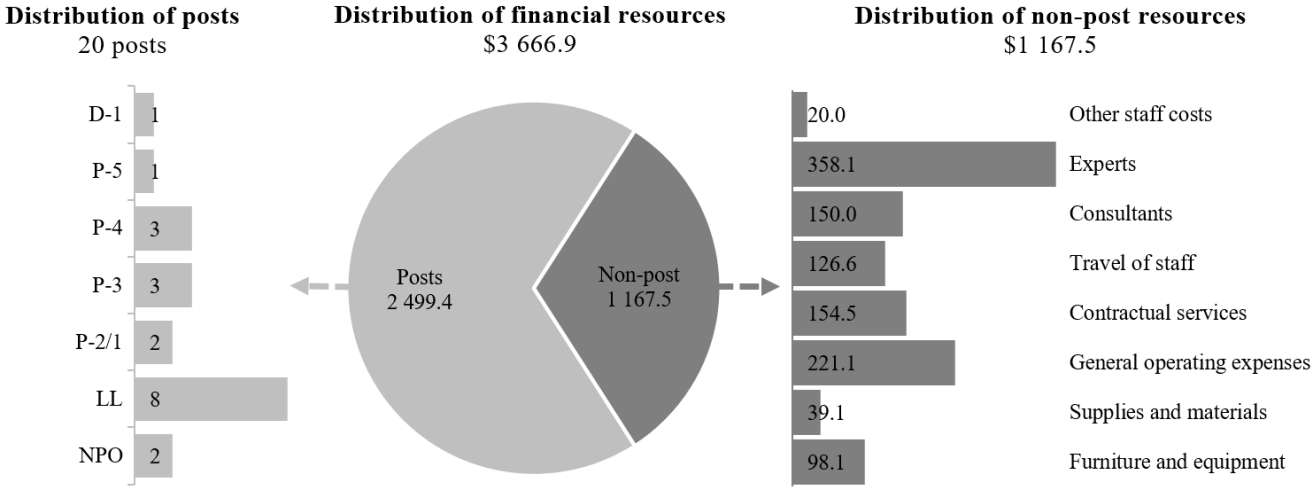
Component 4
Subregional activities in East Africa

18.213 The proposed regular budget resources for 2026 amount to $3,666,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.55 and figure 18.XLII.

Table 18.55
Subprogramme 7, component 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 041.4	2 499.4	–	–	–	–	–	2 499.4
Non-post	831.0	1 167.5	–	–	–	–	–	1 167.5
Total	**2 872.4**	**3 666.9**	**–**	**–**	**–**	**–**	**–**	**3 666.9**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		10	–	–	–	–	–	10
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 18.XLII
Subprogramme 7, component 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



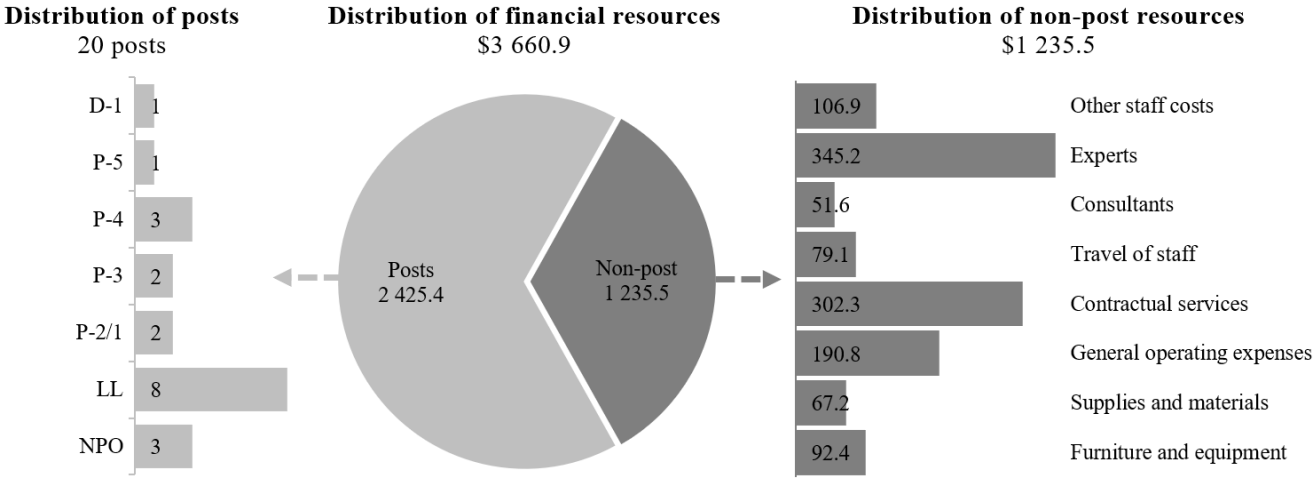
Component 5
Subregional activities in Southern Africa

18.214 The proposed regular budget resources for 2026 amount to $3,660,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.56 and figure 18.XLIII.

Table 18.56
Subprogramme 7, component 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 077.6	2 425.4	–	–	–	–	–	2 425.4
Non-post	1 091.0	1 235.5	–	–	–	–	–	1 235.5
Total	**3 168.6**	**3 660.9**	**–**	**–**	**–**	**–**	**–**	**3 660.9**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		11	–	–	–	–	–	11
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 18.XXLIII
Subprogramme 7, component 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



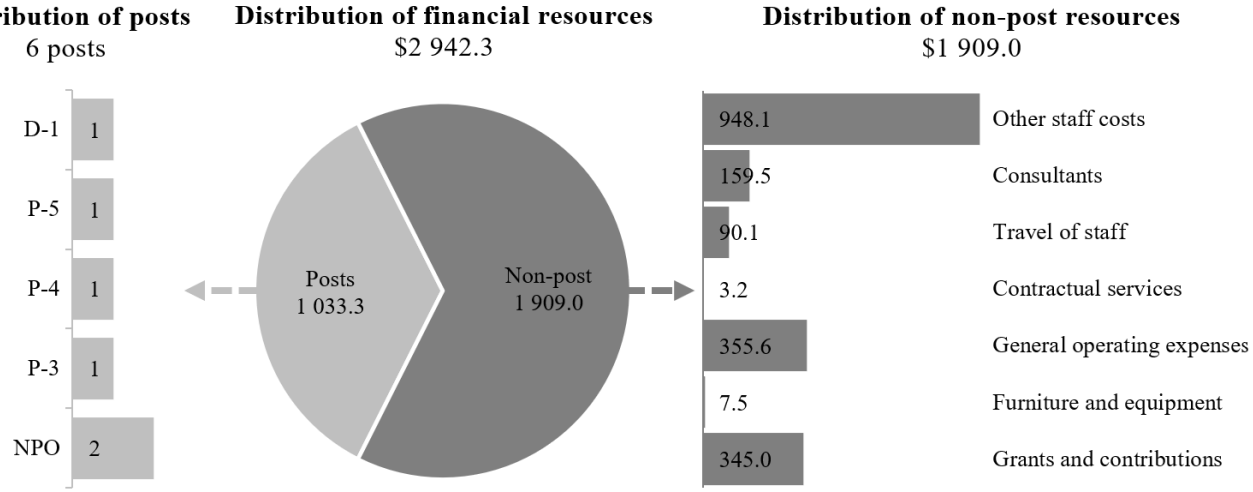
Subprogramme 8
Economic development and planning

18.215 The proposed regular budget resources for 2026 amount to $2,942,300 and reflect an increase of $46,600 compared with the approved budget for 2025. The proposed change is explained in paragraph 18.194. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.57 and figure 18.XLIV.

Table 18.57
Subprogramme 8: evolution of financial resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 121.2	–	–	–	1 033.3	1 033.3	100.0	1 033.3
Non-post	868.9	2 895.7	–	–	(986.7)	(986.7)	(34.1)	1 909.0
Total	**1 990.1**	**2 895.7**	**–**	**–**	**46.6**	**46.6**	**1.6**	**2 942.3**
Post resources by category								
Professional and higher		–	–	–	4	4	100	4
General Service and related		–	–	–	2	2	100	2
Total		**–**	**–**	**–**	**6**	**6**	**100**	**6**

Figure 18.XLIV
Subprogramme 8: distribution of proposed resources for 2026
(Thousands of United States dollars)



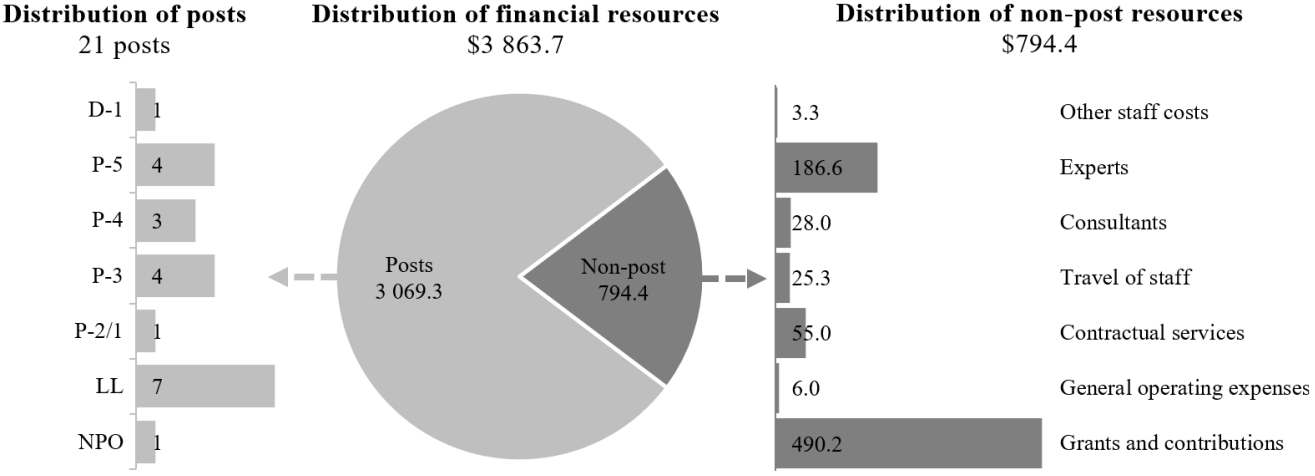
Subprogramme 9
Poverty, inequality and social policy

18.216 The proposed regular budget resources for 2026 amount to $3,863,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.58 and figure 18.XLV.

Table 18.58
Subprogramme 9: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 121.8	3 069.3	–	–	–	–	–	3 069.3
Non-post	396.2	794.4	–	–	–	–	–	794.4
Total	**3 518.0**	**3 863.7**	**–**	**–**	**–**	**–**	**–**	**3 863.7**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		8	–	–	–	–	–	8
Total		**21**	**–**	**–**	**–**	**–**	**–**	**21**

Figure 18.XLV
Subprogramme 9: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

18.217 The programme support component comprises the Division of Administration and the Publications, Conference and Knowledge Management Division.

18.218 The Division of Administration contributes to the effective implementation of the Commission's mandate by providing administrative and financial support, and promotes compliance with United Nations regulations and rules, policies and procedures. It encompasses the Office of the Director of Administration, the Human Resources Management Section, the United Nations Health Care Centre, the Supply Chain Management Section, the Facilities Management Section and the Finance and Budget Section.

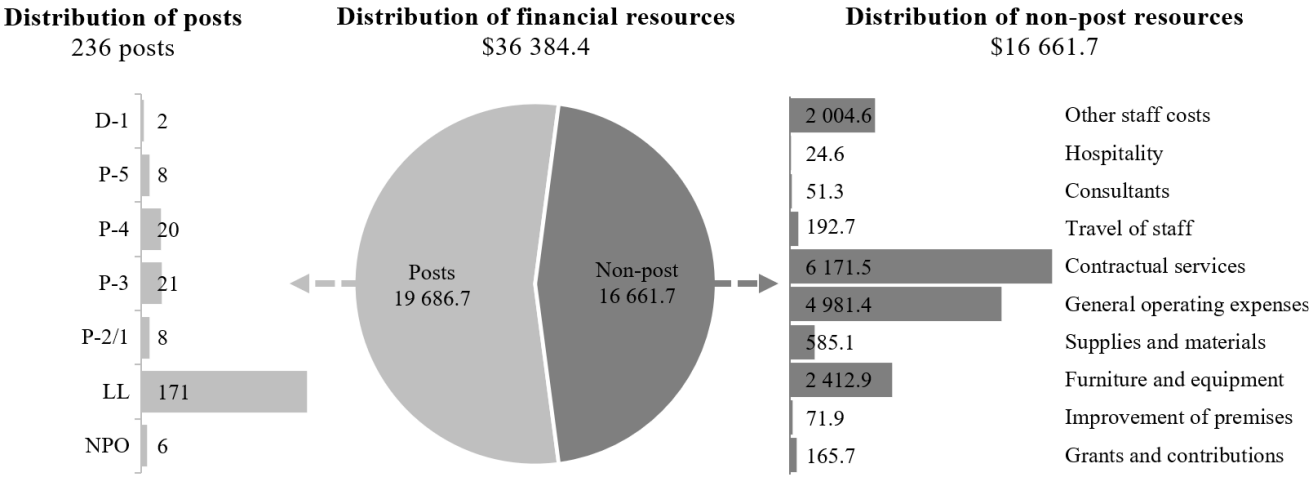
18.219 The Publications, Conference and Knowledge Management Division promotes the visibility and impact of the Commission's work through its Conference Management Unit, Publications and Documentation Section, Knowledge Management Services Section and Information and Communications Technology Services Section. The Division promotes the visibility of ECA and its knowledge products through the communications and media relations activities and through the rendering of professional conference services to United Nations and non-United Nations entities.

18.220 The proposed regular budget resources for 2026 amount to $36,348,400 and reflect a net decrease of $412,800 compared with the approved budget for 2025. The proposed change is explained in paragraphs 18.193 and 18.194. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.59 and figure 18.XLVI.

Table 18.59
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	17 802.0	19 351.1	–	–	335.6	335.6	1.7	19 686.7
Non-post	16 631.6	17 410.1	(311.6)	–	(436.8)	(748.4)	(3.8)	16 661.7
Total	**34 433.6**	**36 761.2**	**(311.6)**	**–**	**(101.2)**	**(412.8)**	**(1.1)**	**36 348.4**
Post resources by category								
Professional and higher		58	–	–	1	1	1.7	59
General Service and related		175	–	–	2	2	1.1	177
Total		**233**	**–**	**–**	**3**	**3**	**1.3**	**236**

Figure 18.XLVI
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



II. Regional Commissions New York Office

Proposed post and non-post resource requirements for 2026

Overview

18.221 The Regional Commissions New York Office is a joint office for coordination, representation, communication and policy advice at the global level for the five regional commissions: the Economic Commission for Africa, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Europe, the Economic Commission for Latin America and the Caribbean, and the Economic and Social Commission for Western Asia. The Office supports the regional commissions in the effective implementation of relevant legislative mandates while strengthening regional-global linkages.

18.222 In pursuing its objectives, the Office carries out four interlinked functions: (a) providing strategic policy advice and coordination support to the regional commissions to navigate United Nations deliberations and global policy frameworks that have a bearing on their positioning and the implementation of their programmes; (b) fostering cross-regional learning and interregional cooperation among the regional commissions to enhance shared policy solutions and strengthen collaboration; (c) representing the regional commissions in relevant intergovernmental and inter-agency mechanisms to inform decision-making from a regional perspective and provide a link between global and regional perspectives; and (d) communicating the work of the regional commissions with key stakeholders.

18.223 In 2024, the Office played a pivotal role in strengthening the alignment of the work of the regional commissions with global policy frameworks and United Nations priorities. The Office leveraged over 270 engagement opportunities involving intergovernmental and inter-agency platforms to communicate the work of the regional commissions to key stakeholders, foster interregional cooperation, reinforce partnerships and link regional work with global initiatives.

Strategic coordination and policy advice

18.224 The Office provided targeted policy advice and coordination support to the regional commissions on global policy frameworks and processes. By strategically engaging in key global events, such as the Summit of the Future, the General Assembly Sustainability Week, the coordination segment of the Economic and Social Council, the Economic and Social Council forum on financing for development follow-up and the session of the Commission for Social Development, the Office enhanced coordination of the joint work of the regional commissions for improved coherence and policy impact. The joint work included such areas as financing for development, sustainable transport, climate action, biodiversity, critical energy transition minerals and intergenerational solidarity. The Office also provided advice on tailoring global commitments to regional needs and priorities, while leveraging the commissions' knowledge products and intergovernmental platforms to enhance policy alignment. It supported and continued to advocate for the role of the regional commissions in the follow-up and review of the 2030 Agenda. This included supporting collaboration among the regional commissions on the joint publication entitled "Key messages from the 2024 regional forums on sustainable development", consolidating and conveying the outcomes of the regional forums to the 2024 high-level political forum on sustainable development, supporting the development of harmonized Sustainable Development Goal progress dashboards and profiling innovative Sustainable Development Goal partnerships.

18.225 Working with the Coordinator of the regional commissions, the Office continued to identify and leverage opportunities in the overall follow-up and review architecture of the 2030 Agenda. In the context of the 2024 high-level political forum on sustainable development, the Office facilitated the contributions of the regional commissions to the thematic discussions on the Sustainable Development Goals, as well as the organization of the reporting session of the five Chairs of the Regional Forums. The Office supported the interventions by the Executive Secretaries during the

forum's main programme and the organization of 11 side events and five voluntary national review labs on the margins of the forum, including a voluntary national review lab on strengthening coherence between the 2030 Agenda and nationally determined contributions.

18.226 Working closely with the Coordinator, the Office also facilitated dialogue among the regional commissions aimed at the preparation of two joint policy briefs, entitled "Road to Seville: reform proposals for FfD4 from the United Nations regional commissions" and "On the road to the Second World Summit for Social Development: contributions from the regional commissions", as contributions to the preparatory processes for the Fourth International Conference on Financing for Development and the Second World Social Summit for Social Development, respectively. The Office also supported the work of the regional commissions that culminated in the launch of a joint policy brief entitled "Intergenerational relations: creating a world for all ages so that no one is left behind" during the Summit of the Future Action Days. The policy brief contains recommendations aimed at addressing the social and economic challenges of and opportunities presented by demographic shifts towards multigenerational societies across the regions and contributes to the implementation of the Pact for the Future.

18.227 With a view to informing global policy debates, the Office provided strategic advice to the regional commissions in support of their participation in global platforms for joint policy formulation and decision-making, notably the United Nations System Chief Executives Board for Coordination (CEB), the United Nations Sustainable Development Group and the steering committee for the Summit of the Future. The Office also provided substantive support and serviced the biannual meetings of the Executive Secretaries with the Deputy Secretary-General, which ensured that the regional commissions effectively and coherently supported system-wide initiatives, including through tailored support to United Nations country teams on the six transitions and the exchange of good practices. In addition to supporting the Coordinator with regard to participation in the steering committee for implementation of the Pact for the Future, the Office coordinated inputs to the working groups on the implementation of the Pact in such areas as Sustainable Development Goal delivery, reform of the international financial architecture, youth and digital technologies.

Representation and communication

18.228 During the reporting period, the Office organized the annual dialogue of the Executive Secretaries with the Second Committee of the General Assembly on the theme "Building an inclusive and sustainable digital future for accelerated implementation of the Sustainable Development Goals, with a focus on poverty eradication and advancement of gender equality: experiences from the regions". The dialogue allowed meaningful engagement with the Second Committee on regional perspectives on digital transformation and featured scalable policy interventions and opportunities to maximize its positive contribution to the advancement of the Sustainable Development Goals in the regions.

18.229 The Office coordinated the preparation of the 2024 report of the Secretary-General on regional cooperation and introduced it during the management segment of the Economic and Social Council in July, along with the outcomes of the regional commissions' intergovernmental sessions. It also facilitated the preparation of the regional session during the Council's 2024 coordination segment, providing a preview of the 2025 regional forums on sustainable development and highlighting innovative regional solutions to deliver the Sustainable Development Goals at scale and speed. The Office also supported the participation of the regional commissions in the dialogue held during the Council's 2024 operational activities for development segment, showcasing impactful efforts to address cross-border priorities and strengthen operational alignment across the United Nations development system.

18.230 In pursuit of relevant mandates and in support of the priorities of the Economic and Social Council, the Office coordinated the effective contribution of the regional commissions to special meetings in such areas as financing, taxation, youth, science, technology and innovation, as well as the harnessing of artificial intelligence for the Sustainable Development Goals.

18.231 During 2024, the Office actively contributed to the work of the CEB High-level Committee on Programmes on the use and governance of artificial intelligence and related frontier technologies and the contribution of the United Nations system to the twenty-ninth and thirtieth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change. In addition, the Office provided advisory support to the Coordinator and supported harmonization of the positions of the regional commissions in the United Nations Sustainable Development Group, including their support for the Group's 2024 priorities. It also supported the Coordinator's participation in the meetings of the Management Committee to advance internal reform and management-related initiatives. The Office also played a role in inter-agency mechanisms established to support preparations for high-level events, such as the Summit of the Future, and the engagement of the United Nations with the Group of 20. The Office circulated weekly reports to the regional commissions highlighting relevant developments and opportunities in the intergovernmental and inter-agency mechanisms, including partnerships.

Partnerships, outreach and advocacy

18.232 During 2024, the Office undertook sustained outreach to member States and United Nations system entities based in New York focused on reinforcing the partnerships with the regional commissions and better linking contributions to system-wide initiatives. Key activities in that regard included the organization of interactive dialogues with the Executive Secretaries and permanent missions in New York, including the Group of African States, the Group of Asia-Pacific States, the Group of Asia and the Pacific Small Island Developing States and the Alliance of Small Island States, and the periodic dissemination of information products highlighting the initiatives, events and publications of the regional commissions. The Office also facilitated rounds of exchanges on regional inputs and policy recommendations with the co-facilitators for the intergovernmental preparatory process leading up to the Fourth International Conference on Financing for Development and the Second World Summit for Social Development. With the aim of amplifying the reform proposals of the regional commissions during the first and second sessions of the Preparatory Committee for the Fourth International Conference on Financing for Development, the Office supported communication efforts related to the dissemination of the policy briefs.

18.233 The Office also contributed to the strengthening of collaboration between the regional commissions and various Secretariat departments in several areas, such as financing for development, migration, population and ageing, transport and social development. In the context of status reporting for the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Office participated in a series of briefings for member States, demonstrating the progress made in leveraging regional assets to scale up country-level impact. In terms of the ongoing reform efforts, the Office continued to facilitate the inputs of regional commissions to the General Assembly review of the modalities of the Economic and Social Council and the high-level political forum on sustainable development.

Plans for 2026

18.234 The overarching goal of the Office will continue to be supporting the efforts of the regional commissions to accelerate the achievement of the Sustainable Development Goals in the last mile to 2030. The programme of work of the Office in 2026 will be informed by the outcomes of the Fourth International Conference on Financing for Development, the Second World Summit for Social Development, the 2025 United Nations Ocean Conference, the 30-year review of the implementation of the Beijing Declaration and Platform for Action, the thirtieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the United Nations Food Systems Summit +2 Stocktaking Moment and other global conferences scheduled for 2025. The financing for development agenda, including advancing alternative and complementary metrics for measuring progress beyond gross domestic product, reform of the international financial architecture, debt sustainability and international tax cooperation and follow-up to the Fourth International Conference on Financing for Development, as well as driving climate action in the

regions, will remain the joint work of the regional commissions and will therefore be key elements of the work of the Office.

18.235 The Office will place an emphasis on elevating the profile and awareness of the work of the regional commissions, ensuring that Member States are well informed about regional policy guidance and briefs to support their decision-making through systematic communication and advocacy efforts targeting key stakeholders. It will also make concerted efforts to strengthen links with work at the global and country levels, notably in recalibrating existing coordination and collaboration arrangements. The Office will also continue to support the follow-up and review of the 2030 Agenda, bringing regional innovations and best practices to global discussions, ensuring that outcomes of the regional forums feed into the high-level political forum on sustainable development, and contributing to the intergovernmental review of the modalities of the Economic and Social Council and the high-level political forum.

18.236 The Office will continue to provide support to the regional commissions on implementing and leveraging the work of the Pact for the Future implementation working groups for Sustainable Development Goal acceleration, as well as the United Nations 2.0 initiative of the Secretary-General. The Office will also continue to serve as secretariat for the joint work of the regional commissions, supporting the identification of avenues for joint work and the promotion of cross-regional learning, strengthening links with work at the global level and advising on enhancing impacts at the regional and national levels. The Office will also contribute to efforts towards the achievement of the Goals across the five regions through the provision of advisory and coordination support and the reinforcement of impactful partnerships.

18.237 The Office will continue to systematically convene and service regular dialogues among the regional commissions at all levels, including by servicing the annual retreat and biannual meetings with the Deputy Secretary-General, with a view to enhancing strategic alignment, internal coordination and collaboration with the United Nations system aimed at operationalizing regional frameworks at the country level through tailored and integrated support to United Nations country teams. The Office will also promote interregional cooperation through joint projects and the exchange of good practices.

18.238 The Office will identify opportunities for engagement and advocacy, including with external stakeholders, coordinate the effective participation of the regional commissions in inter-agency mechanisms and leverage key 2026 moments such as the United Nations Water Conference and the thirty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change for strategic visibility and uptake of solutions and perspectives that foster sustainable development at the regional and national levels.

18.239 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office continues to integrate environmental management practices in its operations, such as by using online meetings, digital document management systems and communication materials instead of undertaking air travels and utilizing paper-based communication. Other measures include adhering to the ban on single-use plastics, optimizing the use of natural light, turning off office equipment at the end of the workday and reducing paper use.

18.240 Information on the timely submission of documentation and advance booking for air travel is reflected in table 18.60. The Office will step up its monitoring of travel and logistics with a view towards achieving earlier planning and improvement in the compliance rates in 2025 and 2026.

Table 18.60
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	67	50	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	–	67	50	100	100

18.241 The proposed regular budget resources for 2026 for the Office amount to $1,061,400 and reflect no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Additional details on the distribution of the proposed resources for 2026 are reflected in table 18.61.

Table 18.61
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1 114.9	993.5	–	–	–	–	–	993.5
Other staff costs	1.8	12.6	–	–	–	–	–	12.6
Hospitality	1.1	2.4	–	–	–	–	–	2.4
Travel of staff	5.0	14.2	–	–	–	–	–	14.2
Contractual services	16.1	18.4	–	–	–	–	–	18.4
General operating expenses	4.3	9.3	–	–	–	–	–	9.3
Supplies and materials	2.9	4.0	–	–	–	–	–	4.0
Furniture and equipment	4.6	7.0	–	–	–	–	–	7.0
Total	**1 150.7**	**1 061.4**	**–**	**–**	**–**	**–**	**–**	**1 061.4**

Table 18.62
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Proposed for 2026	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)

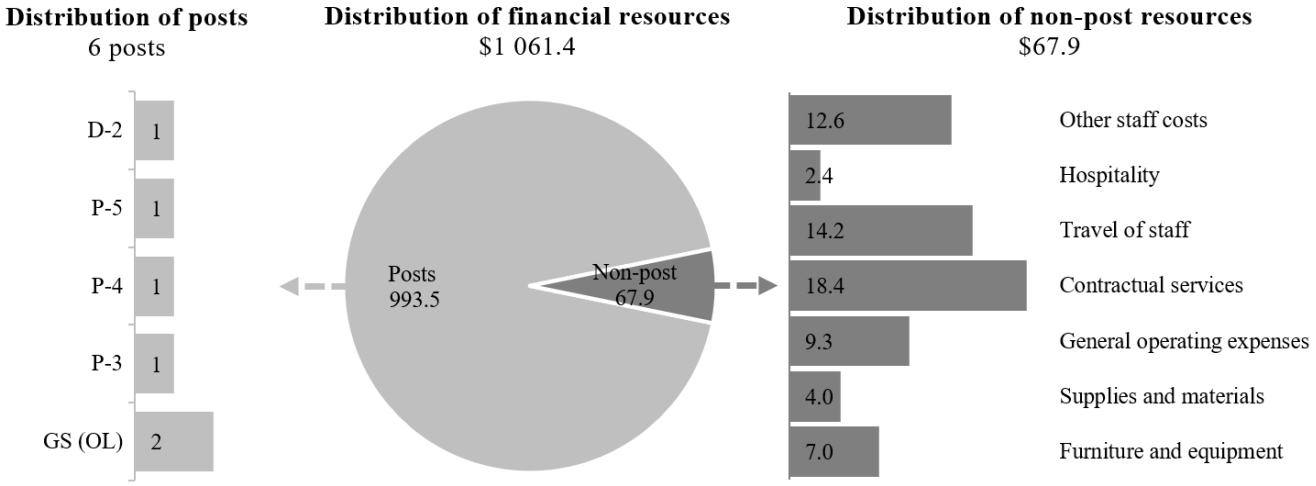
Table 18.63
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	**4**	**–**	**–**	**–**	**–**	**4**
General Service and related						
GS (OL)	2	–	–	–	–	2
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
Total	**6**	**–**	**–**	**–**	**–**	**6**

Table 18.64
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 114.9	993.5	–	–	–	–	–	993.5
Non-post	35.8	67.9	–	–	–	–	–	67.9
Total	**1 150.7**	**1 061.4**	**–**	**–**	**–**	**–**	**–**	**1 061.4**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

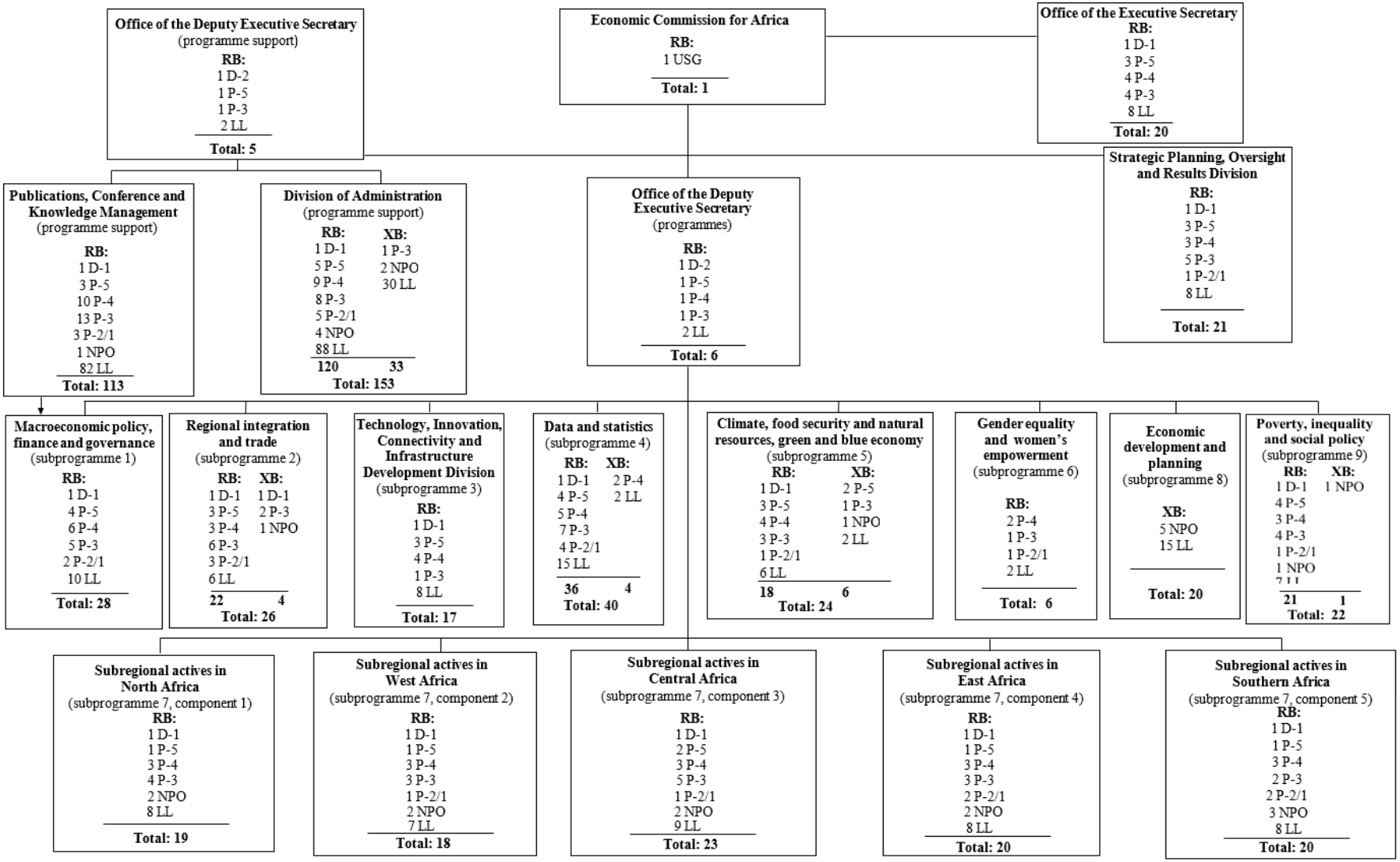
Figure 18.XLVII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



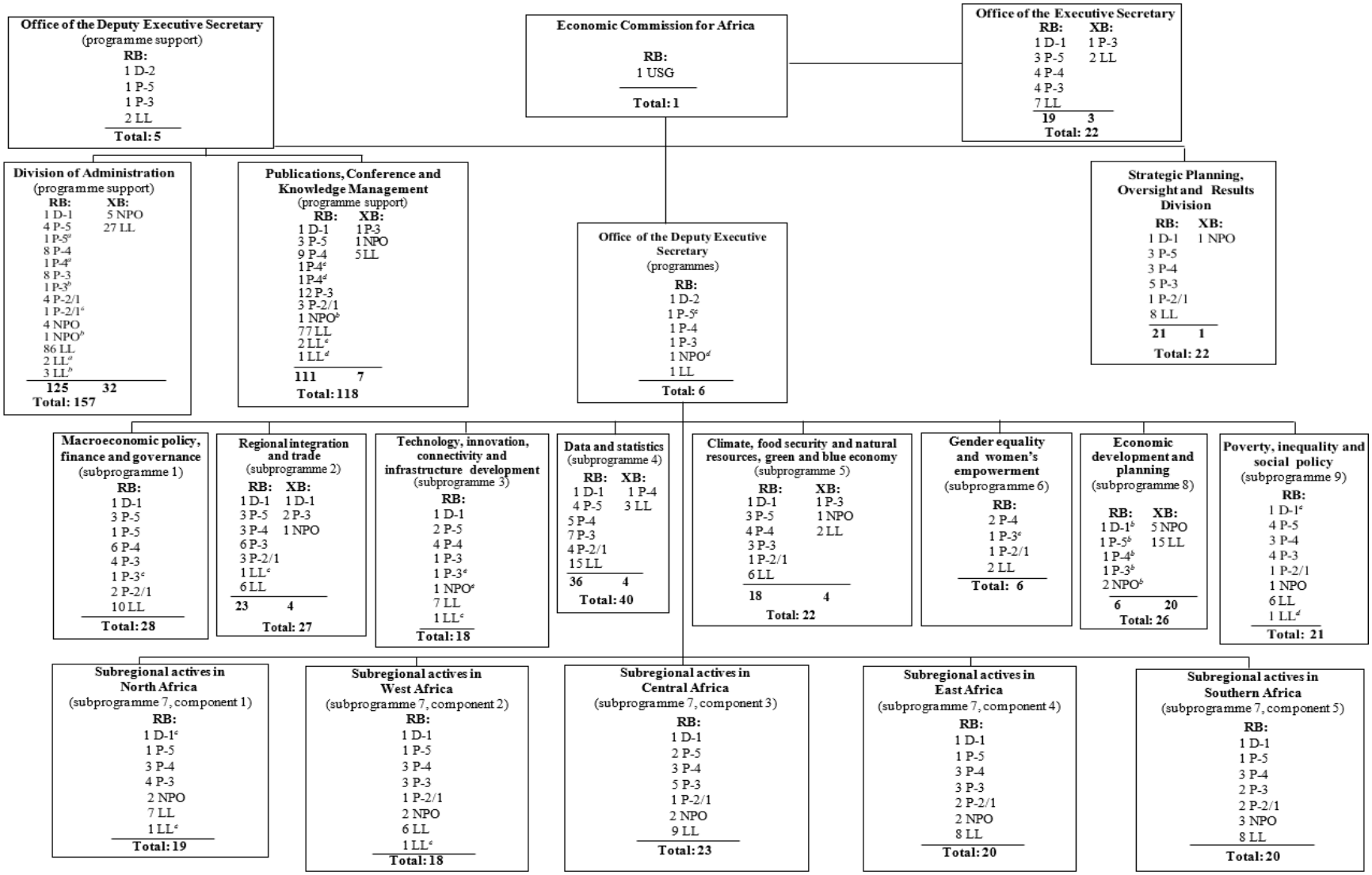
Annex I

Organizational structure and post distribution for 2026

A. Approved organizational structure and post distribution for 2025

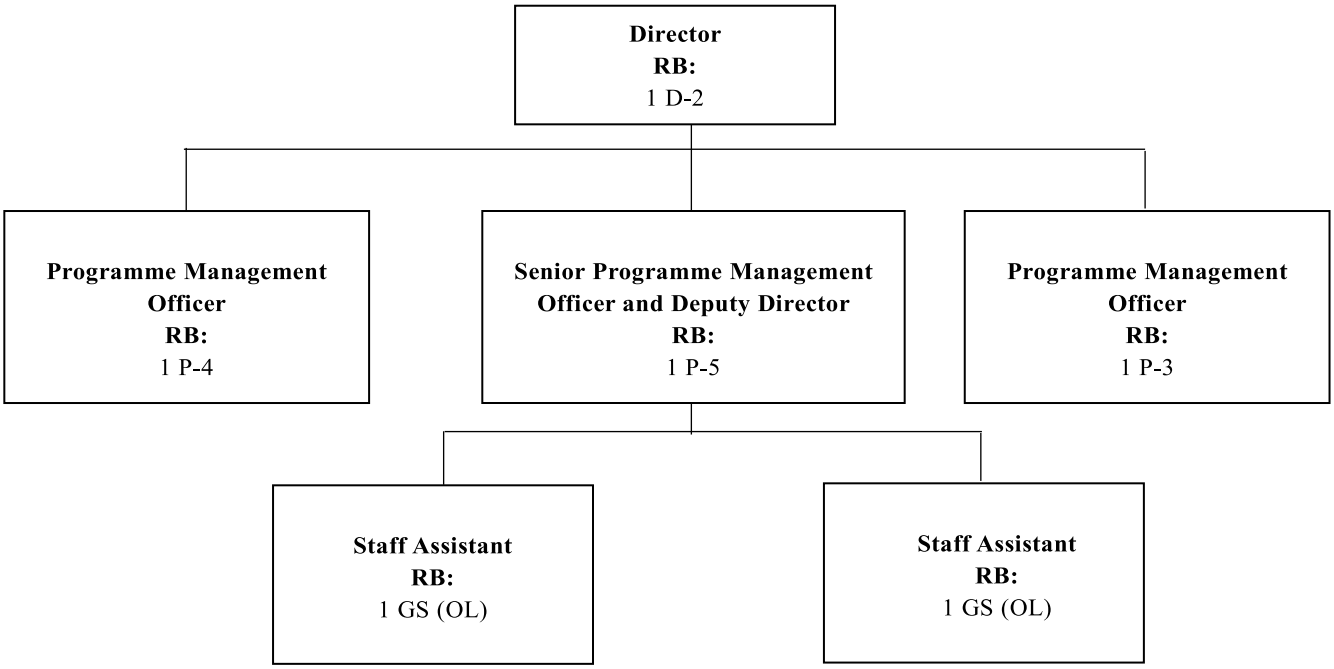


B. Proposed organizational structure and post distribution for 2026



[a] Redeployment.
[b] Conversion.
[c] Reassignment.
[d] Reclassification.
[e] Establishment.

C. Regional Commissions New York Office



Abbreviations: GS (OL); General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Executive direction and management	(1)	LL	**Reassignment** of one Staff Assistant under executive direction and management as Research Assistant under subprogramme 2, Regional integration and trade	The proposed reassignment of this post from executive direction and management reflects a realignment of post resources with programmatic needs. The incumbent would be responsible for establishing and maintaining databases, independently identifying and monitoring substantive aspects of the subprogramme's work and systematically retrieving, synthesizing and compiling information from a wide range of sources.
	–	P-5	**Reassignment** from Chief of Section, Programme Budget, to Chief of Section, Programme Management	The proposed reassignment reflects an evolution in the scope, complexity and strategic importance of the role. While the current designation focuses primarily on programme formulation and oversight, the responsibilities extend beyond programme budget functions to encompass end-to-end programme management, including integrated planning, resource alignment, risk management and performance monitoring, compliance, strategic reporting and coordination across diverse substantive divisions and external partners. The incumbent plays a central role in ensuring coherence between planning frameworks, efficient delivery of programmatic activities and accountability for results. The shift would also support the broader reforms aimed at strengthening results-based management and improving the delivery of development outcomes. Given the increased leadership demands, interdivisional collaboration and strategic engagement required, the reclassification would more accurately reflect the nature and impact of the post in the current operational context of ECA.
Subprogramme 1, Macroeconomic policy, finance and governance	–	P-3	**Reassignment** of one Economic Affairs Officer as Programme Management Officer	The proposed reassignment would better align the post with the operational needs of the subprogramme in the critical areas of programme management, reporting and monitoring of results.
Subprogramme 2, Regional integration and trade	1	LL	**Reassignment** of one Staff Assistant under executive direction and management as Research Assistant under subprogramme 2, Regional integration and trade	The proposed reassignment of this post from executive direction and management reflects a realignment of post resources with programmatic needs. The incumbent would be responsible for establishing and maintaining databases, independently identifying and monitoring substantive aspects of the subprogramme's work and systematically retrieving, synthesizing and compiling information from a wide range of sources.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 3, Technology, innovation, connectivity and infrastructure development	–	LL	**Reassignment** of one Senior Public Information Assistant as Senior Research Assistant	The proposed reassignment reflects the need for alignment with the mandate and structure of the subprogramme and for increased capacity in areas such as research and coordination of support for ECA members.
	(1)	P-5	**Abolishment** of one Chief of Section	The proposed abolishment of this post, which is no longer needed, would enable two staff members with technical expertise to work on technology, digitalization and innovation-related issues instead of one staff member at the managerial level. The proposal would thus enhance efficiency and effectiveness by rationalizing and optimally using the limited available resources.
	1 1	P-3 NPO	**Establishment** of one Economic Affairs Officer (P-3) and one Programme Management Officer (NPO)	The proposed establishment would be to support key priority areas, such as technology, digitalization and innovation, in the newly formed Energy, Infrastructure and Services Section.
Subprogramme 6, Gender equality and women's empowerment	–	P-3	**Reassignment** of one Gender Affairs Officer as Economic Affairs Officer	The proposed reassignment within the subprogramme would coincide with the efficiency-driven approach of ECA operations, aimed at maximizing limited resources through the consolidation of roles. The reassignment would preserve the core functions of the Gender Affairs Officer while supporting member States in advancing gender-responsive economic policies to drive transformation and reduce poverty and inequality.
Subprogramme 7, component 1, Subregional activities in North Africa	–	D-1	**Reassignment** from Principal Coordination Officer to Principal Economic Affairs Officer	The proposed reassignment within the subprogramme would better reflect the strategic realignment of the subprogramme to increase the focus on economic issues. The incumbent would be responsible for overseeing (a) the formulation of policies and strategies aimed at fostering regional integration, enhancing productivity and creating new jobs in higher-skilled and sustainable sectors; and (b) the adoption of evidence-based macroeconomic policies and structural reforms by members of ECA aimed at improving fiscal space and enhancing productive employment, among other critical tasks.
	–	LL	**Reassignment** of one Light Vehicle Driver as Senior Programme Management Assistant	The proposed reassignment relates to the need to strengthen programme management capacity within the component, and responds to the increased programme management tasks and responsibilities.
Subprogramme 7, component 2, Subregional activities in West Africa	–	LL	**Reassignment** of one Staff Assistant as Transport Assistant	The proposed reassignment reflects the realignment of post resources to facilitate mandate implementation. The Transport Assistant would be responsible for the timely delivery and collection of mail, documents and other official items, meeting and assisting official personnel at the airport, and

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				facilitating immigration and customs procedures to ensure smooth and efficient transit in line with protocol requirements.
Subprogramme 8, Economic development and planning	1 1 1 1 2	D-1 P-5 P-4 P-3 NPO	**Conversion** of one Principal Programme Management Officer (D-1), one Senior Training Officer (P-5), one Administrative Officer (P-4), one Librarian (P-3), one Associate Librarian (NPO); and one Associate Coordination Officer (NPO) from general temporary assistance positions to posts	The conversion, which is being proposed in the context of the spending review, is related to the need to stabilize the capacity required by the African Institute for Economic Development and Planning. The conversion would ensure continuity, stability and a more effective workforce, while ensuring alignment with organizational goals and long-term strategic planning.
Subprogramme 9, Poverty, inequality and social policy	–	D-1	**Reassignment** from Principal Programme Management Officer to Principal Economic Affairs Officer	The proposed reassignment within the subprogramme would be to ensure better alignment with the subprogramme's increased economic focus. The incumbent would be responsible for (a) the provision of enhanced, evidence-based policy guidance to economically vulnerable populations; and (b) the overall improvement of economic and financial resilience in African cities, among other critical tasks.
	–	LL	**Reclassification** from Team Assistant to Staff Assistant	The proposed reclassification is necessary due to the significant increase in the complexity, scope and autonomy of responsibilities. While the original Team Assistant classification primarily involves routine administrative support and task-based assistance and messenger services, the current duties extend to more substantive and proactive functions, including independent coordination of office administration workflows, the preparation of official correspondence, support for programme implementation processes and liaison with both internal and external stakeholders. In line with the ongoing efforts of ECA to enhance operational efficiency and streamline programme delivery under the reform of the United Nations development system, the incumbent would serve as a critical link between Professional staff, senior management and external partners. The incumbent would be regularly required to exercise judgment, prioritize competing demands and ensure the timely and accurate flow of information. These enhanced responsibilities reflect a higher level of initiative, discretion and knowledge of organizational procedures, which are more aligned with the role of Staff Assistant than that of Team Assistant. The reclassification would thus ensure appropriate recognition of the post's current contributions and alignment with established United Nations classification standards.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Programme support	1	P-3	**Conversion** of one Information System Officer (P-3) and one Senior Information Technology Assistant (LL) from general temporary assistance positions to posts	The Information System Officer is responsible for integrating all security system components and providing adequate network connectivity for critical applications and devices. The position is crucial for the proper functioning of security systems and the timely coordination with the Safety and Security Section and the Facilities Management Section. The position was established prior to 2015.
	1	LL		
	2	LL	**Conversion** of two Senior Staff Development Assistants from general temporary assistance positions to posts	The Senior Information Technology Assistant provides support in relation to access control system applications, video surveillance, perimeter intrusion detection, the vehicle access barrier system, and badging and visitor management systems. The position was established prior to 2015. The Senior Staff Development Assistants support the learning and development initiatives related to performance management for staff and supervisors, advisory services regarding performance management and development, senior leadership training, career development and mandatory learning for ECA secretariat staff. The positions are vital to the continued focus of ECA on initiatives related to data, digital technologies, strategic foresight and behavioural sciences. Moreover, they play a continued role in process optimization, automation and steps towards the establishment of the common back office. The positions were established prior to 2015.
	1	NPO	**Conversion** of one Human Resources Officer from a general temporary assistance position to a post	The conversion, which is being proposed in the context of the spending review, is related to the need to stabilize the capacity required under programme support. The incumbent would design, plan, monitor and provide induction orientation programmes and briefings to new staff members and advise management on training needs.
	1	P-4	**Reclassification** of one Administrative Officer (P-3) to Administrative Officer (P-4)	The proposed upward reclassification results from an increase in responsibilities. The incumbent would be responsible for facilitating preparations for common back office operations, including the establishment of ECA as a service centre, and for undertaking detailed and leading roles in human resource management and administration, data analytics, programme management, budgeting, monitoring and evaluation of business functions.
	(1)	P-3		
	–	LL	**Reclassification** of one Procurement Assistant to Senior Procurement Assistant	The proposed upward reclassification reflects the increased demand for scaling up the capacity and capabilities of ECA in its procurement advisory functions, digital

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				transformation and process improvement implementation, in line with the Secretary-General's supply chain management reform strategy.
	–	P-4	**Reassignment** from Chief of Unit, Public Information, to Conference Services Officer	The proposed reassignment would ensure alignment with the existing job titles for the Conference Services Officer at the P-4 level under the conference services job family. The role of Chief of Unit, Public Information, as it currently stands, covers responsibilities similar to those of a Conference Services Officer, especially in areas related to the management and distribution of publications and conference materials.
	–	2 LL	**Reassignment** of two LL Camera Operators to Photographers	The proposed reassignment would ensure better alignment with current operational needs, as cameras are no longer utilized within the printing facility. With the evolution of printing technology, there has been a significant shift from traditional offset printing methods to digital on-demand printing, rendering some previous functions obsolete. The Photographers would support a wide range of high-level meetings, International Day observances and conferences. The positions require proficiency in diverse photographic techniques and the use of advanced lighting equipment, combined with a keen eye for composition, in order to produce high-quality, impactful imagery that meets the Organization's evolving communications and documentation needs.
	(1)	LL	**Abolishment** of one Senior Human Resources Assistant	The proposed abolishment results from some functions being combined and consolidated under the role of the National Professional Officer post proposed for conversion in the Human Resources Management Section.
	(1)	LL	**Abolishment** of one Heavy Machine Operator	The proposed abolishment results from the process and workflow optimization efforts of ECA for more efficient deployment of existing staff capacity.
	–	P-5	**Redeployment** of one Senior Medical Officer (P-5), one Medical Officer (P-4), one Head Nurse (P-2), one Senior Nurse (LL) and one Senior Administrative Assistant (LL), from the Human Resources Management Section to the United Nations Health Care Centre	The proposed redeployment is related to the United Nations Health Care Centre, which was a function of the Human Resources Management Section. The Centre is now a separate and independent section, hence the proposal to redeploy the relevant posts.
	–	P-4		
	–	P-2		
	–	LL		

Abbreviations: ECA, Economic Commission for Africa; LL, Local level; NPO, National Professional Officer.

Annex III

Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	Regular budget			*Extrabudgetary*			*Total*		
	2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources									
Economic Commission for Africa	93 861.5	93 456.3	(405.2)	26 476.7	17 187.6	(9 289.1)	120 338.2	110 643.9	(9 694.3)
Regional Commissions New York Office	1 061.4	1 061.4	–	–	–	–	1 061.4	1 061.4	–
Total	**94 922.9**	**94 517.7**	**(405.2)**	**26 476.7**	**17 187.6**	**(9 289.1)**	**121 399.6**	**111 705.3**	**(9 694.3)**
Post resources									
Economic Commission for Africa	534	544	10	75	75	–	609	619	10
Regional Commissions New York Office	6	6	–	–	–	–	6	6	–
Total	**540**	**550**	**10**	**75**	**75**	**–**	**615**	**625**	**10**

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Programme planning

Proposed programme budget for 2026

Part V
Regional cooperation for development

Section 19
Economic and social development in Asia and the Pacific

Programme 16
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** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

19.1 As the principal intergovernmental platform of the United Nations in the region, the Economic and Social Commission for Asia and the Pacific (ESCAP) supports its members and associate members in pursuing solutions for sustainable development. Its mandates derive from the priorities established in relevant resolutions and decisions of the General Assembly, the Economic and Social Council and the Economic and Social Commission for Asia and the Pacific.

19.2 ESCAP was established by Economic and Social Council resolution 37 (IV), and Council resolution 1895 (LVII) amended its mandate to include the social dimension of integrated development. Its intergovernmental bodies, which comprise the Commission and its sectoral committees, provide the foundation for ESCAP support to national Governments and other stakeholders in the implementation of the 2030 Agenda for Sustainable Development. Its work is also guided by General Assembly resolutions, including Assembly resolution 74/4, and the regional road map for implementing the 2030 Agenda in Asia and the Pacific, endorsed by the Commission in its resolution 73/9, which serve as reference frameworks.

19.3 In the Pact for the Future, adopted by the General Assembly in its resolution 79/1, Member States committed to 56 actions in the areas of sustainable development and financing for development, international peace and security, science, technology and innovation and digital cooperation, youth and future generations, and global governance to protect the needs and interests of present and future generations. In honouring the commitment and within its mandate, ESCAP will support its members and associate members in implementing these ambitious and transformative actions to implement the 2030 Agenda and leave no one behind. The support delivered by the Commission to member States is also provided through the regular programme of technical cooperation and Development Account projects.

Strategy and external factors for 2026

19.4 The ESCAP programme strategy ensures coherent, balanced and integrated support to member States to achieve the Sustainable Development Goals. The strategy leverages the complementarity of the Commission's three core functions, namely, research and knowledge management, the facilitation of intergovernmental consensus-building and norm-setting, and capacity-development services. In accordance with the mandate of ESCAP and in line with the Commission's comparative advantages, the strategy addresses the needs and requests of ESCAP member States and is implemented by the Commission's nine subprogrammes at the regional and subregional levels. It takes new and evolving development challenges into account and builds on lessons learned, addresses gaps and avoids duplication and overlap.

19.5 In implementing its strategy, ESCAP accords priority to supporting countries in special situations, which constitute more than half of its member States. In line with the Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity, the Doha Programme of Action for the Least Developed Countries and the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034, which aim to accelerate sustainable development and resilience for countries in special situations, ESCAP will actively engage with all relevant stakeholders to support their implementation at the national, subregional and regional levels and to integrate them into strategic plans and annual work.

19.6 With few years left until 2030, the scaling up of financing and the reprioritization of scarce capital are needed to bridge the financing gap to accelerate progress towards the full implementation of the

2030 Agenda in Asia and the Pacific. To assist its member States in evidence-based macroeconomic policymaking amid fiscal constraints, rising debt vulnerabilities and tight financial conditions, ESCAP will conduct research on public debt sustainability assessments, domestic resource mobilization, affordable financing access and international cooperation on debt resolution, aiming at increasing investments in sustainable development. In 2026, ESCAP will also focus on translating the intergovernmentally agreed outcomes of the Fourth International Conference on Financing for Development to the context of the Asia-Pacific region.

19.7 Trade, investment and innovation are powerful engines for growth and sustainable development, and trade has been a key driver of economic dynamism and rising prosperity across Asia and the Pacific. To make trade more competitive, sustainable and inclusive, ESCAP will foster cooperation to assist member States in acceding to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific. Recognizing the important role of the private sector in the implementation of the 2030 Agenda, ESCAP will also facilitate knowledge-sharing and regional cooperation on the promotion of enterprise and business innovation, in particular inclusive and socially responsible businesses, women-led enterprises and disability-inclusive businesses. ESCAP further plans to provide technical assistance and capacity-building on foreign direct investment (FDI) for sustainable development and to elevate the role of business in promoting gender equality and addressing environmental and social considerations.

19.8 While trade and investment can create employment, raise incomes and help to spread technology, knowledge and ideas, inclusive national social protection systems enable every person to access social protection at adequate benefit levels and enjoy an adequate standard of living throughout their lifetime. Guided by the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific, ESCAP will support member States in their efforts to prevent and alleviate poverty and reduce vulnerability. It will strengthen capacities to develop inclusive policies that can address rising poverty, unemployment and widening inequalities in view of multiple socioeconomic and environmental challenges. To advance the rights of persons with disabilities and accelerate the implementation of the 2030 Agenda and the Convention on the Rights of Persons with Disabilities, ESCAP will assist member States in the effective implementation of the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032, as well as the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific and the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy.

19.9 Technology and innovation hold great promise to reduce inequalities and support sustainable development. To harness digital technologies for the achievement of the Goals, ESCAP will support member States’ efforts to implement the Global Digital Compact and the Astana Ministerial Declaration on Digital Inclusion and Transformation in Asia and the Pacific. In the endeavour to promote regional and subregional cooperation on digital connectivity, inclusion and transformation, the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026, can serve as a reference point. ESCAP will provide technical assistance, policy analysis and capacity-building, and will facilitate the dissemination of context-specific approaches to developing and implementing digital solutions for sustainable development. It plans to enhance awareness and knowledge-sharing among members and associate members on digital innovation and on enhancing digital trust and inclusion, on leveraging emerging digital opportunities and on mitigating digital risks and challenges.

19.10 Asia and the Pacific has become a hub for science, technology and innovation, including digital technologies, that bring new and innovative solutions to pressing global problems. Geospatial information applications have come to play a more prominent role in the implementation and realization of the 2030 Agenda, with a particular focus on disaster risk reduction. Through the long-standing framework of the Regional Space Applications Programme for Sustainable Development, ESCAP brings together space agencies and relevant stakeholders to facilitate the provision of high-resolution satellite imagery and big Earth data analytical tools for consistent natural disaster risk monitoring and reduction, with a focus on countries in special situations. In 2026, ESCAP will strengthen regional and subregional cooperation mechanisms to secure financing for resilience-

building and will continue to develop a regional strategy to support the achievement of early warnings for all by 2027 by strengthening multi-hazard early warning systems in Asia and the Pacific in coordination with member States and relevant partners, as applicable.

19.11 In addressing the environmental challenges of the region, member States recognized themes of common interest in the Ministerial Declaration on Protecting Our Planet through Regional Cooperation and Solidarity in Asia and the Pacific and through the Regional Action Programme on Air Pollution. In supporting the implementation of the Declaration, ESCAP will facilitate regional cooperation for sharing best practices and knowledge to support efforts to achieve national goals of low-carbon transition and low-greenhouse-gas emission development strategies and facilitate regional cooperation programmes to protect the ocean, in order to accelerate the implementation of Commission resolution 76/1, and efforts to combat air pollution through regional dialogue and technical cooperation under the Regional Action Programme, including through capacity-building and technical advisory services.

19.12 ESCAP is also committed to promoting cooperation among member States in the region to effectively implement the energy-related Sustainable Development Goals and to provide a platform for dialogue and knowledge-sharing in order to enhance energy security and connectivity. ESCAP will support member States in implementing the Ministerial Declaration on Building a Secure, Sustainable and Interconnected Energy Future for Asia and the Pacific and will, upon request, develop national road maps for the implementation of Goal 7 and assist member States in formulating and implementing their long-term strategies on sustainable energy.

19.13 Promoting the transition to a sustainable energy system, ESCAP will also support regional cooperation on sustainable, low-emission and energy-efficient modes of transport, and will promote collaboration across various sectors of the economy to address climate change. To this end, the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026) serves as a framework to address the negative effects generated by freight transport, including greenhouse gas emissions, and provides the basis upon which ESCAP implements capacity-building projects to strengthen regional and interregional transport connectivity and promote the integration of the environmental aspects of international supply chains and the introduction of digital and intelligent transport systems, including in urban settings.

19.14 To enhance sustainable urban development, ESCAP will support the localization of the Goals and promote integrated urban planning. It will support member States in strengthening policy and governance, increasing financing and building capacity at the national and local levels, taking into account different national circumstances and levels of development and in alignment with national priorities and policies. Enhanced coordination and cooperation between local and national authorities at all levels will facilitate the vertical integration of climate-sensitive urban development policies along with the capacity-building of cities to manage urban growth and develop local climate actions, deploy smart city technologies, build resilient infrastructure and adopt nature-based solutions, ecosystem-based approaches and other management and conservation approaches to minimize the impact of urbanization on the environment.

19.15 As ESCAP facilitates regional intergovernmental dialogues on international and regional frameworks for cooperation, it will work with member States to promote and work on intergenerational issues and anchor the outcomes of the Second World Summit for Social Development in the context of the Asia and the Pacific region to support the Declaration on Future Generations (General Assembly resolution 79/1, annex II). ESCAP will support member States, at their request and in line with national priorities, in the implementation of the outcomes of the fifth review and appraisal of the Madrid International Plan of Action on Ageing, 2002, in Asia and the Pacific, as well as the recommendations of the Commission on the Status of Women at its sixty-ninth session emanating from the 30-year review of the implementation of the Beijing Declaration and Platform for Action (Beijing+30). It will also ensure that the recommendations of the Asia-Pacific regional review of the implementation of the Global Compact for Safe, Orderly and Regular Migration will be reflected in the global deliberations.

19.16 The strategy of ESCAP is anchored in data and evidence-based analysis. The Commission's support to member States to harness the power of data to leave no one behind is driven by its resolution 75/9 on the implementation of the Declaration on Navigating Policy with Data to Leave No One Behind and will be further defined by the outcomes of the Third Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific. ESCAP will promote the adoption of new statistical methods to support the modernization of statistical business processes to meet the data needs of Governments and the information needs of modern societies more effectively. It will continue its support for developing a conceptual framework on data governance and invest in improving data collection, analysis and dissemination, thereby assisting member States in developing strategic foresight to manage policies that incentivize all individuals and the private sector to protect people.

19.17 By convening the annual Asia-Pacific Forum on Sustainable Development, ESCAP provides a region-wide multi-stakeholder platform for the follow-up and review of the implementation of the 2030 Agenda, focusing on peer learning and the exchange of practical solutions for achieving sustainable development. It will be convened with member States, United Nations development system entities, other international and regional organizations, the private sector and civil society, as appropriate, to inform the high-level political forum on sustainable development.

19.18 With regard to cooperation with other entities at the global, regional, national and local levels, ESCAP implements its strategy in collaboration with global, regional and subregional intergovernmental bodies and international organizations, regional and local government associations, civil society networks and the private sector in an open and transparent manner. Building on its long-standing partnerships, ESCAP will collaborate with international, regional and subregional organizations, as appropriate. It will implement joint activities with international development banks and partner with research institutes, associations and other civil society organizations, as appropriate. ESCAP will also proactively engage with its development partners to strategically implement its programme, including through North-South, South-South and triangular cooperation, as appropriate.

19.19 With regard to inter-agency coordination and liaison, ESCAP, in close coordination with the other regional commissions, will contribute to global analytical products and will implement joint projects under the Development Account. It also nurtures close ties with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to provide coordinated support to the countries in special situations in the region. The subregional offices of ESCAP serve as the main point of contact for resident coordinator offices and United Nations country teams and coordinate its contributions to common country assessments and United Nations Sustainable Development Cooperation Frameworks. At the regional level, ESCAP will provide secretariat services to the Regional Collaborative Platform for Asia and the Pacific, and its subprogrammes will support issue-based coalitions. ESCAP will continue to co-lead the issue-based coalition on raising ambitions on climate action with the United Nations Environment Programme, where its expertise, geared to help the achievement of Sustainable Development Goals 7 and 13 and the implementation of the Paris Agreement, is of specific relevance.

19.20 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) National Governments maintain and strengthen their commitment to the Commission as the principal intergovernmental platform in the region for leveraging regional cooperation to meet transboundary and common challenges;

(b) Governments and other stakeholders continue to collaborate with the Commission in undertaking the proposed programme activities with the necessary capacity and resources;

(c) Extrabudgetary funding for technical cooperation continues to be available.

19.21 ESCAP integrates a gender perspective in its operational activities, deliverables and results, as relevant and appropriate. Gender equality and the empowerment of women is a thematic area for subprogramme 6, while advancing the disaggregation of data, including disaggregation by sex, is a

focus of subprogramme 7. In the 2026 programme plan, subprogrammes 2, 6 and 7 and component 4 of subprogramme 8 specifically contribute results in this regard, while subprogrammes 2, 3 and 6 to 9 mainstream gender equality and the empowerment of women in their respective strategies. In 2026, ESCAP will also continue to implement its gender equality policy and implementation plan to further anchor the achievements to date across its programme of work.

19.22 In line with the United Nations Disability Inclusion Strategy, ESCAP is committed to mainstreaming disability perspectives and ensuring the inclusion of persons with disabilities in all its work through its implementation of the ESCAP disability inclusion policy and its action plan. Subprogramme 6 and component 1 of subprogramme 8 incorporate disability-specific interventions to protect and empower persons with disabilities and, ultimately, to build disability-inclusive societies.

19.23 To better support member States to make progress towards the Sustainable Development Goals, ESCAP will build on its existing capabilities in the areas of data, digital transformation, innovation, strategic foresight and behavioural science in line with paragraph 73 (a) of the Pact for the Future, under action 45. It will continue to nurture a supportive and inclusive environment and leverage its innovation network to generate, test and scale up novel ideas, processes, products and services. It will promote the use of strategic foresight and a more systematic approach to applying future thinking and behavioural science in its research portfolio. In alignment with its data strategy, it will continue to apply data-driven approaches to decision-making and shift its expertise, processes and technology to govern and use data from diverse sources to create additional value for member States.

Legislative mandates

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

General Assembly resolutions

61/16	Strengthening of the Economic and Social Council
66/288	The future we want
67/10	Cooperation between the United Nations and the Eurasian Economic Community
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
74/307	United response against global health threats: combating COVID-19
75/290 A	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council

	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
	Economic and Social Council
75/290 B	High-level political forum on sustainable development
76/258	Doha Programme of Action for the Least Developed Countries
76/273	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
76/296	Our ocean, our future, our responsibility
77/10	The situation in Afghanistan
77/12	Cooperation between the United Nations and the Association of Southeast Asian Nations
77/21	Cooperation between the United Nations and the Organisation for Economic Co-operation and Development (OECD)
77/323	Extension of the preparatory period preceding the graduation of Solomon Islands from the least developed country category
77/330	Cooperation between the United Nations and the Economic Cooperation Organization
77/332	Cooperation between the United Nations and the Pacific Islands Forum
77/338	Cooperation between the United Nations and the Shanghai Cooperation Organization
78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
78/144	Agricultural technology for sustainable development
78/147	Central Asia facing environmental challenges: fostering regional solidarity for sustainable development and prosperity
78/160	Science, technology and innovation for sustainable development
78/162	Development cooperation with middle-income countries
78/166	Operational activities for development of the United Nations system
78/178	Promoting social integration through social inclusion
78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies
78/259	International Day of Science, Technology and Innovation for the South
78/265	Seizing the opportunities of safe, secure and trustworthy artificial intelligence systems for sustainable development
78/285	Review of the implementation of General Assembly resolution 75/290 A on the strengthening of the Economic and Social Council and resolution 75/290 B on the high-level political forum on sustainable development and the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
78/311	Enhancing international cooperation on capacity-building of artificial intelligence
78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
79/1	The Pact for the Future
79/9	Cooperation between the United Nations and the Organization of Islamic Cooperation
79/144	Oceans and the law of the sea
79/149	Inclusive development for and with persons with disabilities
79/159	Rights of Indigenous Peoples
79/170	The right to development
79/178	Human rights and extreme poverty
79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
79/212	Combating sand and dust storms
79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
79/219	Follow-up to the Third United Nations Conference on Landlocked Developing Countries
79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
79/223	Women in development
79/225	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

79/227	Agriculture development, food security and nutrition
79/228	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
79/230	Graduation of Cambodia and Senegal from the least developed country category
79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034
79/236	South-South cooperation

Economic and Social Council resolutions

37 (IV)	Economic Commission for Asia and the Far East
1895 (LVII)	Change of name of the "Economic Commission for Asia and the Far East" to "Economic and Social Commission for Asia and the Pacific"
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2013/19	Conclusion of the work of the Commission on Sustainable Development
2016/11	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific
2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2022/11	A conference structure of the Economic and Social Commission for Asia and the Pacific to advance sustainable development
2023/14	Creating full and productive employment and decent work for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development
2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2023/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2024/7	Report of the Committee for Development Policy on its twenty-sixth session
2024/14	Science, technology and innovation for development
2024/18	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

Economic and Social Commission for Asia and the Pacific resolutions

66/1	Incheon Declaration
66/9	Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region
66/15	Strengthening of the evaluation function of the secretariat of the Commission
67/14	Cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific
68/8	Enhancing coordination within the United Nations system and cooperation with regional organizations for promoting regional development
70/11	Implementing the outcome of the Asia-Pacific Forum on Sustainable Development
71/1	Restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda
71/4	Implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
72/6	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific
72/8	Fostering regional cooperation and partnerships to respond to the climate change challenge in the Asia-Pacific region
72/9	Regional cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific
73/3	Advancing integrated and seamless connectivity for sustainable development in Asia and the Pacific
73/5	Strengthening Asia-Pacific's support for the United Nations Conference to Support the Implementation of Sustainable Development Goal 14
73/9	Regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific
74/1	Supporting the smooth transition of the least developed countries in Asia and the Pacific towards a sustainable graduation

74/6	Advancing disaster-related statistics in Asia and the Pacific
74/10	Implementation of the Ministerial Declaration on Enhancing Regional Economic Cooperation and Integration to Support the Implementation of the 2030 Agenda in Asia and the Pacific
75/2	Committing to strengthening the links between national, regional and global follow-up to and review of the 2030 Agenda for Sustainable Development in Asia and the Pacific
75/3	Advancing partnerships within and across regions for the sustainable development of Asia and the Pacific
75/4	Strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific
75/9	Implementation of the Declaration on Navigating Policy with Data to Leave No One Behind
76/1	Strengthening cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific
76/2	Regional cooperation to address the socioeconomic effects of pandemics and crises in Asia and the Pacific
77/1	Building back better from crises through regional cooperation in Asia and the Pacific
78/1	Bangkok Declaration Commemorating the Seventy-fifth Anniversary of the Economic and Social Commission for Asia and the Pacific: A Common Agenda to Advance Sustainable Development in Asia and the Pacific
78/2	A conference structure of the Commission to advance sustainable development
79/1	Accelerating climate action in Asia and the Pacific for sustainable development
79/3	Supporting the sustainable development of least developed countries, landlocked developing countries and small island developing States in Asia and the Pacific
79/4	Accelerating the implementation of the 2030 Agenda for Sustainable Development for a better future for all in Asia and the Pacific
80/2	Sustainable development in least developed countries, landlocked developing countries and small island developing States

Subprogramme 1
Macroeconomic policy, poverty reduction and financing for development

General Assembly resolutions

78/271	Further modalities of the Fourth International Conference on Financing for Development
78/322	Multidimensional vulnerability index
79/196	International financial system and development
79/197	External debt sustainability and development
79/198	Promoting investments for sustainable development

Economic and Social Commission for Asia and the Pacific resolutions

E/CN.11/63	Statistical and economic documentation work
71/5	Implementing the outcome of the Asia-Pacific High-level Consultation on Financing for Development

Subprogramme 2
Trade, investment and innovation

General Assembly resolutions

79/195	International trade and development
79/201	Entrepreneurship for sustainable development

Economic and Social Commission for Asia and the Pacific resolutions

68/3	Enabling paperless trade and the cross-border recognition of electronic data and documents for inclusive and sustainable intraregional trade facilitation
70/5	Strengthening regional cooperation and capacity for enhanced trade and investment in support of sustainable development
70/6	Implementation of the decision of the Ad Hoc Intergovernmental Meeting on a Regional Arrangement for the Facilitation of Cross-border Paperless Trade
72/3	Statute of the Asian and Pacific Centre for Transfer of Technology

72/4	Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific
72/12	Harnessing science, technology and innovation for inclusive and sustainable development in Asia and the Pacific
75/8	Advancing science, technology and innovation for the implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific

Subprogramme 3
Transport

General Assembly resolutions

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors
76/294	Political declaration of the high-level meeting on improving global road safety
77/286	World Sustainable Transport Day
78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
78/290	Improving global road safety

Economic and Social Commission for Asia and the Pacific resolutions

70/7	Implementation of the Suva Declaration on Improving Maritime Transport and Related Services in the Pacific
71/6	Maritime transport connectivity for sustainable development
71/7	Adoption of the Regional Cooperation Framework for the Facilitation of International Railway Transport
71/8	Strengthening intraregional and interregional connectivity in Asia and the Pacific
72/5	Strengthening regional cooperation on transport connectivity for sustainable development in Asia and the Pacific
74/2	Promotion of the regional framework for the planning, design, development and operation of dry ports of international importance
74/3	Improving road safety in Asia and the Pacific for sustainable transport systems
78/3	Implementation of the Ministerial Declaration on Sustainable Transport Development in Asia and the Pacific

Subprogramme 4
Environment and development

General Assembly resolutions

71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028
71/256	New Urban Agenda
74/212	International Day of Clean Air for blue skies
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
77/158	International Year of Glaciers’ Preservation, 2025
77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
78/272	Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction
78/327	Modalities of the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all
79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
79/210	Harmony with Nature

Economic and Social Council resolution

2017/24	Human settlements

Economic and Social Commission for Asia and the Pacific resolutions

70/12	Strengthening efforts on human settlements and sustainable urban development for the Asia-Pacific region
71/9	Strengthening cooperation on sustainable management of water resources in Asia and the Pacific
72/2	Statute of the Centre for Sustainable Agricultural Mechanization
74/4	Implementation of the Ministerial Declaration on Environment and Development for Asia and the Pacific, 2017
79/2	Regional cooperation to accelerate climate action on oceans in Asia and the Pacific for sustainable development
79/6	Implementation of the Ministerial Declaration on Protecting Our Planet through Regional Cooperation and Solidarity in Asia and the Pacific
79/7	Advancing regional cooperation for sustainable urban development and localization of the Sustainable Development Goals in Asia and the Pacific

Subprogramme 5
Information and communications technology and disaster risk reduction and management

General Assembly resolutions

70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society
77/289	Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030
78/314	United Nations Decade on Combating Sand and Dust Storms (2025–2034)
79/87	International cooperation in the peaceful uses of outer space
79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
79/194	Information and communications technologies for sustainable development
79/205	Disaster risk reduction

Economic and Social Council resolutions

2015/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2015/31	Establishment of the Asian and Pacific Centre for the Development of Disaster Information Management
2016/27	Strengthening institutional arrangements on geospatial information management
2018/14	Strategic Framework on Geospatial Information and Services for Disasters
2024/13	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Economic and Social Commission for Asia and the Pacific resolutions and decisions

61/6	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
71/11	Establishment of the Asian and Pacific centre for the development of disaster information management
71/12	Strengthening regional mechanisms for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific
72/7	Regional cooperation to combat sand and dust storms in Asia and the Pacific
72/10	Regional review of the implementation of the World Summit on the Information Society action lines
72/11	Advancing disaster-related statistics in Asia and the Pacific for implementation of internationally agreed development goals
73/7	Enhancing regional cooperation for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific
75/5	Implementation of the Ulaanbaatar Declaration of the 2018 Asian Ministerial Conference on Disaster Risk Reduction

75/6	Implementation of the Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030)
75/7	Advancing the implementation of the Asia-Pacific Information Superhighway initiative through regional cooperation
Decision 78/6	Report of the Governing Council of the Asian and Pacific Centre for the Development of Disaster Information Management
79/8	Consideration of the modalities for the establishment of the United Nations special programme for the Aral Sea basin
79/9	Implementation of the Jakarta Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific
79/10	Promoting digital cooperation and inclusion through the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026
80/1	Leveraging digital innovation for sustainable development in Asia and the Pacific

Subprogramme 6
Social development

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
68/4	Declaration of the High-level Dialogue on International Migration and Development
73/195	Global Compact for Safe, Orderly and Regular Migration
73/326	Format and organizational aspects of the international migration review forums
75/131	United Nations Decade of Healthy Ageing (2021–2030)
76/266	Progress Declaration of the International Migration Review Forum
77/189	Inclusive development for and with persons with disabilities
77/193	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
78/176	Preparations for and observance of the thirtieth anniversary of the International Year of the Family
78/179	Policies and programmes involving youth
78/181	Improvement of the situation of women and girls in rural areas
78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
78/211	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
78/318	Modalities of the “World Social Summit” under the title “the Second World Summit for Social Development”
78/324	Consideration of decision 14/1 of the Open-ended Working Group on Ageing, entitled “Recommendations regarding the identification of possible gaps in the protection of the human rights of older persons and how best to address them”
79/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
79/147	Follow-up to the Second World Assembly on Ageing
79/152	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: the digital environment
79/217	International migration and development

Economic and Social Council resolutions

2016/25	Future organization and methods of work of the Commission on Population and Development
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2022/4	Future organization and methods of work of the Commission on the Status of Women
2022/5	Thirtieth anniversary of the Fourth World Conference on Women
2023/12	Future organization and methods of work of the Commission for Social Development

2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2024/4	Promoting care and support systems for social development
2024/6	Fostering social development and social justice through social policies to accelerate progress on the implementation of the 2030 Agenda for Sustainable Development and to achieve the overarching goal of poverty eradication

Economic and Social Commission for Asia and the Pacific resolutions and decisions

74 (XXIII)	Regional co-operation in the field of population
66/12	Sixth Asian and Pacific Population Conference
67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region
67/6	Enhancing accessibility for persons with disabilities at ESCAP
69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing
70/14	Enhancing participation of youth in sustainable development in Asia and the Pacific
Decision 70/22	Report of the Sixth Asian and Pacific Population Conference
71/13	Implementation of the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment
74/11	Strengthening regional cooperation to tackle inequality in all its forms in Asia and the Pacific
Decision 75/7	Report of the Midterm Review of the Asia and Pacific Ministerial Declaration on Population and Development including the Chair's summary
Decision 76/8	Asia-Pacific indicator framework for monitoring progress towards the implementation of the Programme of Action of the International Conference on Population and Development and of the commitments contained in the Asian and Pacific Ministerial Declaration on Population and Development
Decision 77/6	Report of the Asia-Pacific Regional Review of Implementation of the Global Compact for Safe, Orderly and Regular Migration
79/5	Implementation of the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032
Decision 79/6	Asia-Pacific Intergovernmental Meeting on the Fourth Review and Appraisal of the Madrid International Plan of Action on Ageing
Decision 80/5	Reports of intergovernmental bodies and meeting held since the seventy-ninth session
Decision 80/6	Working Group on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032

Subprogramme 7
Statistics

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions

2006/6	Strengthening statistical capacity
2011/15	Revision of the statute of the Statistical Institute for Asia and the Pacific
2013/21	Fundamental Principles of Official Statistics
2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	Statistical services in Asia and the Pacific
65/2	Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific
67/10	A core set of economic statistics to guide the improvement of basic economic statistics in Asia and the Pacific

67/11	Strengthening statistical capacity in Asia and the Pacific	71/14	Asian and Pacific Civil Registration and Vital Statistics Decade, 2015–2024
67/12	Improvement of civil registration and vital statistics in Asia and the Pacific	74/8	Accelerating the implementation of the Regional Action Framework on Civil Registration and Vital Statistics in Asia and the Pacific
69/15	Implementing the outcome of the High-level Meeting on the Improvement of Civil Registration and Vital Statistics in Asia and the Pacific	78/4	Implementation of the Ministerial Declaration on Building a More Resilient Future with Inclusive Civil Registration and Vital Statistics
69/16	A core set of population and social statistics to guide national capacity development in Asia and the Pacific		

Subprogramme 8
Subregional activities for development

General Assembly resolutions

63/260	Development-related activities	78/9	Commemoration of the twenty-fifth anniversary of the United Nations Special Programme for the Economies of Central Asia
72/283	Strengthening regional and international cooperation to ensure peace, stability and sustainable development in the Central Asian region		

Economic and Social Commission for Asia and the Pacific resolution

244 (XLI)	The Commission's Activities in the Pacific

Subprogramme 9
Energy

General Assembly resolutions

65/151	International Year of Sustainable Energy for All	78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development
69/225	Promotion of new and renewable sources of energy	79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all
77/327	International Day of Clean Energy		

Economic and Social Council resolutions

2011/14	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific	2023/19	United Nations Resource Management System Principles and Requirements

Economic and Social Commission for Asia and the Pacific resolutions

64/3	Promoting renewables for energy security and sustainable development in Asia and the Pacific	70/9; 74/9	Implementation of the outcomes of the Asian and Pacific Energy Forum
67/2	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific	73/8	Strengthening regional cooperation for sustainable energy development in Asia and the Pacific
		80/3	Ministerial Declaration on Building a Secure, Sustainable and Interconnected Energy Future for Asia and the Pacific

Deliverables

19.25 Table 19.1 lists all cross-cutting deliverables of the programme.

Table 19.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**9**	**8**	**9**	**9**
Reports for:				
1. The Commission	3	3	3	4
2. The Asia-Pacific Forum on Sustainable Development	6	5	6	5
Substantive services for meetings (number of three-hour meetings)	**36**	**35**	**36**	**36**
Meetings of:				
3. The Commission	10	10	10	10
4. The Asia-Pacific Forum on Sustainable Development	8	7	8	8
5. The Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission	6	6	6	6
6. The expert groups on least developed countries, landlocked developing countries and small island developing States	3	3	3	3
7. The Committee for Programme and Coordination	1	1	1	1
8. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
9. The Fifth Committee	2	2	2	2
10. The Regional Collaborative Platform for Asia and the Pacific	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**1**	**1**
11. On selected issues pertinent to the sustainable development of least developed countries, landlocked developing countries and small island developing States	2	2	1	1
Seminars, workshops and training events (number of days)	**2**	**2**	**2**	**2**
12. Subregional workshops on priorities of the programmes of action for least developed countries, landlocked developing countries and small island developing States	1	1	1	1
13. Policy dialogues based on the *Asia-Pacific Countries with Special Needs Development Report*	1	1	1	1
Publications (number of publications)	**5**	**5**	**5**	**5**
14. ESCAP theme study	1	1	1	1
15. *Asia-Pacific Countries with Special Needs Development Report*	1	1	1	1
16. On the implementation of the 2030 Agenda	1	1	1	1
17. *Asia-Pacific Sustainable Development Journal*	2	2	2	2
Technical materials (number of materials)	**4**	**7**	**4**	**4**
18. On issues relevant to Asia-Pacific countries in special situations	4	7	4	4
C. Substantive deliverables				
Databases and substantive digital materials: Asia-Pacific Sustainable Development Goal partnership data portal containing more than 1,000 data sets on the Sustainable Development Goals.				
D. Communication deliverables				
Outreach programmes, special events and information materials: observance of United Nations international days, including United Nations Day; outreach programmes upon demand for the general public, including for academic organizations, for approximately 300 participants.				
External and media relations: press releases and op-ed articles on the work and activities of ESCAP; newsletter on subregional activities for development; press conferences/press briefings and press interviews for publications and events.				
Digital platforms and multimedia content: multimedia promotional content, including videos and educational materials for major publications and events; blog posts for the ESCAP website and content for ESCAP social media accounts.				

Evaluation activities

19.26 The following evaluations conducted by ESCAP and completed in 2024 have guided the proposed programme plan for 2026:

(a) Evaluation of subprogramme 9, Energy;

(b) Evaluation of the performance of ESCAP in integrating a gender perspective into its programmes and projects.

19.27 In response to the findings of the evaluations referenced above, ESCAP conducted needs assessments with member States to identify priority capacity-building initiatives on access to clean and affordable energy services. ESCAP also strengthened partnerships with Governments and national organizations to implement these initiatives at the country level for greater impact and sustainability. In addition, ESCAP initiated an update to its strategy on gender equality and the empowerment of women. This process includes reinforcing staff capacity and resource allocation to enable the enhanced integration of a gender perspective across the Commission's substantive areas of work.

19.28 The following evaluations to be conducted by ESCAP are planned for 2026:

(a) Evaluation of the implementation of the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026);

(b) The approach taken by ESCAP to leveraging artificial intelligence to support member States.

Programme of work

Subprogramme 1
Macroeconomic policy, poverty reduction and financing for development

Objective

19.29 The objective, to which this subprogramme contributes, is to strengthen the capacity of member States to achieve stable, inclusive and sustainable economic development in Asia and the Pacific.

Strategy

19.30 To contribute to the objective, the subprogramme will support member States, including countries in special situations, in transforming their economies in a manner that is consistent with the 2030 Agenda, contributing to the achievement of Sustainable Development Goals 1, 8 to 10, 12 and 17, and promote a development approach that goes beyond the primary focus on economic growth. Specifically, the subprogramme will:

(a) Support member States in exploring, adopting and mainstreaming economic development policies and financing strategies aligned with the achievement of the Goals, through methodologies developed through and policy recommendations emerging from knowledge products, technical advisory and capacity-building efforts and the facilitation of knowledge exchange and consensus-building among member States;

(b) Undertake research, advisory and capacity-building services on country-level policymaking and regional-level sharing of policy experiences, guided by the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development of the Commission and further supported through the Consultative Group on Financing Strategies for the Sustainable Development Goals;

(c) Undertake outreach and follow-up of the subprogramme's research and knowledge products through policy dialogues and closer cooperation of members of the Consultative Group, policy

think tanks, resident coordinator offices and United Nations country teams to further integrate the subprogramme's research and capacity-building work;

(d) Provide substantive inputs to global and United Nations system-wide processes and initiatives, in particular on financing for development issues, and to task teams and publications coordinated by the Department of Economic and Social Affairs of the Secretariat.

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

(a) Evidence-based economic policies and development strategies for strengthened economic resilience, inclusive development and environmental sustainability;

(b) The strengthened ability of member States, in particular least developed countries, to mobilize and allocate financial resources for sustainable development, including by mainstreaming sustainable development into public and private financing;

(c) The enhanced capacity of member States to promote the transformation of their economies towards resilient, inclusive and sustainable development pathways.

Programme performance in 2024

Regulatory climate risk analysis for supervised financial institutions

19.32 Risks related to climate change, when not factored into banking policy and supervision, could also pose a risk to financial sector stability. In 2024, the subprogramme provided technical assistance to the Bank of Mongolia in developing and launching its first climate risk analysis for five systemically important banks in the country's banking sector. This places the Bank of Mongolia among the first regulators in a landlocked developing country to incorporate the management of climate risk within their prudential policy framework. Training activities were conducted for both the regulator and the participating banks to ensure that necessary capacities were developed in the financial system, which would support the sustainability and replicability of the exercise.

19.33 Progress towards the objective is presented in the performance measure below (see table 19.2).

Table 19.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Considerations related to climate risks were incorporated into the operations and supervisory activities of the Bank of Mongolia for the Mongolian financial system

Planned results for 2026

Result 1: engagement of member States for evidence-based and forward-looking macroeconomic policymaking aligned with the Sustainable Development Goals

Programme performance in 2024 and target for 2026

19.34 The subprogramme's work contributed to the engagement of relevant ministries from Bhutan, Cambodia, Maldives and Pakistan on the organization of substantive macroeconomic policy dialogues, which met the planned target.

19.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.3).

Table 19.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
National policy dialogues on substantive macroeconomic policy involved policymakers as participants	Relevant ministries of three member States (Cambodia, Mongolia and Sri Lanka) engaged on the organization of substantive macroeconomic policy dialogues on rethinking public debt	Relevant ministries of four member States (Bhutan, Cambodia, Maldives and Pakistan) engaged on the organization of substantive macroeconomic policy dialogues	Relevant ministries of three or more member States engage on the organization of substantive macroeconomic policy dialogues	Relevant ministries and pertinent policy institutions of three or more member States engage on the organization of substantive macroeconomic policy dialogues

Result 2: improved policymaking for macroeconomic and financing for development issues

Programme performance in 2024 and target for 2026

19.36 The subprogramme's work contributed to 86 per cent of policymakers acknowledging strengthened policy awareness on emerging macroeconomic and financing for development issues and 68 per cent acknowledging the intention to apply newly acquired policy ideas in actual policymaking and implementation, which met the planned target.

19.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.4).

Table 19.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States benefited from updates on policy research through the Consultative Group on Financing Strategies for the Sustainable Development Goals	Policymakers engaged in interactive discussions with experts through policy dialogues on flagship publications	86 per cent of policymakers surveyed acknowledged strengthened policy awareness on emerging macroeconomic and financing for development issues 68 per cent acknowledged the intention to apply newly acquired policy ideas in actual policymaking and implementation	At least 65 per cent of policymakers engaged acknowledge strengthened policy awareness on emerging macroeconomic and financing for development issues	At least 75 per cent of policymakers engaged acknowledge strengthened policy awareness on emerging macroeconomic and financing for development issues

Result 3: member States introduce new policy initiatives and reforms to accelerate financing for sustainable development

Proposed programme plan for 2026

19.38 The subprogramme has been building capacities of member States and has supported the enactment of policy actions to accelerate financing for the Sustainable Development Goals, including by supporting capital market regulators in accelerating the use of sustainable capital market instruments and ministries of finance and economy in developing and implementing policies to finance sustainable development.

Lessons learned and planned change

19.39 The lesson for the subprogramme was that building longer-term partnerships with government counterparts would result in better understanding of their capacity-building and analytical needs. In applying the lesson, the subprogramme will seek more consistent engagement with partners and provide targeted technical assistance to national Governments for more impactful policy actions.

19.40 Expected progress towards the objective is presented in the performance measure below (see table 19.5).

Table 19.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Bangladesh, Bhutan and Cambodia initiated policy changes to strengthen financing for sustainable development	Bhutan, Cambodia and Sri Lanka initiated policy changes to strengthen financing for sustainable development	Bhutan developed its Sustainability Bond Framework Cambodia issued new green bonds and began drafting a national sustainable finance road map and creating a sustainable finance task force Sri Lanka undertook a validation of its Green Bond Framework	New initiatives or reforms by three member States to strengthen financing for sustainable development	New initiatives or reforms by three member States that support the acceleration of financing for sustainable development

Deliverables

19.41 Table 19.6 lists all deliverables of the subprogramme.

Table 19.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**4**	**2**
Reports for:				
1. The Commission	1	1	1	2
2. The Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	–	–	3	–
Substantive services for meetings (number of three-hour meetings)	**11**	**14**	**13**	**11**
Meetings of:				
3. The Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	–	–	6	–
4. Subregional policy round table on issues related to financing for sustainable development	1	3	1	1
5. Expert groups on financing for development	4	4	–	4
6. Expert groups on the *Economic and Social Survey of Asia and the Pacific*	4	4	4	4
7. The Consultative Group on Financing Strategies for the Sustainable Development Goals	2	3	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**2**	**1**	**1**
8. On selected economic policy and financing for development issues	1	2	1	1
Seminars, workshops and training events (number of days)	**4**	**5**	**4**	**4**
9. Policy-focused discussions based on research outlined in the *Economic and Social Survey of Asia and the Pacific* and *Financing for Development in Asia and the Pacific*	4	5	4	4
Publications (number of publications)	**1**	**1**	**2**	**1**
10. *Economic and Social Survey of Asia and the Pacific*	1	1	1	1
11. *Financing for Development Series*	–	–	1	–
Technical materials (number of materials)	**10**	**16**	**10**	**14**
12. Knowledge products on economic issues and policies tailored to countries' specific circumstances	4	10	4	4
13. Working paper series on macroeconomic policy, poverty reduction and financing for development	2	2	2	2
14. Policy briefs on macroeconomic policy, poverty reduction and financing for development	4	4	4	4
15. Economic update for the Asia-Pacific region	–	–	–	4
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy event on financing for development at the Economic and Social Council; side events at the Asia-Pacific Forum on Sustainable Development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: presentations, videos, brochures and infographics on the *Economic and Social Survey of Asia and the Pacific* and the *Financing for Development Series*.				

Subprogramme 2
Trade, investment and innovation

Objective

19.42 The objective, to which this subprogramme contributes, is to strengthen the capacity of member States to implement policies and programmes that more effectively harness the potential of trade, investment, innovation, technology and enterprise development for inclusive and sustainable development and regional integration in Asia and the Pacific.

Strategy

19.43 To contribute to the objective, the subprogramme will:

(a) Support member States in formulating and implementing policies and measures to promote and facilitate trade, investment, innovation and enterprise development in support of inclusive and sustainable development, with a specific focus on the needs of countries in special situations, including countries on the cusp of graduation from least developed country status;

(b) Build the capacity of member States, in cooperation with global and regional partners, such as the Asian Development Bank, the United Nations Conference on Trade and Development and the World Trade Organization, to negotiate and implement trade agreements aligned with the 2030 Agenda and to design and implement trade and investment facilitation policies and measures, including through the adoption of paperless trade systems;

(c) Provide capacity-building in close cooperation with the Asian and Pacific Centre for Transfer of Technology, including workshops, training activities and policy advice; develop knowledge products on sustainable FDI, innovation, technology cooperation and transfer, innovative and emerging technologies, climate technologies, responsible and inclusive business, social enterprise, impact investment and innovative finance for women's entrepreneurship;

(d) Support member States in the areas of trade facilitation and support trade digitization, such as paperless and contactless trade, as appropriate, in particular to maintain trade flows of critical goods in times of global and regional crises;

(e) Support member States in formulating policies for sustainable FDI, infrastructure financing and micro-, small and medium-sized enterprises, with a key focus on private sector engagement through the ESCAP Sustainable Business Network and on developing initiatives through the sharing of best sustainability practices and the promotion of innovative financial and digital tools to support policy exchanges and women entrepreneurs with a view to reducing vulnerabilities;

(f) Support regional cooperation and knowledge-sharing platforms and expand expert networks in the areas of trade, investment, technology, innovation and inclusive and sustainable business, including through public-private partnerships, for knowledge transfer and peer learning.

19.44 These workstreams will support member States in making progress towards the achievement of Sustainable Development Goals 3, 5 to 9, 11, 13 and 17.

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

(a) Reduced trade costs and increased participation and competitiveness of companies, especially micro-, small and medium-sized enterprises, in international trade;

(b) The adoption by member States of more effective rules and procedures governing trade, leading to more efficient trade outcomes aligned with the Sustainable Development Goals;

(c) The adoption by member States of policies and measures aimed at achieving more inclusive and sustainable outcomes of private sector activities, including public-private partnerships;

(d) The integration of inclusive and sustainable practices into technology and innovation policies in the region;

(e) The increased resilience of supply chains by enabling continued trade activities and using technology and innovation to mitigate the impact of crises.

Programme performance in 2024

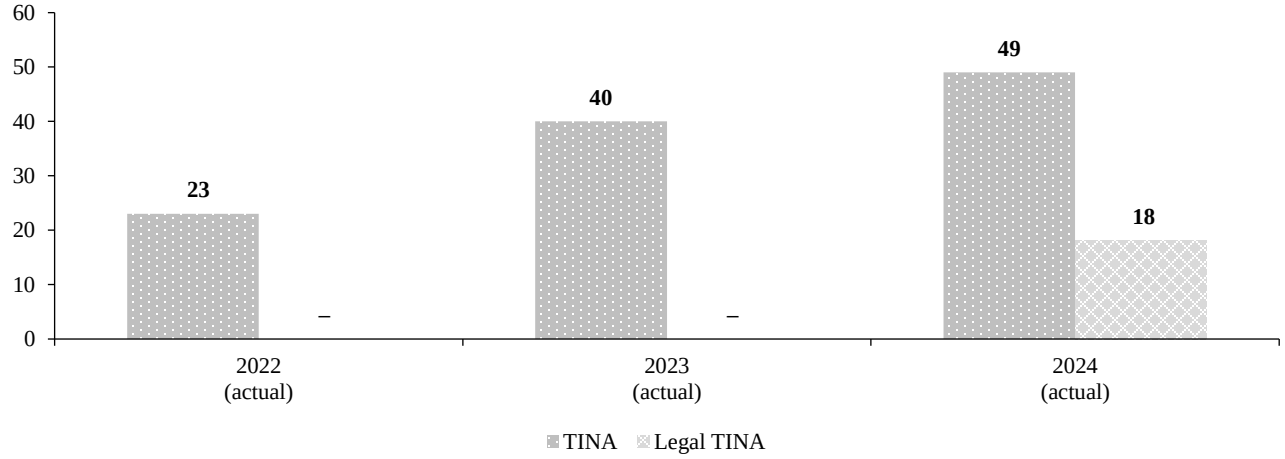
Increased access to legal drafting assistance for trade agreement negotiators

19.46 Trade among preferential trade agreement partners accounts for about half of all Asia-Pacific trade. By the end of 2023, 135 preferential trade agreements that involved at least one Asia-Pacific country included sustainable development provisions, covering labour protection, human rights, the environment and small and medium-sized enterprises. However, many developing countries face capacity challenges, and engaging international experts can be expensive.

19.47 To support ESCAP member States, particularly countries in special situations, in preparing to conduct trade negotiations, the subprogramme extended its Trade Intelligence and Negotiation Adviser (TINA) platform in 2024 to include a text explainer powered by innovative and emerging technology. TINA helps member States to negotiate trade agreements by offering comprehensive data and tailored analyses for feasibility studies and impact assessments, thereby reducing the need for costly external advice. It also supports the 2030 Agenda by promoting trade liberalization in areas such as environmental goods and plastic substitutes, and by providing guidelines on sustainable development provisions, empowering countries to advance their trade and development goals efficiently. Since the launch of the extension, ESCAP has conducted 16 in-country, subregional and regional training events in eight countries on the use of Legal TINA, the extension of the original TINA.

19.48 Progress towards the objective is presented in the performance measure below (see figure 19.I).

Figure 19.I
Performance measure: number of electronic certificates issued to trade agreement negotiators from Asia-Pacific economies on the use of the Trade Intelligence and Negotiation Adviser (TINA) (cumulative)



Planned results for 2026

Result 1: enhanced policy measures to promote inclusive business for sustainable development

Programme performance in 2024 and target for 2026

19.49 The subprogramme's work contributed to the development of six additional policy measures by the Association of Southeast Asian Nations (ASEAN), India and Sri Lanka to promote inclusive business, which met the planned target.

19.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.7).

Table 19.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States (Cambodia, the Philippines and Viet Nam) implemented measures to promote inclusive businesses	Viet Nam implemented an inclusive business accreditation system 10 member States endorsed a plan of action for the promotion of inclusive business in ASEAN (2023–2027), and issued a declaration on promoting inclusive business models in ASEAN	Six additional policy measures were developed by ASEAN, India and Sri Lanka to promote inclusive business	Two key policy measures to support the implementation of a plan of action for the promotion of inclusive business in South-East Asia (2023–2027) designed: (a) An inclusive business accreditation system for South-East Asia; (b) A framework to monitor and evaluate the progress of the plan of action	Two additional key policy measures to support the promotion of inclusive business in Asia and the Pacific

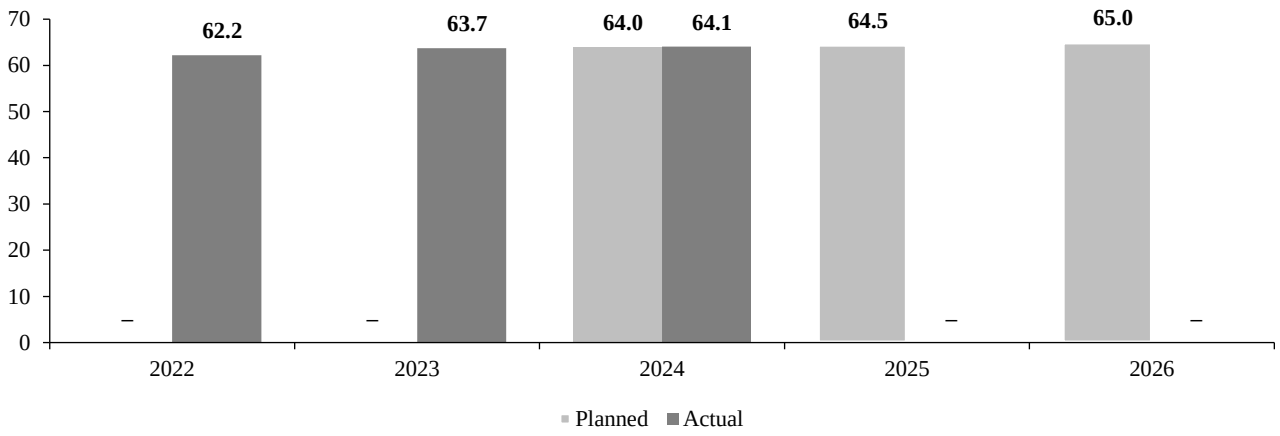
Result 2: more sustainable and efficient trade processes through increased digital and sustainable trade facilitation measures

Programme performance in 2024 and target for 2026

19.51 The subprogramme's work contributed to an increase in the implementation rate of digital and sustainable trade facilitation measures in Asia and the Pacific to 64.1 per cent, which met the planned target.

19.52 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 19.II).

Figure 19.II
Performance measure: implementation rate of digital and sustainable trade facilitation measures in Asia and the Pacific (annual)
(Percentage)



Result 3: investment promotion agencies pledge commitment to advance gender equality through foreign direct investment

Proposed programme plan for 2026

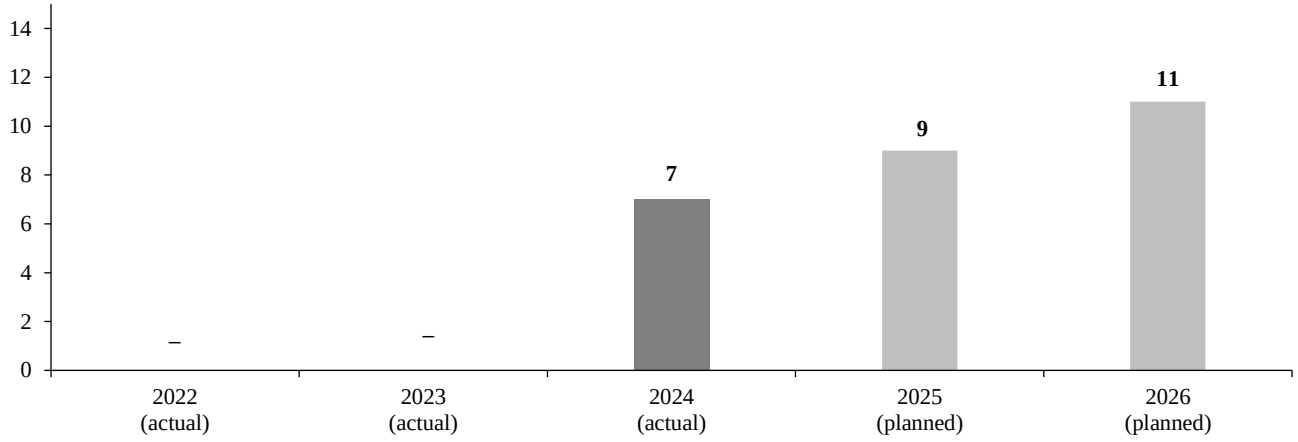
19.53 In line with recommendation 4 of the Committee on Trade, Investment, Enterprise and Business Innovation at its first session (see ESCAP/CTIEBI(1)/8), the subprogramme has been working to leverage FDI as a tool for promoting gender equality in Asia and the Pacific. Recognizing the underutilized potential of FDI in achieving Sustainable Development Goal 5, the subprogramme launched the "pledge amongst investment promotion agencies, economic development boards and ministries of investment to advance gender equity in foreign direct investment" to secure commitment from agencies directly responsible for attracting FDI to their countries.

Lessons learned and planned change

19.54 The lesson for the subprogramme was that it could expand its outreach activities to engage more investment promotion agencies in undertaking investment promotion in a gender-sensitive manner in Asia and the Pacific. In applying the lesson, the subprogramme plans to provide targeted support to potential signatories, including awareness-raising sessions, capacity-building workshops and one-on-one consultations to address concerns and highlight the benefits of the pledge, in order to increase the outreach and impact of the pledge.

19.55 Expected progress towards the objective is presented in the performance measure below (see figure 19.III).

Figure 19.III
Performance measure: number of investment promotion agencies that have formally signed the pledge (cumulative)



Deliverables

19.56 Table 19.8 lists all deliverables of the subprogramme.

Table 19.8
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**12**	**10**	**17**	**11**
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Trade, Investment, Enterprise and Business Innovation	–	–	6	–
3. The Governing Council of the Asian and Pacific Centre for Transfer of Technology	3	2	2	2
4. The Asia-Pacific Trade Agreement Standing Committee	4	–	4	4
5. The Paperless Trade Council of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific and the Standing Committee of the Framework Agreement	4	7	4	4
Substantive services for meetings (number of three-hour meetings)	**28**	**17**	**34**	**38**
Meetings of:				
6. The Committee on Trade, Investment, Enterprise and Business Innovation	–	–	6	–
7. The Governing Council of the Asian and Pacific Centre for Transfer of Technology	4	3	4	4
8. The Asia-Pacific Trade Agreement Standing Committee	8	–	8	8
9. The Paperless Trade Council of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	4	5	2	4
10. The Standing Committee of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	–	–	2	6
11. The expert groups on trade, investment and innovation	8	6	8	12
12. The Executive Council of the ESCAP Sustainable Business Network	2	2	2	2
13. The United Nations Special Programme for the Economies of Central Asia Working Group on Trade	2	1	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**13**	**6**	**6**
14. On the ESCAP Sustainable Business Network	1	–	–	1
15. On trade policy and economic partnership	1	3	1	1
16. On trade facilitation and paperless trade	–	–	1	1
17. On innovation, enterprise and investment	1	9	1	1
18. On new and emerging technologies	3	1	3	2
Seminars, workshops and training events (number of days)	**–**	**–**	**–**	**4**
19. On technology innovation and the scale-up of new and emerging technologies	–	–	–	2
20. On enabling policies and linkages, including technology and financing mechanisms	–	–	–	1
21. On cross-border cooperation and networking for technology cooperation	–	–	–	1
Publications (number of publications)	**3**	**3**	**3**	**3**
22. *Asia-Pacific Trade and Investment Report*	–	–	1	–
23. *Studies in Trade, Investment and Innovation* series	2	2	2	2
24. *Science, Technology and Innovation in Asia and the Pacific*	1	1	–	1
Technical materials (number of materials)	**10**	**10**	**10**	**10**
25. Trade, Investment and Innovation Working Paper Series	2	2	2	2
26. Policy briefs on trade, investment and innovation	3	3	3	3
27. Reports on trade facilitation and paperless trade implementation	1	1	1	1
28. *Asia-Pacific Tech Monitor*	4	4	4	4

C. Substantive deliverables

Consultation, advice and advocacy: advisory services on trade, investment, innovation, inclusive and sustainable business; consultation on technology cooperation and transfer, and emerging and frontier technologies; advisory support for the task forces of the ESCAP Sustainable Business Network; knowledge management platform on technology transfer; regional knowledge networks linking researchers, policymakers and practitioners in trade, investment, innovation and inclusive and sustainable business, including the Asia-Pacific Research and Training Network on Trade and the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific; side events on trade, investment and innovation at the Asia-Pacific Forum on Sustainable Development.

Databases and substantive digital materials: e-training module on technology transfer; online courses and databases on trade, investment and innovation; the comprehensive trade cost database; the Asia-Pacific Trade and Investment Agreements Database; the online Trade Intelligence and Negotiation Adviser; trade performance indicators on non-tariff measures.

D. Communication deliverables

Outreach programmes, special events and information materials: country fact sheets, multimedia materials and briefings on trade, investment, innovation and inclusive and sustainable business; newsletter and information products on technology cooperation and transfer.

Subprogramme 3
Transport

Objective

19.57 The objective, to which this subprogramme contributes, is to achieve sustainable transport connectivity, logistics and mobility in the Asia-Pacific region.

Strategy

19.58 To contribute to the objective, the subprogramme will:

(a) Serve as the secretariat for the Intergovernmental Agreement on the Asian Highway Network, the Intergovernmental Agreement on the Trans-Asian Railway Network and the Intergovernmental Agreement on Dry Ports, and provide technical expertise to the intergovernmental deliberations of the relevant working groups, including on operational issues and issues of particular relevance to landlocked developing countries;

(b) Provide technical assistance and conduct related research and analysis on land and maritime transport, with due consideration for the specific needs of landlocked developing countries and small island developing States, focusing on enhanced operational connectivity through promoting knowledge products and best practices, including efficient operational arrangements and harmonized legal frameworks for multimodal transport, and facilitate systematic regional and, as appropriate, interregional dialogue to foster regional and interregional connectivity;

(c) Facilitate the exchange of good practices on the utilization of new and emerging technologies, and support the wider deployment of smart transport systems through the development of a regional road map and by raising awareness through knowledge products and capacity development;

(d) Undertake policy advocacy and capacity-building in the areas of sustainable urban transport and low greenhouse gas emissions and logistics, including by promoting and facilitating an accelerated transition to affordable, safe, low-emission, clean and energy-efficient transport and environmentally friendly supply chains;

(e) Provide technical assistance in the areas of road safety and inclusive transport and mobility, including through a regional plan of action for road safety and regional guidelines addressing accessibility, to support reductions in poverty and inequality and promote inclusive transport for people with different travel requirements, including but not limited to women, children, older persons, low-income transport users, rural inhabitants and persons with disabilities.

19.59 These workstreams will support member States in making progress towards the achievement of Sustainable Development Goals 3, 7, 9, 11 to 13 and 17 and the objectives of the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026).

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

(a) A more sustainable, efficient and resilient transport infrastructure along the regional transport networks (Asian highways, trans-Asian railways and dry ports) and at maritime ports to support freight and, where appropriate, passenger operations that are affordable, safe, accessible and environmentally friendly;

(b) Enhanced regional land, maritime and interregional transport connectivity to preserve regional and interregional transport linkages and foster regional cooperation to support interregional and intraregional trade and people connectivity;

(c) The formulation and implementation of sustainable transport and mobility policy initiatives in member countries, including the planning and development of urban public transport systems, measures and mechanisms to promote the use of low-greenhouse-gas-emission transport and smart mobility approaches, and measures to improve transport safety and promote inclusive transport in the region.

Programme performance in 2024

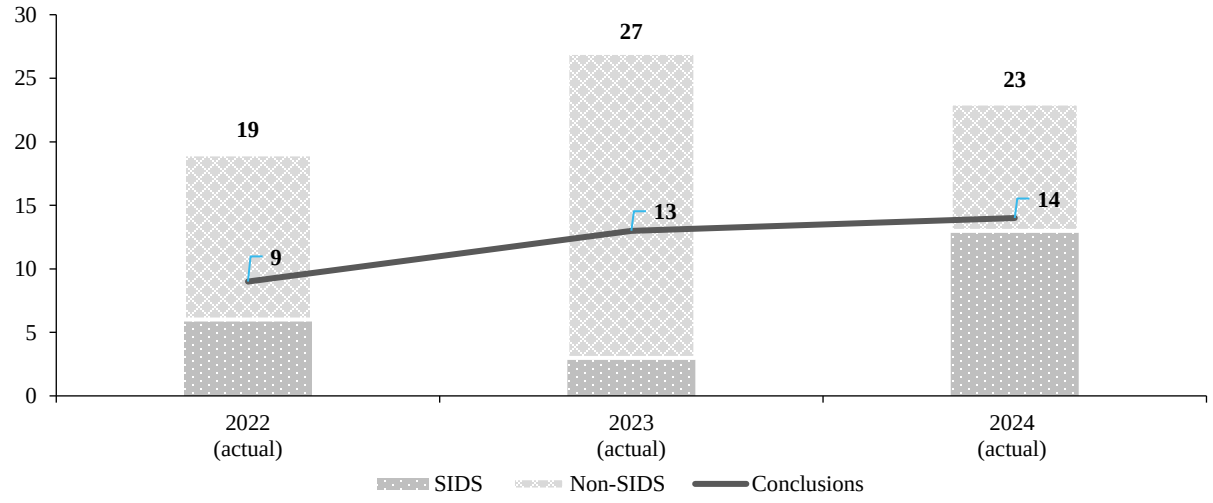
Sustainable and resilient port development to support sustainable maritime connectivity in the Pacific

19.61 Maritime and interregional transport connectivity is one of the seven thematic areas of the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026). As shipping plays a central role in enabling international trade, the subprogramme has been promoting sustainable and resilient port development to connect small island developing States to the global economy.

19.62 In addressing the transport challenges of Pacific small island developing States and facilitating their access to global and regional supply chains, the subprogramme has been providing advisory services and offering capacity-building programmes. It has been issuing knowledge products and policy tools offering best practices on sustainable and resilient port operations, including an analysis of the state of maritime connectivity and resilient ports in South-East Asia and small island developing States in the Pacific. Since 2022, the subprogramme has been organizing systematic regional dialogues on sustainable and resilient maritime connectivity and port development. In 2024, the dialogue was organized in Fiji, which enabled the increased participation of representatives from small island developing States and allowed for more specific conclusions geared towards improving maritime connectivity in the Pacific.

19.63 Progress towards the objective is presented in the performance measure below (see figure 19.IV).

Figure 19.IV
Performance measure: number of participating countries and substantive conclusions reached at the regional dialogues on sustainable maritime connectivity (annual)



Abbreviation: SIDS, small island developing States.

Planned results for 2026

Result 1: enhanced policies for safe and inclusive transport and mobility

Programme performance in 2024 and target for 2026

19.64 The subprogramme's work contributed to Malaysia, the Philippines, Thailand and Viet Nam formulating national measures to reduce road traffic deaths and injuries by at least 50 per cent between 2021 and 2030, which exceeded the planned target of three additional member States.

19.65 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.9).

Table 19.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Regional Plan of Action for Asia and the Pacific for the Second Decade of Action for Road Safety 2021–2030 was welcomed by the Committee on Transport ESCAP member States contributed to the development of regional guidelines on enhancing social inclusion and innovations in urban transport systems in Asia-Pacific cities	Bangladesh, the Islamic Republic of Iran and the Lao People's Democratic Republic formulated national road safety policies and initiatives to improve road safety	Malaysia, the Philippines, Thailand and Viet Nam formulated national measures to reduce road traffic deaths and injuries by at least 50 per cent between 2021 and 2030	Three additional member States, including a least developed country, formulate national measures to reduce road traffic deaths and injuries by at least 50 per cent between 2021 and 2030	Two member States in the Pacific formulate national policies to improve social inclusion by means of their transport systems

Result 2: increased efficiency and resilience of transport connectivity and logistics networks in Asia and the Pacific

Programme performance in 2024 and target for 2026

19.66 The subprogramme's work contributed to three member States sharing advance information on their intention to amend the Asian Highway and Trans-Asian Railway routes involving international border crossings, which met the planned target.

19.67 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.10).

Table 19.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States proposed amendments to the coverage of the eight Asian Highway routes and eight Trans-Asian Railway routes	Member States adopted amendments to 5 Asian Highway routes and 2 Trans-Asian Railway routes	Three member States shared advance information on their intention to amend the Asian Highway and Trans-Asian Railway routes involving international border crossings	Member States consider the proposed amendments to the configuration of transport networks	Member States update policy initiatives to increase the resilience and efficiency of Asian Highway and Trans-Asian Railway routes

Result 3: accelerated transition to low-emission transport

Proposed programme plan for 2026

19.68 In response to ESCAP resolution 79/1, the subprogramme initiated a regional cooperation mechanism on low-emission and energy-efficient transport and conducted a series of subregional consultations and capacity-building workshops, with over 30 member States, to mobilize transport ministries and key stakeholders to engage in policy processes and to reduce the emissions of the transport sector.

Lessons learned and planned change

19.69 The lesson for the subprogramme was that it could further support the transition to low-emission transport by scaling up regional collaboration and advancing the discussions on several common priority areas and emerging demands. In applying the lesson, the subprogramme will leverage voluntary initiatives and case studies to promote learning and knowledge exchange among member States, and support member States in developing additional national policy frameworks for the transition to electric mobility and implementing pilot electric bus routes.

19.70 Expected progress towards the objective is presented in the performance measure below (see table 19.11).

Table 19.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	20 member States joined the Asia-Pacific initiative on electric mobility	Four member States establish national vertical coordination mechanisms to accelerate their transition to electric mobility	At least two member States establish pilot electric bus routes Member States consider the implementation of the regional action plan on low-emission transport at the Ministerial Conference on Transport

Deliverables

19.71 Table 19.12 lists all deliverables of the subprogramme.

Table 19.12
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**6**	**1**	**4**
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Transport	3	5	–	–
3. The Ministerial Conference on Transport	–	–	–	3
Substantive services for meetings (number of three-hour meetings)	**22**	**20**	**28**	**26**
Meetings of:				
4. The Committee on Transport	6	6	–	–
5. The Ministerial Conference on Transport	–	–	–	10
6. The Working Group on the Asian Highway Network	–	–	4	–
7. The Working Group on the Trans-Asian Railway Network	–	–	4	–
8. The Working Group on Dry Ports	–	–	4	–
9. The United Nations Special Programme for the Economies of Central Asia Working Group on Sustainable Transport, Transit and Connectivity	4	4	4	4
10. Expert groups on transport connectivity and logistics	8	6	8	4
11. Expert groups on mobility	4	4	4	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**14**	**8**	**8**
12. On transport connectivity and logistics	4	7	4	4
13. On mobility	4	7	4	4
Seminars, workshops and training events (number of days)	**–**	**–**	**1**	**–**
14. On transport connectivity and logistics	–	–	1	–
Publications (number of publications)	**3**	**3**	**2**	**2**
15. On transport developments in Asia and the Pacific	2	2	1	1
16. *Transport and Communications Bulletin for Asia and the Pacific*	1	1	1	1
Technical materials (number of materials)	**2**	**2**	**3**	**3**
17. On transport connectivity and logistics	1	1	2	1
18. On mobility	1	1	1	2
C. Substantive deliverables				
Consultation, advice and advocacy: side events on transport at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: Asian Highway database, the Trans-Asian Railway Network and the network of dry ports.				
D. Communication deliverables				
Outreach programmes, special events and information materials: infographics on road safety for regional and global access.				

Subprogramme 4
Environment and development

Objective

19.72 The objective, to which this subprogramme contributes, is to enhance the environmental sustainability of development in a holistic and integrated manner and to improve human well-being in urban and rural environments through building the capacity of member States to strengthen integrated environmental policies and sustainable management of natural resources, realize inclusive, resilient and sustainable urban development, and reduce pollution and waste.

Strategy

19.73 To contribute to the objective, the subprogramme will:

(a) Support member States, as appropriate within the existing mandate, to promote cooperation at all levels on enabling climate-sensitive urban development in line with national priorities and circumstances and continue to support the actions of members and associate members, upon request and within available resources, in the development of ambitious climate action policies and plans for mitigation and adaptation aligned with the Paris Agreement and the decisions adopted by the Commission and the Committee on Environment and Development;

(b) Promote regional cooperation on air quality management, including through the operationalization of the Regional Action Programme on Air Pollution and the commemoration of the International Day of Clean Air for blue skies, to provide opportunities for partnership-building, dialogues and the exchange of best practices, complemented by technical support to member States on the assessment of air quality, standards and data, in collaboration with relevant United Nations and international organizations;

(c) Build the capacity of national, subnational and local officials to strengthen sustainable urban planning processes; provide technical and policy support for the voluntary local review and localization of the Sustainable Development Goals; facilitate the adoption of urban resilience and local climate strategies, the application of people-centred smart city systems and the financing of climate-resilient urban infrastructure; and increase awareness of sustainable and inclusive urban solutions, including nature-based solutions, ecosystem-based approaches and other management and conservation approaches to reduce the environmental impacts of urbanization;

(d) Strengthen subregional dialogue on institutionalizing participatory approaches in environmental matters, including through the sharing of good practices, the development of common approaches and South-South cooperation;

(e) Support regional cooperation to protect ocean and marine ecosystems for sustainable development, including by coordinating the regional implementation of the United Nations Decade of Ocean Science for Sustainable Development and by, inter alia, providing participatory, multi-stakeholder dialogue platforms to support region-wide initiatives and global processes;

(f) Strengthen the adoption of sustainable agricultural technologies and practices in the region in support of food security, the resilience of rural communities and air quality management through the activities of the Centre for Sustainable Agricultural Mechanization.

19.74 The above-mentioned strategy will help to support member States in their progress towards the achievement of Sustainable Development Goals 2, 3, 6, 11 to 15 and 17.

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

(a) Enhanced action by member States to address climate change through accelerating the implementation of the Paris Agreement, including through sustainable, low-emission and climate-resilient development;

(b) Enhanced action by member States to improve air quality with the support of collaborative actions developed in line with the Regional Action Programme on Air Pollution;

(c) Increased sustainability and resilience of communities and a reduction of the negative impacts of urbanization;

(d) Strengthened subregional cooperation frameworks on participatory approaches in environmental matters;

(e) Strengthened regional and multi-stakeholder partnerships for the conservation and sustainable use of the ocean and marine resources and on synergies between Sustainable Development Goals 13 and 14.

Programme performance in 2024

Digitalized access to new tools, mechanisms and instruments to facilitate the localization of the Sustainable Development Goals

19.76 In its resolution 79/7, the Commission encouraged members and associate members to work together to develop initiatives aimed at achieving the localization of the Sustainable Development Goals, in particular Goal 11, at the national, subnational and local levels. In supporting member States to implement the resolution in 2024, the subprogramme worked with national, regional and local governments and their associations, businesses, community-based organizations and other local actors to collect best practices and exchange knowledge on localization, conduct voluntary local reviews and identify local climate action. It also developed the Asia-Pacific SDG Localization Platform, an online toolbox containing a range of practical and adaptable mechanisms and instruments that support the development, implementation, monitoring and review of appropriate Sustainable Development Goal actions. The subprogramme also supported the Government of Malaysia in piloting and producing its first Goal 11 national road map.

19.77 Progress towards the objective is presented in the performance measure below (see table 19.13).

Table 19.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Two cities utilized ESCAP guidelines to support the development of their voluntary local reviews	Member States exchanged experiences and best practices at the Asia-Pacific Urban Forum and agreed on a high-level communiqué on cooperation and priorities to localize the Goals	18 stakeholders in the Asia-Pacific Localization Partnership for Sustainable Cities contributed to the development and content of a new online localization platform Malaysia piloted and produced its first national road map on Goal 11

Planned results for 2026

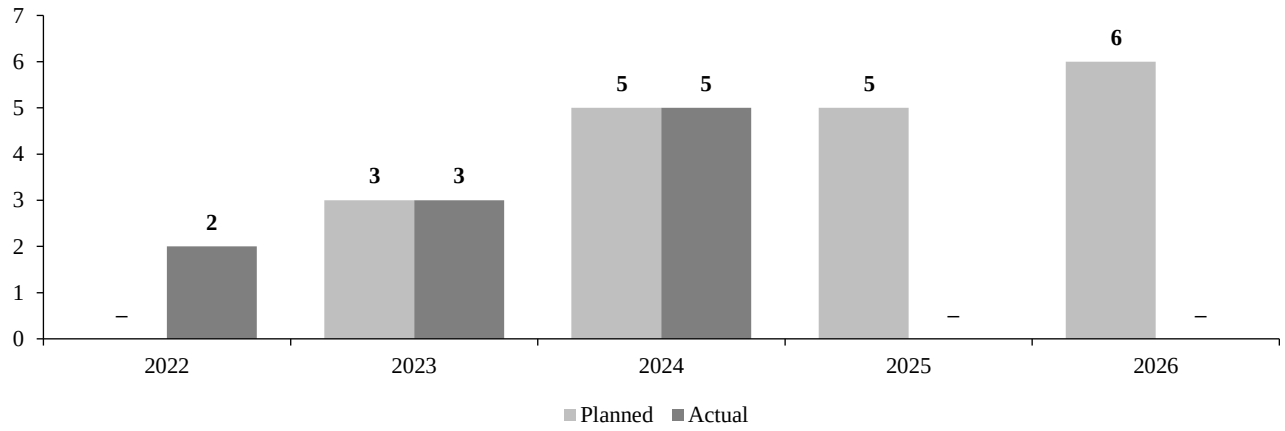
Result 1: local governments localize the Sustainable Development Goals and contribute to national climate strategies

Programme performance in 2024 and target for 2026

19.78 The subprogramme's work contributed to five cities (Chandragiri, Nepal; Surigao City, Philippines; Suva; Udon Thani, Thailand; and West Java, Indonesia) developing voluntary local reviews and/or Sustainable Development Goal localization plans, which met the planned target.

19.79 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 19.V).

Figure 19.V
Performance measure: number of cities developing voluntary local reviews and/or Sustainable Development Goal localization plans with the direct support of the Commission (annual)



Result 2: member States in Asia and the Pacific increase cooperation to advance participatory approaches on environmental matters

Programme performance in 2024 and target for 2026

19.80 The subprogramme's work contributed to the development of a draft subregional declaration by member States to promote participatory approaches on environmental matters, which met the planned target.

19.81 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.14).

Table 19.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States agreed on institutional arrangements to strengthen participatory approaches	Member States enhanced subregional cooperation to promote participatory approaches	Member States developed a draft subregional declaration to promote participatory approaches	Member States take steps to institutionalize modalities for participation	Member States adopt an instrument to institutionalize modalities for participatory approaches

Result 3: increased regional cooperation on ocean-based climate actions, including through ecosystem-based approaches and nature-based solutions

Proposed programme plan for 2026

19.82 In responding to ESCAP resolutions 76/1, 79/2 and 79/6, the subprogramme strengthened regional multi-stakeholder processes, including the Asia-Pacific Day for the Ocean, and identified key areas for national capacity-building and regional cooperation, including through the regional dialogue on ocean-based climate actions.

Lessons learned and planned change

19.83 The lesson for the subprogramme was that strengthening regional cooperation could enhance the role of ecosystem-based approaches and nature-based solutions, in particular by conserving marine ecosystems that support climate mitigation and adaptation and by placing people at the centre of these efforts. In applying the lesson, the subprogramme will increase access to capacity-building opportunities, enhance regional networking among experts and member States, develop practical guidance for Governments and other stakeholders, strengthen technical cooperation and ensure that regional perspectives contribute to the outcomes of the third United Nations Ocean Conference. The subprogramme will also promote private sector engagement and partnership development at the regional and national levels.

19.84 Expected progress towards the objective is presented in the performance measure below (see table 19.15).

Table 19.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States identified options and modalities for strengthening regional cooperation on conserving marine ecosystems	Member States contribute to regional actions, networking and regional and global dialogue on conserving marine ecosystems	Member States agree on regional actions to follow up on the outcomes of the third United Nations Ocean Conference, including on carbon dioxide sequestration and storage

Deliverables

19.85 Table 19.16 lists all deliverables of the subprogramme.

Table 19.16
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**5**	**1**	**2**
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Environment and Development	1	4	–	1
Substantive services for meetings (number of three-hour meetings)	**28**	**18**	**17**	**32**
Meetings of:				
3. The Committee on Environment and Development	5	5	–	5
4. The Technical Expert Group on Environment and Development	–	3	–	4
5. The Governing Council of the Centre for Sustainable Agricultural Mechanization	2	2	2	2
6. The Asian and Pacific Network for Testing of Agricultural Machinery	5	5	5	5
7. The policy forum of the Seoul Initiative on Environmentally Sustainable Economic Growth	6	–	–	6
8. Expert groups for the implementation of internationally agreed agendas related to the environment and development	2	1	2	2
9. Expert groups on sustainable and resilient cities in the Asia-Pacific region	8	2	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**8**	**10**	**8**	**10**
10. On the sustainable management of natural resources	1	2	1	1
11. On sustainable urban development	2	1	2	2
12. On sustainable agricultural mechanization	2	2	2	2
13. On sustainable economic growth	1	1	1	1
14. To support countries in Asia-Pacific to meet commitments to the Paris Agreement	–	–	–	1
15. On air pollution	1	3	1	2
16. On participatory approaches to environmental matters	1	1	1	1
Seminars, workshops and training events (number of days)	**5**	**6**	**10**	**5**
17. On the integrated management of straw residue	1	2	1	1
18. On strengthening human resources for sustainable agricultural mechanization	1	1	1	1
19. On promoting sustainable agricultural mechanization through South-South cooperation	2	2	2	2
20. Asia-Pacific Day for the Ocean	1	1	1	1
21. Asia-Pacific Climate Week	–	–	5	–
Publications (number of publications)	**1**	**–**	**1**	**1**
22. On the environment and development	1	–	1	1
Technical materials (number of materials)	**4**	**5**	**4**	**5**
23. On the environment and development	1	2	1	2
24. On agricultural machinery	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on the environment and development; side events on the environment and development at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: 16 e-learning courses on the environment and the implementation of the 2030 Agenda.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information material on agricultural mechanization; the International Day of Clean Air for blue skies, World Cities Day, World Environment Day and World Habitat Day.				

Subprogramme 5
Information and communications technology and disaster risk reduction and management

Objective

19.86 The objective, to which this subprogramme contributes, is to strengthen regional cooperation on information and communications technology (ICT), space technology applications and disaster risk reduction and management for resilient and sustainable development in Asia and the Pacific through the sharing of information and best practices.

Strategy

19.87 To contribute to the objective, the subprogramme will support member States in making progress towards the achievement of Sustainable Development Goals 1, 4, 5, 9 to 11, 13 to 15 and 17 by developing norms for secure and inclusive digital connectivity, geospatial data-sharing and disaster risk reduction and resilience-building, supported by policy analysis and evidence-based research. Specifically, the subprogramme will:

(a) Build capacity, especially of countries in special situations, in the above-mentioned areas, anchored in regional cooperation mechanisms that promote technical cooperation through the South-South and North-South modalities and are augmented by the programmes of the Asian and Pacific Training Centre for Information and Communication Technology for Development and the Asian and Pacific Centre for the Development of Disaster Information Management;

(b) Promote regional policy dialogue, knowledge exchange and cooperation on transboundary challenges related to connectivity and disaster risks, including those related to major development challenges such as climate change;

(c) Under the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026, carry out studies on the digital divide, assess policy and regulatory frameworks and provide policy recommendations for inclusive digital transformation, supplemented by advocacy, networking and partnerships in support of regionally agreed frameworks;

(d) Guided by the Jakarta Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030), assist member States in harnessing recent advances in space technology applications and geospatial data, facilitate timely and expanded access to space-derived geospatial data, pool expertise and resources at the regional and subregional levels, promote the sharing of knowledge and good practices and create synergies with other existing regional initiatives, as appropriate and upon their request;

(e) Augment and leverage subregional and regional cooperation in disaster risk reduction, adaptation and climate-resilient pathways for action, including through the implementation of the activities of the Asia-Pacific Disaster Resilience Network and the ESCAP multi-donor trust fund for tsunami, disaster and climate preparedness, and disaster information management services provided by the Asian and Pacific Centre for the Development of Disaster Information Management, including the activities under the Regional Plan of Action on Sand and Dust Storms in Asia and the Pacific;

(f) Further build the resilience of human and institutional capacity, in particular by providing assistance in the facilitation of inclusive use of digital solutions, such as the use of actionable disaster risk analytics and geospatial data applications and the provision of targeted solutions for the special needs of countries that face a high disaster risk.

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

(a) The bridging of the digital divide, and the appropriate and secure use of digital solutions for transformation;

(b) Countries of the region applying a transformative adaptation approach to combat climate change in order to leave no one behind;

(c) Enhanced applications by member States of integrated geospatial information to support transformative adaptation and accelerate the implementation of the Sustainable Development Goals.

Programme performance in 2024

Regional consensus on digital inclusion and transformation

19.89 Asia and the Pacific is a hub for digital innovations with the potential to accelerate digital inclusion and transformation for sustainable development. The subprogramme co-organized, with the Government of Kazakhstan and with the support of partners including the Department of Economic and Social Affairs and the International Telecommunication Union, the Asia-Pacific Ministerial Conference on Digital Inclusion and Transformation, which consolidated regional consensus on digital inclusion and transformation for regional cooperation. The subprogramme collaborated with partners, including the Climate Technology Centre and Network, and shared good practices on climate change mitigation through the *Asia-Pacific Digital Transformation Report 2024: Digital Innovation for Smarter Climate Action*. Furthermore, the subprogramme supported regional policy dialogue on infrastructure connectivity, digital technologies and applications, and digital data, through the Asia-Pacific Information Superhighway initiative; facilitated negotiations between three Pacific member States to improve Internet traffic management; and provided advisory services to the Government of Indonesia on a digital transformation index.

19.90 Progress towards the objective is presented in the performance measure below (see table 19.17).

Table 19.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The Committee on Information and Communications Technology, Science, Technology and Innovation endorsed the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026	The Commission adopted resolution 79/10, in which it decided to convene a ministerial conference on digital inclusion and transformation	Member States adopted the Astana Ministerial Declaration on Digital Inclusion and Transformation in Asia and the Pacific Fiji, New Zealand and Samoa established the Pacific Islands Internet Exchange Incorporated to improve Internet speed and reduce costs

Planned results for 2026

Result 1: strengthened national and subregional frameworks on disaster risk reduction and climate adaptation

Programme performance in 2024 and target for 2026

19.91 The subprogramme's work contributed to two additional subregional organizations (the Asian Disaster Preparedness Centre and the Coalition for Disaster-Resilient Infrastructure) adopting

disaster risk reduction and climate adaptation frameworks and supporting the Early Warnings for All initiative, which met the planned target.

19.92 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.18).

Table 19.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Indonesia, the Lao People's Democratic Republic and Thailand translated the action plans into national strategies	ASEAN and the Pacific Islands Forum Secretariat and the Group of 20 adopted disaster risk reduction and climate adaptation frameworks in line with the Sendai Framework for Disaster Risk Reduction and supported the Early Warnings for All initiative	The Asian Disaster Preparedness Centre and the Coalition for Disaster-Resilient Infrastructure adopted disaster risk reduction and climate adaptation frameworks and supported the Early Warnings for All initiative	Three countries adopt national frameworks to make progress towards the Early Warnings for All initiative by 2027	Two additional countries adopt national frameworks to make progress towards the Early Warnings for All initiative by 2027

Result 2: increased adoption of digitally driven innovations to enable transformative adaptation to climate change

Programme performance in 2024 and target for 2026

19.93 In coordination with the Resident Coordinator Offices, the subprogramme's work contributed to Bhutan and Nepal making progress in achieving transformative adaptation in agriculture and the energy sector, which met the planned target.

19.94 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.19).

Table 19.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
All ESCAP subregions gained access to downscaled climate scenario data through the ESCAP Risk and Resilience Portal	Member States accessed an updated version of disaster risk data analytics	Bhutan and Nepal made progress in achieving transformative adaptation in agriculture and the energy sector	Two additional countries make progress in achieving transformative adaptation in agriculture or the energy sector	Member States gain access to a database of climate change adaptation best practices to enhance adaptation planning at the national and regional levels

Result 3: scaled up geospatial applications by countries in special situations for achieving the 2030 Agenda

Proposed programme plan for 2026

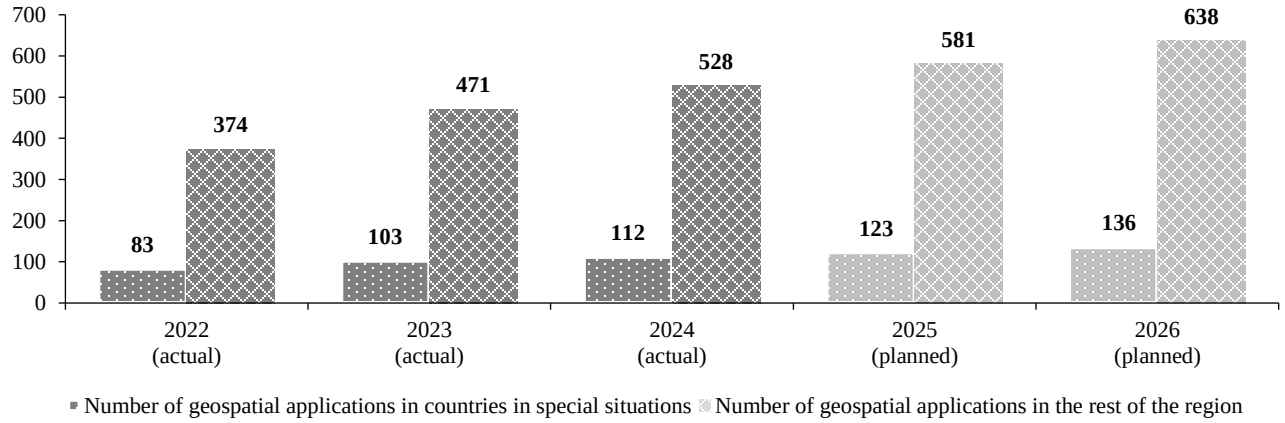
19.95 Countries have adopted policy and institutional reforms to strengthen space science and technology and their applications, including through the integration of geospatial data and solutions into sustainable development policies and practices, although at different speeds and depths across the region.

Lessons learned and planned change

19.96 The lesson for the subprogramme was that digitally driven innovations developed by ESCAP to automate flood hotspot mapping or to forecast the impacts of hazards could simplify processes, making them more available, accessible, affordable and actionable. In applying the lesson, the subprogramme will build the capacity of countries, with a particular focus on countries in special situations to leverage new technological developments and other digital innovations. With the financial and technical support from ESCAP members and through South-South modalities, the subprogramme plans to promote good geospatial practices by means of a compendium, database and dashboard of geospatial practices, implement capacity-building and technical support initiatives, and implement field projects to help countries in special situations to build their capacities to analyse and apply geospatial data.

19.97 Expected progress towards the objective is presented in the performance measure below (see figure 19.VI).

Figure 19.VI
Performance measure: number of geospatial applications in Asia and the Pacific (cumulative)



Deliverables

19.98 Table 19.20 lists all deliverables of the subprogramme.

Table 19.20
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**5**	**5**	**4**	**4**
Reports for:				
1. The Commission	2	2	2	2
2. The Committee on Disaster Risk Reduction	–	–	2	–
3. The Committee on Information and Communications Technology, Science, Technology and Innovation	3	–	–	2
4. The Asia-Pacific Ministerial Conference on Digital Inclusion and Transformation	–	3	–	–
Substantive services for meetings (number of three-hour meetings)	**32**	**28**	**28**	**30**
Meetings of:				
5. The Committee on Information and Communications Technology, Science, Technology and Innovation	6	–	–	5
6. The Committee on Disaster Risk Reduction	–	–	6	–
7. The Asia-Pacific Ministerial Conference on Digital Inclusion and Transformation	–	5	–	–
8. The fifth Ministerial Conference on Space Applications for Sustainable Development in Asia and the Pacific	–	–	–	4
9. The Governing Council of the Asian and Pacific Training Centre for Information and Communication Technology for Development	1	1	1	1
10. The Governing Council of the Asian and Pacific Centre for the Development of Disaster Information Management	1	–	1	2
11. The United Nations Special Programme for the Economies of Central Asia Working Group on Innovation and Technology for Sustainable Development	4	2	4	2
12. The World Meteorological Organization (WMO)/ESCAP Panel on Tropical Cyclones	4	4	4	4
13. The Intergovernmental Consultative Committee on the Regional Space Applications Programme for Sustainable Development	4	4	4	4
14. The ESCAP/WMO Typhoon Committee	4	6	4	4
15. Expert groups on space applications	4	4	–	2
16. The Asia-Pacific Information Superhighway Steering Committee	4	2	–	2
17. Expert groups on disaster risk reduction	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**9**	**15**	**7**	**8**
18. Asian and Pacific Centre for the Development of Disaster Information Management	1	1	1	1
19. On disaster risk reduction	1	3	1	1
20. On promoting ICT connectivity	2	4	2	2
21. On space technology applications	4	6	2	3
22. Asian and Pacific Training Centre for Information and Communication Technology for Development	1	1	1	1
Seminars, workshops and training events (number of days)	**14**	**33**	–	**14**
23. On strengthening ICT human capacity for inclusive and sustainable development	14	33	–	14
Publications (number of publications)	**2**	**2**	**2**	**2**
24. On disaster information management	–	–	1	–
25. Compendium on geospatial practices for sustainable development	1	1	–	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
26. On digital transformation for sustainable development	1	1	1	1
Technical materials (number of materials)	**8**	**5**	**6**	**7**
27. Policy briefs and guidelines on disaster information management	3	–	2	3
28. On disaster risk reduction	2	2	1	1
29. Policy briefs and working papers on ICT, including infrastructure and connectivity	2	2	2	2
30. Policy brief on geospatial information applications	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for working groups on disaster risk reduction and resilience, including the Issue-Based Coalition on Building Resilience; advice to the task forces of the ESCAP Sustainable Business Network; advice for committees and consultations with organizations on issues related to disaster risk reduction, space applications and ICT; briefing notes on digital development for senior government officials from ICT-related ministries and agencies; advice on data governance for risk-informed development.

Databases and substantive digital materials: ESCAP Risk and Resilience Portal; digital materials on space technology applications for regional and global access; geospatial practices database and dashboard with 50 new data entries and 10 institutional users; digital material for the development and management of disaster information databases and spatial data infrastructure; two new e-learning courses of the Asian and Pacific Training Centre for Information and Communication Technology for Development and guidance on impact-based forecasting and early warning.

D. Communication deliverables

Outreach programmes, special events and information materials: International Day of Science, Technology and Innovation for the South.

Digital platforms and multimedia content: content for the Asian and Pacific Training Centre for Information and Communication Technology for Development Virtual Academy; multimedia training content on disaster information management.

Subprogramme 6
Social development

Objective

19.99 The objective, to which this subprogramme contributes, is to realize inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific, with a focus on population and development, social protection, disability, and gender equality and the empowerment of women.

Strategy

19.100 To contribute to the objective, the subprogramme will bring together Governments on critical issues related to social development in the region and inform these intergovernmental processes through analysis and by drawing upon the complementary strengths of ESCAP through its regional convening power and the capacity of United Nations agencies, funds and programmes to support national implementation to advance the Sustainable Development Goals. Specifically, the subprogramme will:

(a) Support Governments in the continued implementation of the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of Action on Ageing and the Global Compact for Safe, Orderly and Regular Migration by strengthening the evidence base with regard to population and development issues, with a focus on ageing, migration and population dynamics, poverty reduction and leaving no one behind;

(b) Facilitate the monitoring of the implementation of the Asian and Pacific Ministerial Declaration on Population and Development through the framework that was endorsed at the sixth session of the Committee on Social Development;

(c) Provide support to member States in identifying the population groups that are at the highest risk of being left behind through its Leave No One Behind methodology, analytical reports and capacity-building;

(d) In line with the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific, consolidate national progress and experiences related to extending social protection coverage in periodic progress reports; develop a regional platform for member States to share good practices; and provide new and innovative analytical tools and products, as well as capacity-development tools and training sessions to Governments;

(e) Conduct research and analysis and provide capacity-building support to member States on building disability-inclusive societies, guided by the Convention on the Rights of Persons with Disabilities, the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, and the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032, and support other subprogrammes in mainstreaming disability inclusion;

(f) Follow up on the outcomes of the Asia-Pacific regional review of the implementation of the Beijing Declaration and Platform for Action by supporting Governments in accelerating the implementation of the Beijing Declaration and Platform for Action;

(g) Provide technical assistance in developing policies in the context of economic empowerment and entrepreneurship for women and support other subprogrammes in mainstreaming a gender perspective;

(h) Provide knowledge products, seminars and technical advice on addressing women's unpaid care burden and designing strategies and policy initiatives to improve the care economy.

19.101 The above-mentioned work will help to support member States in their progress towards the achievement of Sustainable Development Goals 1, 3, 4, 5, 8, 10, 11 and 17.

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

(a) The development of regional frameworks for social development;

(b) The development of responsive policies and programmes in the domain of population dynamics and social development;

(c) Enhanced skills and knowledge to enable countries to design and implement inclusive social protection policies, including to address the impact of rapid demographic transitions and climate change;

(d) Improved national policies and strategies to advance gender equality and women's empowerment, including through measures to improve the care economy and reduce women's unpaid care burden;

(e) Improved national policies and programmes in support of disability-inclusive development.

Programme performance in 2024

Regional consensus on priorities and strategies for achieving gender equality and women's empowerment in Asia and the Pacific

19.103 In 2024, the subprogramme led the regional review of progress made and challenges that remain in implementing the Beijing Declaration and Platform for Action, which culminated in the holding of the Asia-Pacific Ministerial Conference on the Beijing+30 Review in November 2024, in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women

(UN-Women). In the years leading up to the Ministerial Conference, the subprogramme supported member States in capacity development for assessing progress in critical areas of concern and building consensus on regional priorities for policy development to address emerging challenges in the context of critical transitions, through regional policy dialogue and subregional forums and workshops. Over 40 member States responded to the Beijing+30 survey and participated in the Ministerial Conference.

19.104 Progress towards the objective is presented in the performance measure below (see table 19.21).

Table 19.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States assessed progress and identified priorities for accelerating gender equality, in particular, to address issues related to climate change, environment management and disaster risk reduction	Member States assessed progress and identified priorities for accelerating gender equality, in particular, on emerging issues related to digital and technological transformation	Member States reached consensus on regional priorities and strategies to address emerging issues and accelerate the implementation of the Beijing Declaration and Platform for Action

Planned results for 2026

Result 1: advancement of data and guidance for inclusive and evidence-based policy design and implementation to reduce inequality of opportunity and leave no one behind

Programme performance in 2024 and target for 2026

19.105 The subprogramme's work contributed to Armenia, the Lao People's Democratic Republic, Nepal and Palau, which represent 44 per cent of ESCAP member States that committed to voluntary national reviews in 2024, generating their own data and evidence using the Leaving No One Behind platform to inform inclusive policymaking, which exceeded the planned target of 20 per cent.

19.106 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.22).

Table 19.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Five ESCAP member States (Mongolia, the Philippines, Tonga, Turkmenistan and Tuvalu) conducted national training sessions to enhance understanding and use of the Leaving No One Behind platform	Cambodia, Fiji, Maldives and Mongolia generated their own data and evidence to inform inclusive policies using the Leaving No One Behind platform	Armenia, the Lao People's Democratic Republic, Nepal and Palau, which represent 44 per cent of ESCAP member States that committed to voluntary national reviews in 2024, generated their own data and evidence using the Leaving	Six ESCAP member States that produce policy documents in 2025 use data and evidence generated by the Leaving No One Behind platform to inform inclusive policies	Six ESCAP member States that produce policy documents in 2026 use data and evidence generated by the Leaving No One Behind platform to inform inclusive policies

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
		No One Behind platform to inform inclusive policymaking		

Result 2: member States develop policy measures on valuing and investing in the care economy

Programme performance in 2024 and target for 2026

19.107 The subprogramme's work contributed to the adoption by the Philippines of an ordinance on valuing and investing in the care economy at the subnational level; and to Indonesia and the Lao People's Democratic Republic convening national consultations on the care economy, which exceeded the planned target of one member State developing a policy initiative on the care economy.

19.108 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.23).

Table 19.23
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Cambodia and the Philippines developed strategies on new care economy policy initiatives	Cambodia, China and the Philippines convened national consultations on the care economy	The Philippines adopted an ordinance on valuing and investing in the care economy at the subnational level Indonesia and the Lao People's Democratic Republic convened national consultations on the care economy	Two member States adopt policy measures on the care economy	Two member States strengthen their policy measures on the care economy

Result 3: strengthened national capacity to develop inclusive population ageing policies

Proposed programme plan for 2026

19.109 The subprogramme has built capacity in 15 Asia-Pacific countries in recent years on mainstreaming policies on ageing, enhancing preparation for demographic shifts and the future of work, intergenerational relations and promoting digital literacy among older persons.

Lessons learned and planned change

19.110 The lesson for the subprogramme was that the processes and initiatives at the global level would benefit from regional-level deliberations to understand their implications and regional and localized specificities. In applying the lesson, the subprogramme will focus on bottom-up approaches and interministerial meetings with government population ageing focal points in preparation for the fifth review and appraisal of the Madrid International Plan of Action on Ageing.

19.111 Expected progress towards the objective is presented in the performance measure below (see table 19.24).

Table 19.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
ESCAP member States adopted recommendations for action at the regional and national levels to address the economic and social impacts of population ageing, especially on older women	Bhutan, Malaysia and Thailand addressed population ageing in policy frameworks and action plans	20 per cent of ESCAP member States used an ESCAP online repository of good practices for drafting new population ageing policies, laws, programmes and guidelines	Government population ageing focal points identify gaps and priorities concerning formulating policies on population ageing	Member States initiate the development of inclusive policies by participating in ESCAP-led initiatives

Deliverables

19.112 Table 19.25 lists all deliverables of the subprogramme.

Table 19.25
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**5**	**7**	**3**	**4**
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Social Development	2	4	–	3
3. The regional review of the Beijing Declaration and Platform for Action (Beijing+30)	2	2	–	–
4. The Asia-Pacific regional review of implementation of the Global Compact for Safe, Orderly and Regular Migration	–	–	2	–
Substantive services for meetings (number of three-hour meetings)	**26**	**26**	**24**	**23**
Meetings of:				
5. The Committee on Social Development	6	6	–	5
6. The regional review of the Beijing Declaration and Platform for Action (Beijing+30)	6	6	–	–
7. The United Nations Special Programme for the Economies of Central Asia Thematic Working Group on Gender and Sustainable Development Goals	2	1	2	2
8. The Working Group on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032	–	–	4	4
9. Asia-Pacific regional review of implementation of the Global Compact for Safe, Orderly and Regular Migration	–	–	6	–
10. Expert groups on social inclusion	4	4	4	4
11. Expert groups on social policies	4	2	4	4
12. Expert groups on population	4	4	4	4
13. Expert group on the *Social Outlook for Asia and the Pacific*	–	3	–	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**12**	**3**	**4**
14. On gender equality	1	2	–	1
15. On population and development	–	6	1	1
16. On disability inclusion	2	4	1	1
17. On social development	–	–	1	1
Publications (number of publications)	**3**	**3**	**1**	**2**
18. On disability inclusion	–	–	1	–
19. On gender equality	1	1	–	1
20. *Social Outlook for Asia and the Pacific*	1	1	–	1
21. *Asia-Pacific Migration Report 2024*	1	1	–	–
Technical materials (number of materials)	**10**	**11**	**11**	**11**
22. On gender equality	–	–	1	1
23. On disability inclusion	1	1	1	1
24. Policy brief on population and development	1	1	1	1
25. Working paper on population and development	1	1	1	1
26. Working papers on inequality	2	3	2	2
27. Policy brief on population data	1	1	1	1
28. On social development	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for working groups on issues related to social development; side events on social development at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: online databases and resource facilities on social development for regional and global access.				
D. Communication deliverables				
Outreach programmes, special events and information materials: International Women's Day; International Day of Older Persons; International Day of Persons with Disabilities; International Day of Care and Support.				

Subprogramme 7
Statistics

Objective

19.113 The objective, to which this subprogramme contributes, is to improve the availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific.

Strategy

19.114 To contribute to the objective, the subprogramme will:

(a) Support statistical development in the region, regional cooperation and the formulation of regional positions to advance official statistics in line with existing commitments, including "Advancing official statistics for the 2030 Agenda for Sustainable Development: a collective vision and framework for action by the Asia-Pacific statistical community", the Declaration on Navigating Policy with Data to Leave No One Behind and the Ministerial Declaration on Building a More Resilient Future with Inclusive Civil Registration and Vital Statistics;

(b) Provide technical assistance, training and capacity-building support, in collaboration with the Statistical Institute for Asia and the Pacific:

(i) To enhance national statistical capacities to produce, disseminate and communicate statistical products and services, including but not limited to gender-sensitive and sex-disaggregated data and statistics, with an emphasis on those countries left further behind, such as the least developed countries, landlocked developing countries and small island developing States;

(ii) To modernize national statistical systems and empower national statistical offices in the region to benefit from the data sources generated by the various components of national data ecosystems, including administrative data and big data produced and owned by other governmental agencies and the private sector;

(c) Provide statistical products and services, such as the *Asia and the Pacific SDG Progress Report* and the Asia-Pacific Sustainable Development Goals Gateway, that make regional data and official statistics accessible to assess progress in the Asia-Pacific region towards achieving the Sustainable Development Goals;

(d) Develop and support the production of knowledge products in the form of research papers, working papers, statistics briefs and blogs to raise awareness of and share knowledge and experience relating to official statistics;

(e) Promote cooperation and facilitate consensus-building among member States, regional entities and other partners working in data and statistics through regional and country-specific initiatives. This includes, among other things, advancing the Declaration on Navigating Policy with Data to Leave No One Behind, data governance and gender mainstreaming in cooperation with member States and development partners, which will constitute the foundation for enhanced statistical capacity in Asia and the Pacific;

(f) Expand its work to transform national statistical systems so that they are resilient to future shocks like the COVID-19 pandemic, including through virtual platforms and innovations in statistical production processes, which promote cooperation and consensus-building.

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

(a) The improved availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific;

(b) The improved capacity of national statistical systems to review progress in the implementation of the 2030 Agenda;

(c) The increased use of statistics in evidence-based decision-making across the Asia-Pacific region.

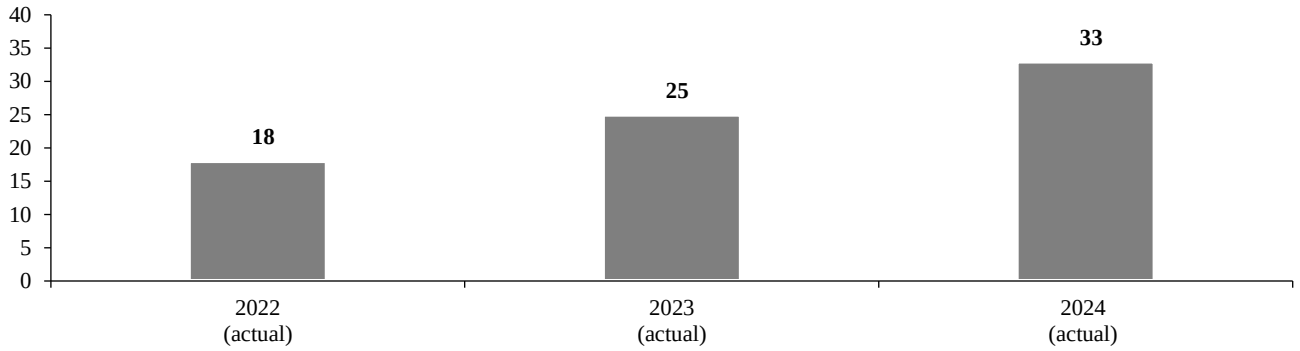
Programme performance in 2024

Innovative methods to improve the quality of official statistics

19.116 Following a decision by the ESCAP Committee on Statistics at its seventh session to feature big data for official statistics with a focus on sharing country experiences, the subprogramme initiated a specialized training programme to enhance the use of innovative methods for the compilation of consumer price indices. Experts from 33 countries participated in this programme and were trained in coding, web scraping techniques for price statistics, machine learning and small area estimation. Participants acquired Python programming skills and learned its application by scraping various websites and completing various assessment exercises. This skills development was supported by mentors from the Regional Hub on Big Data and Data Science for Asia and the Pacific, who fostered peer learning among the participants from the global South and the discussion of practical application within different country contexts.

19.117 Progress towards the objective is presented in the performance measure below (see figure 19.VII).

Figure 19.VII
Performance measure: number of countries with experts equipped to utilize big data and data science for official statistics (annual)



Planned results for 2026

Result 1: national statistical systems advance the mainstreaming of a gender perspective

Programme performance in 2024 and target for 2026

19.118 The subprogramme's work contributed to three national statistical systems (Fiji, Indonesia and the Philippines) applying gender mainstreaming in their statistical work, which exceeded the planned target of two.

19.119 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.26).

Table 19.26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Government statisticians from 35 countries attended training courses on how to integrate a gender perspective in statistics	Cambodia and Mongolia undertook steps towards gender mainstreaming in their statistical work	Fiji, Indonesia and the Philippines applied gender mainstreaming in their statistical work	Three national statistical systems apply gender mainstreaming in their statistical work	Two additional national statistical systems apply gender mainstreaming in their statistical work

Result 2: improved data governance by national statistical offices across Asia and the Pacific

Programme performance in 2024 and target for 2026

19.120 The subprogramme's work contributed to 20 member States providing input for a compendium of country data governance practices, enabling member States to share experiences to address data governance challenges, which exceeded the planned target of 10 member States.

19.121 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.27).

Table 19.27
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The ESCAP Committee on Statistics, at its eighth session, decided to feature data governance in its future work, with an emphasis on sharing country experiences and facilitating the provision of technical assistance	ESCAP, at its seventy-ninth session, endorsed the revised focus of the Committee on Statistics	Twenty member States contributed to a compendium of country data governance practices, enabling member States to share experiences to address data governance challenges	Five member States take steps to address data governance challenges and contribute to a compendium of country data governance practices	Six member States take steps to address data governance challenges and contribute to a compendium of country data governance practices

Result 3: establishment of national Sustainable Development Goal platforms to monitor progress towards the 2030 Agenda for Sustainable Development in Asia and the Pacific

Proposed programme plan for 2026

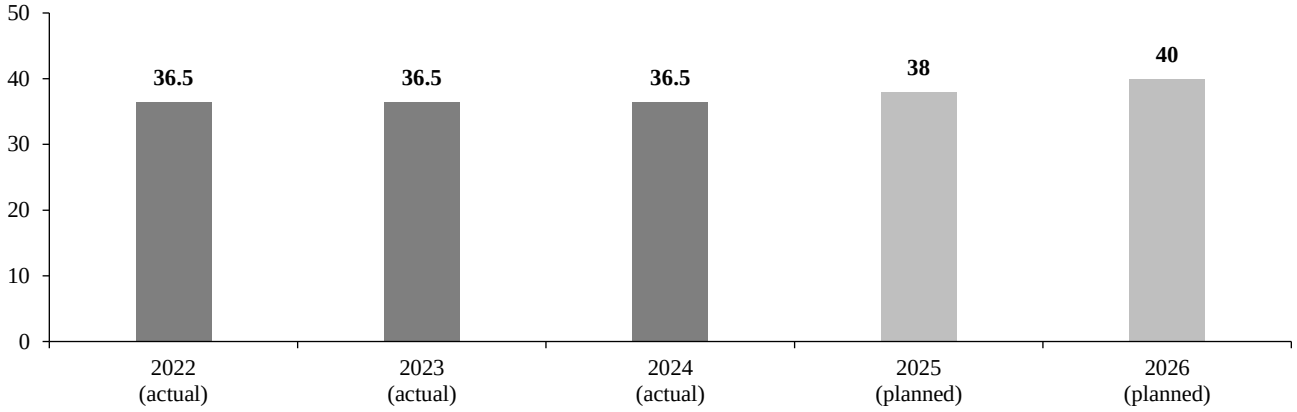
19.122 The ESCAP Committee on Statistics, at its seventh session, reinforced the need for enhancing the consistency of global and national Sustainable Development Goals data and providing technical support to countries to establish their data structure and national reporting platforms. The subprogramme launched the national Sustainable Development Goals tracker to assist member States in producing national progress assessments.

Lessons learned and planned change

19.123 The lesson for the subprogramme was that open-source solutions, such as Open SDG and the .Stat Suite platform, could offer sustainable, scalable ways for member States to build their internal capacity for reporting on the Goals. These tools are adaptable and shareable among countries, thus facilitating broader collaboration. In applying the lesson and to secure the longer-term success of these open-source solutions, the subprogramme will increase its efforts to make the tools more user-friendly and accessible. It also plans to strengthen the technical skills of staff of national statistical offices to ensure that the systems and tools can be maintained and sustained in the future.

19.124 Expected progress towards the objective is presented in the performance measure below (see figure 19.VIII).

Figure 19.VIII
Performance measure: percentage of Asia-Pacific countries with an official country-operated, dedicated online portal which can be used for reporting Sustainable Development Goals progress



Deliverables

19.125 Table 19.28 lists all deliverables of the subprogramme.

Table 19.28
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**5**	**2**	**2**
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Statistics	1	4	–	1
3. The Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**24**	**30**	**22**	**19**
Meetings of:				
4. The Committee on Statistics	6	6	–	5
5. The Governing Council of the Statistical Institute for Asia and the Pacific	3	3	3	3
6. The Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	–	3	6	–
7. Expert groups on the use of non-traditional and complementary data sources in official statistics	3	3	2	2
8. The Regional Steering Group for Civil Registration and Vital Statistics in Asia and the Pacific	6	6	6	6
9. Expert groups on strengthening national statistical systems for enhanced quality and trust in official statistics	3	6	3	3
10. The technical working group on disaster-related statistics in Asia and the Pacific	2	2	2	–
11. The Steering Group for the Regional Programme for the Improvement of Economic Statistics in Asia and the Pacific	1	1	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**7**	**4**	**3**
12. On statistics	4	7	4	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**13**	**228**	**10**	**125**
13. On statistics	10	16	8	10
14. On gender equality-related statistics and issues	3	3	2	–
15. On official statistics and management issues	–	81	–	15
16. On population statistics	–	29	–	25
17. On economic statistics	–	29	–	25
18. On environment and disaster statistics	–	41	–	25
19. On methodology and statistical process	–	29	–	25
Publications (number of publications)	**1**	**1**	**1**	**1**
20. *Asia and the Pacific SDG Progress Report*	1	1	1	1
Technical materials (number of materials)	**2**	**2**	**2**	**2**
21. On a variety of official statistics topics	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory support for subregional networks on official social, economic and environmental statistics; side events on statistics at the Asia-Pacific Forum on Sustainable Development.

Databases and substantive digital materials: ESCAP statistical database accessible at the regional and global levels.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

Objective

19.126 The objective, to which component 1 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, which include building resilience against natural disasters and climate change to reduce vulnerabilities and to improve socioeconomic conditions.

Strategy

19.127 To contribute to the objective, the component will be guided by the Antigua and Barbuda Agenda for Small Island Developing States and the Doha Programme of Action for the Least Developed Countries. In particular, it will:

(a) Provide subregional and in-country capacity development support in identifying and valuing ecosystem goods and services for the sustainable management of resources, in cooperation with subprogrammes 4 and 7;

(b) Provide technical assistance to member States and create knowledge-exchange opportunities between member States and civil society to develop nationally appropriate indicator frameworks and promote women's economic empowerment, social protection and disability policies, in cooperation with subprogramme 6;

(c) Provide technical assistance and advisory services with regard to addressing the socioeconomic challenges of the subregion and devising appropriate recovery responses through national frameworks for Sustainable Development Goal financing, national planning, sector policies

and strategies and regional cooperation on transboundary issues, in line with the outcomes of relevant assessments;

(d) Organize annual meetings and facilitate dialogues on sustainable development, including a subregional forum on sustainable development, among government officials, civil society, experts and other stakeholders, and on the sharing of information on subregional implementation efforts;

(e) Promote coordination with and collaboration among subregional intergovernmental organizations and member States for an effective representation of subregional perspectives at regional and global consultations, and provide implementation support for the Commission's subprogrammes relating to the subregion's priorities;

(f) Support the advancement of the 2050 Strategy for the Blue Pacific Continent, containing the streamlined Pacific Road Map for Sustainable Development, and serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in the implementation of the United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation;

(g) Strengthen coordination with the Pacific Islands Forum Secretariat and other agencies of the Council of Regional Organizations of the Pacific to deliver the 2050 Strategy for the Blue Pacific Continent in line with the 2030 Agenda.

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

(a) Improved data availability for evidence-based policymaking on climate-resilient, sustainable development;

(b) Strengthened capacity of member States to implement and monitor the 2030 Agenda and subregional agendas while ensuring that no one is left behind and that development activities address socioeconomic conditions and reach people in vulnerable situations;

(c) Stronger subregional cooperation to address transboundary issues;

(d) Advanced inclusive economic development in the Pacific subregion.

Programme performance in 2024

Legislative reforms to implement the Convention on the Rights of Persons with Disabilities

19.129 Kiribati, a State Party to the Convention on the Rights of Persons with Disabilities, launched its first national disability policy and action plan in 2018 and implemented initiatives to enhance the lives of persons with disabilities, including institutional reforms promoting disability-inclusive development. In 2024, the component, jointly with subprogramme 6 and in partnership with the Pacific Islands Forum Secretariat, the Pacific Disability Forum, the Pacific Community and the Office of the United Nations High Commissioner for Human Rights, supported the Government of Kiribati in undertaking a review of the country's legislation for compliance with the Convention. It organized a workshop with stakeholders from relevant line ministries and non-governmental organizations to strengthen awareness on the Convention through the socialization and application of its principles, enhance understanding of compliance gaps in national laws, and build capacity for future reporting.

19.130 Progress towards the objective is presented in the performance measure below (see table 19.29).

Table 19.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Kiribati completed a comprehensive legislative review for compliance with the Convention on the Rights of Persons with Disabilities

Planned results for 2026

Result 1: advancing implementation of the 2050 Strategy for the Blue Pacific Continent for Pacific small island developing States

Programme performance in 2024 and target for 2026

19.131 The component's work contributed to the endorsement by the Pacific Islands Forum leaders of the high-level summary of the 2024 prioritized regional collective action that includes reference to the development of the Pacific Regional Framework on Climate Mobility as part of the 2050 Strategy for the Blue Pacific Continent, which met the planned target.

19.132 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.30).

Table 19.30
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Pacific Islands Forum leaders endorsed the 2050 Strategy for the Blue Pacific Continent	Pacific small island developing States developed and adopted a regional framework/plan for three of the thematic areas of the 2050 Strategy for the Blue Pacific Continent, including a regional framework on the Pacific Road Map for Economic Development	Pacific Island Forum leaders endorsed the high-level summary of the 2024 prioritized regional collective action that includes reference to the development of the Pacific Regional Framework on Climate Mobility as part of the 2050 Strategy for the Blue Pacific Continent	Pacific small island developing States agree on modalities for assessing progress in the thematic areas	At least one country implements activities aligned with the regional framework/plan

Result 2: pathways to mainstream the Antigua and Barbuda Agenda for Small Island Developing States into national development strategies

Programme performance in 2024 and target for 2026

19.133 The component's work contributed to the reflection of Pacific members' and associate members' priorities in the outcome document of the Fourth International Conference on Small Island Developing States, which met the planned target.

19.134 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.31).

Table 19.31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Pacific members and associate members agreed on subregional challenges and priorities	Pacific members' and associate members' priorities were reflected in the outcome document of the Fourth International Conference on Small Island Developing States	Three countries identify pathways to mainstream the Antigua and Barbuda Agenda for Small Island Developing States	Two additional countries identify pathways to mainstream the Antigua and Barbuda Agenda for Small Island Developing States

Result 3: increased effectiveness in the production and use of core indicators for national, regional and global reporting

Proposed programme plan for 2026

19.135 At the sixth Pacific Forum on Sustainable Development, participants emphasized the need for guidance in developing a set of indicators that could be used to produce high-quality statistics in a timely manner to report on various regional and global frameworks and meet their own national reporting requirements. In partnership with the Pacific Community and subprogramme 7, the component issued indicator guidelines to meet this demand.

Lessons learned and planned change

19.136 The lesson for the component was that it could coordinate a subregional approach to assess the challenges of Pacific member States in executing the various monitoring and reporting requirements. In applying the lesson, the component will assist countries to establish consensus on indicator sets across the various frameworks and to collect and process data to measure and monitor the indicators.

19.137 Expected progress towards the objective is presented in the performance measure below (see table 19.32).

Table 19.32
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Pacific member States formulated a framework for aligning agendas to simplify reporting	Experts discussed solutions to align Pacific country reporting against global, regional and national frameworks	At least three member States align and enhance monitoring of national, regional and global agendas	At least three additional member States align and enhance monitoring of national, regional and global agendas

Deliverables

19.138 Table 19.33 lists all deliverables of the component.

Table 19.33
Component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	–	**1**	–
1. Report for the Commission	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**8**	**5**	**8**	**8**
Meetings of:				
2. Expert groups on policy and programme options to address emerging sustainable development issues in the Pacific	4	1	4	4
3. The Pacific Forum on Sustainable Development	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**4**	**2**	**2**
4. On institutional programmatic priorities of ESCAP in the Pacific	1	–	1	1
5. On economic and social development	1	4	1	1
Seminars, workshops and training events (number of days)	**2**	**2**	**2**	**2**
6. On sustainable development and building resilience in the Pacific	2	2	2	2
Technical materials (number of materials)	**1**	**1**	**1**	**1**
7. On regional cooperation and sustainable development in the Pacific	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to member States in the subregion to strengthen regional cooperation and integration for sustainable development and to build resilience against natural disasters and climate change to reduce vulnerabilities and improve socioeconomic conditions.				

Component 2
Subregional activities for development in East and North-East Asia

Objective

19.139 The objective, to which component 2 of the subprogramme contributes, is to strengthen regional cooperation for sustainable development, in line with the subregional priorities of East and North-East Asia, which includes sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies.

Strategy

19.140 To contribute to the objective, the component will:

(a) Facilitate multisectoral dialogues and promote knowledge-sharing among member States on sustainable development, environmental sustainability, trade, transport, energy and ICT connectivity, as well as on emerging technologies and their deployment in priority sectors, through regional and subregional platforms, including the North-East Asian Subregional Programme for Environmental Cooperation, the North-East Asia Clean Air Partnership and the North-East Asia Regional Power Interconnection and Cooperation Forum;

(b) Identify and promote innovative approaches to facilitate cross-border connectivity, where applicable, such as contactless cross-border trade and transport solutions, and cross-border data exchanges between railway and customs authorities, with a particular focus on Mongolia as the only landlocked developing country in North-East Asia;

(c) Develop knowledge products and foster peer-to-peer exchanges on inclusive science, technology and innovation policies and programmes with a focus on people in vulnerable situations, including on ageing societies, disaster resilience and gender equality in the technology industry;

(d) Support the implementation of a road map for sustainable power connectivity and promote intergovernmental processes for sustainable connectivity, environmental sustainability and innovation in East and North-East Asia, as relevant;

(e) Build the capacity of member States on the above-mentioned focus areas and promote coordination with and collaboration among subregional intergovernmental organizations and member States for an effective representation of subregional perspectives at regional and global consultations, as appropriate;

(f) Provide implementation support for the Commission's subprogrammes relating to the subregion's priorities and serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance with regard to preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation.

19.141 These workstreams will help member States to make progress towards the achievement of Sustainable Development Goals 3, 5, 7, 9 to 11, 13 to 15 and 17.

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

(a) Policy coherence and coordination of connectivity initiatives among member States, for example, with regard to trade and transport facilitation;

(b) Coordinated actions among stakeholders and Governments to counter common environmental challenges, including air pollution, and to promote low greenhouse gas emissions;

(c) Improved use of science, technology and innovation in building inclusive and resilient societies in the subregion, including resilience to natural hazards;

(d) More effective formulation and implementation of policies and strategies consistent with the 2030 Agenda, including through the North-East Asia Multi-stakeholder Forums on the Sustainable Development Goals;

(e) Enhanced collaboration among Governments, the United Nations, subregional organizations and other stakeholders to address priority challenges in the subregion, as appropriate.

Programme performance in 2024

Strengthened transboundary cooperation for effective conservation

19.143 North-East Asia contains some crucial habitats of critically endangered species. For the effective conservation of feline species and migratory birds and their habitats in support of the Kunming-Montreal Global Biodiversity Framework, the component supported ecological connectivity across country borders and along the flyways of migratory birds. Guided by member States, the component has promoted subregional cooperation on biodiversity and nature conservation. A workshop on nature conservation and biodiversity for transboundary cooperation, organized in August 2024, served as a platform to connect different stakeholders and countries and to reiterate the importance

of cross-border protected areas, ecological corridors and effective habitat management in North-East Asia. It also produced a set of recommendations for the consideration of member States at the Senior Officials Meeting of the North-East Asian Subregional Programme for Environmental Cooperation.

19.144 Progress towards the objective is presented in the performance measure below (see table 19.34).

Table 19.34
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	At the twenty-sixth Senior Officials Meeting of the North-East Asian Subregional Programme for Environmental Cooperation, member States commended the progress on transboundary cooperation for biodiversity and nature conservation and highlighted the need to strengthen the linkages from local to regional and global strategies and action plans in line with the Kunming-Montreal Global Biodiversity Framework	Member States requested that the recommendations from the workshop on nature conservation and biodiversity for transboundary cooperation be reflected in the North-East Asian Subregional Programme for Environmental Cooperation strategic plan for the period 2026–2030

Planned results for 2026

Result 1: strengthened collaboration for monitoring and addressing air pollution in East and North-East Asia

Programme performance in 2024 and target for 2026

19.145 The component's work contributed to member States collaborating towards addressing air pollution through the first policy dialogue of the North-East Asia Clean Air Partnership, by supporting discussions on the strategic directions of the Science and Policy Committee of the Partnership and at the 2024 Symposium on Climate Change and Air Quality Management, which met the planned target.

19.146 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.35).

Table 19.35
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States approved the plan to publish a policy analysis report on air pollution in 2023 and organize two policy dialogues by 2024	Member States collaborated in addressing air pollution through the engagement of their experts in the collaborative initiatives of the North-East Asia	Member States collaborated in addressing air pollution at the first policy dialogue of the North-East Asia Clean Air Partnership, by supporting	The North-East Asia Clean Air Partnership workplan for 2026–2030 reflects strengthened collaboration for monitoring and addressing air	Members of the North-East Asia Clean Air Partnership implement the workplan for 2026–2030

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
	Clean Air Partnership	discussions on the strategic directions of the Science and Policy Committee of the Partnership and at the 2024 Symposium on Climate Change and Air Quality Management	pollution in East and North-East Asia	

Result 2: efficient management of cross-border railway transport and transit

Programme performance in 2024 and target for 2026

19.147 The component's work contributed to Mongolia strengthening its readiness to undertake paperless transit and transport operations through the enhanced capacity of railway and customs authorities on cross-border electronic information exchange, which met the planned target.

19.148 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.36).

Table 19.36
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Mongolia and the Republic of Korea acceded to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	The Russian Federation acceded to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific Member States adopted guiding principles on electronic information exchange among railways and control authorities	Railway and customs authorities in Mongolia built capacity on cross-border electronic information exchange to strengthen the country's readiness to undertake paperless transit and transport operations	National officials increasingly adopt electronic information exchange for more efficient cross-border railway transport and transit in North-East Asia	Member States adopt a plan for electronic information exchange for more efficient cross-border railway transport and transit in North-East Asia

Result 3: strengthened cross-border collaboration on addressing desertification and land degradation in East and North-East Asia

Proposed programme plan for 2026

19.149 Sand and dust storms negatively affect soil, air and water quality beyond country borders. To mitigate the effects of desertification and land degradation on people, their livelihoods and the environment, the component has supported member States in developing a subregional approach for the North-

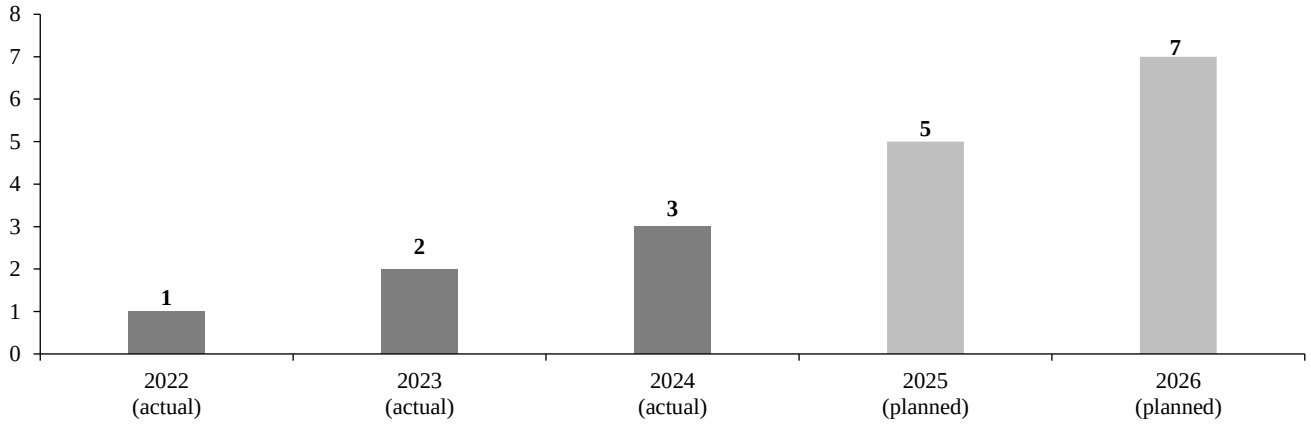
East Asian Subregional Programme for Environmental Cooperation and prepared a background paper on trends in desertification and land degradation.

Lessons learned and planned change

19.150 The lesson for the component was that it could use its expertise in research and technical cooperation to contribute to enhancing the understanding of the main causes, drivers and impacts of desertification and land degradation in North-East Asia. In applying the lesson, the component will analyse key factors for assessing, monitoring and managing the risks of desertification and land degradation. The component is planning a capacity-building workshop on policy options and a subregional forum to promote knowledge-sharing and facilitate collaboration, in support of the seventeenth session of the Conference of the Parties to the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, to be held in 2026.

19.151 Expected progress towards the objective is presented in the performance measure below (see figure 19.IX).

Figure 19.IX
Performance measure: number of cross-border activities undertaken by member States on desertification and land degradation under the North-East Asian Subregional Programme for Environmental Cooperation (cumulative)



Deliverables

19.152 Table 19.37 lists all deliverables of the component.

Table 19.37
Component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**–**	**1**	**–**
1. Report for the Commission	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**9**	**8**	**9**	**9**
Meetings of:				
2. Expert groups on policy and programme options to address emerging economic and social development issues in East and North-East Asia	2	1	2	2
3. Senior officials of the North-East Asian Subregional Programme for Environmental Cooperation	3	3	3	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
4. The North-East Asian Multi-stakeholder Forum on the Sustainable Development Goals	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**5**	**4**	**4**
5. On institutional programmatic priorities of ESCAP in East and North-East Asia	3	4	3	3
6. North-East Asian Subregional Programme for Environmental Cooperation	1	1	1	1
Seminars, workshops and training events (number of days)	**2**	**3**	**2**	**2**
7. On transport and energy connectivity	1	1	1	1
8. On science, technology and innovation for low-carbon and low-emissions and resilient cities and on North-East Asian Subregional Programme for Environmental Cooperation-related events	1	2	1	1
Publications (number of publications)	**1**	**1**	**–**	**1**
9. On digital literacy among older persons in North-East Asia	1	1	–	–
10. On emerging sustainable development issues in North-East Asia	–	–	–	1
Technical materials (number of materials)	**1**	**2**	**1**	**1**
11. On technology and social issues	1	1	1	–
12. On emerging sustainable development issues in North-East Asia	–	1	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to member States of the subregion on sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies; side events at the Commission session.				
D. Communication deliverables				
Outreach programmes, special events and information materials: newsletters, infographics and side activities on major events on sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies.				

Component 3
Subregional activities for development in North and Central Asia

Objective

19.153 The objective, to which component 3 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia, including sustainable connectivity, economic transformation, and social inclusion and resilience, and through follow-up and review of the 2030 Agenda.

Strategy

19.154 To contribute to the objective, the component will:

(a) Provide secretariat support to and coordinate the thematic working groups of the United Nations Special Programme for the Economies of Central Asia to ensure that priorities emanating from the decisions and recommendations of the Governing Council and the Economic Forums of the Special Programme regarding trade facilitation, innovation and technology, transport, energy and digital connectivity, innovative financing and investment tools, environmental sustainability and gender equality are incorporated into their workplans;

(b) Coordinate high-level dialogues and working meetings to support landlocked developing countries in the implementation of their priorities;

(c) Support member States in the implementation of the 2030 Agenda by providing policy advice and technical assistance on subregional connectivity, helping member States to make progress towards achieving Sustainable Development Goals 7 and 9;

(d) Organize annual meetings and facilitate dialogues on sustainable development, including a subregional forum on sustainable development, among government officials, civil society, experts and other stakeholders, and on the exchange of information on the subregional achievement of the Sustainable Development Goals, helping member States to review the progress;

(e) Support voluntary national review processes at the request of member States, including the voluntary national review twinning programme, and build capacity for sustainable and resilient development;

(f) Cooperate with subregional intergovernmental organizations and institutions such as the Shanghai Cooperation Organization, the Economic Cooperation Organization, the Eurasian Economic Commission and the Eurasian Development Bank for an effective implementation of subregional priorities;

(g) Provide implementation support for the Commission's subprogrammes relating to the subregion's priorities and serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation.

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

(a) Enhanced application by member States of, evidence-based solutions for, and strengthened subregional cooperation on, programmes to improve trade and transport facilitation as well as energy and digital connectivity;

(b) The adoption of policy options for economic transformation in the subregion;

(c) Increased knowledge-sharing in cooperation with intergovernmental organizations and bodies.

Programme performance in 2024

Towards digital transformation relating to land and multimodal transport in the subregion and beyond

19.156 Seven of the nine countries of the Central Asia subregion are landlocked developing countries. One of the challenges they face in achieving sustainable development is their limited ability to overcome structural impediments, such as high transport costs to world markets associated with a lack of access to the sea. The component, in collaboration with subprogramme 3, conducted a subregional-level study that took stock of existing policies and tools on the digital transformation of railway and multimodal transport operations in North and Central Asia and, on that basis, formulated policy recommendations for building sustainable and efficient multimodal transport systems in the digital era and conducted a capacity development programme for digital transformation relating to land and multimodal transport for transport authorities and industry stakeholders in the subregion. It also co-organized expert group meetings to develop recommendations focusing on the development of interregional transport corridors and multimodal transport, as well as access by Central Asian landlocked developing countries to seaports in Asia and the promotion of the digital transformation of railway transport through international cooperation.

19.157 Progress towards the objective is presented in the performance measure below (see table 19.38).

Table 19.38
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Uzbekistan developed a concept on the thematic scope of the regional centre for the development of transport and communications interconnection	Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan signed the Agreement on Strengthening the Interconnectedness of Land Transport in Central Asia	Transport authorities and industry stakeholders of the countries of North and Central Asia were able to plan and implement practical measures to strengthen digital transformation relating to land and multimodal transport

Planned results for 2026

Result 1: landlocked developing countries advance the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the new programme of action beyond 2024

Programme performance in 2024 and target for 2026

19.158 The subprogramme's work contributed to Armenia, Azerbaijan, Kyrgyzstan and Tajikistan reporting progress towards reaching the targets of the Vienna Programme of Action, which met the planned target.

19.159 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.39).

Table 19.39
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Landlocked developing countries in the subregion agreed to strengthen collaboration in developing transport and transit corridors, facilitating energy transit and promoting digital inclusion	Dialogue was strengthened among landlocked developing countries and the International Think Tank for Landlocked Developing Countries on progress and challenges related to implementing the Vienna Programme of Action	Armenia, Azerbaijan, Kyrgyzstan and Tajikistan reported progress towards reaching the targets of the Vienna Programme of Action	Policymakers from landlocked developing countries in the subregion have increased awareness of the priority areas beyond 2024	Policymakers identify challenges and opportunities to achieve the goals related to digital connectivity of the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034

Result 2: strengthened cooperation instruments of the United Nations Special Programme for the Economies of Central Asia

Programme performance in 2024 and target for 2026

19.160 The component's work contributed to countries that are participating in the United Nations Special Programme for the Economies of Central Asia reiterating their commitment to the establishment of the Special Programme's multi-partner trust fund and its steering committee for the effective management and coordination of all strategic, operational, technical and management aspects of the fund, which met the planned target.

19.161 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.40).

Table 19.40
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Almaty Declaration was adopted	Countries participating in the United Nations Special Programme for the Economies of Central Asia established a Special Programme fund in the United Nations multi-partner trust fund format	Countries participating in the United Nations Special Programme for the Economies of Central Asia reiterated their commitment to the establishment of the Special Programme's multi-partner trust fund and its steering committee for the effective management and coordination of all strategic, operational, technical and management aspects of the fund	The financial stability of the United Nations Special Programme for the Economies of Central Asia to implement activities is enhanced	Countries participating in the United Nations Special Programme for the Economies of Central Asia develop joint projects for the multi-partner trust fund

Result 3: member States advance digital transformation policies

Proposed programme plan for 2026

19.162 In North and Central Asia, the need for digital transformation has been amplified by rapid urbanization. Many countries of the subregion have initiated activities to tap into the potential of digital transformation, and the component has been working closely with member States and relevant stakeholders to facilitate knowledge-sharing.

Lessons learned and planned change

19.163 The lesson for the subprogramme was that exchanging experience and knowledge among subregional organizations on digital transformation for sustainable development could accelerate the identification of solutions to gaps in policy frameworks. In applying the lesson and under the umbrella of the memorandum of understanding between the Eurasian Economic Commission and ASEAN on economic cooperation, the component, jointly with component 5 of subprogramme 8,

plans to create a platform for the exchange of experience and knowledge and organize policy dialogues between member States of the two subregional organizations. It will undertake a study on the role of digital transformation for sustainable development to support member States in both subregions in their policymaking and develop policy recommendations and actions to promote digital transformation.

19.164 Expected progress towards the objective is presented in the performance measure below (see table 19.41).

Table 19.41
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Eurasian Economic Commission and ASEAN implemented a joint project to strengthen subregional cooperation on digital transformation for economic and sustainable development	Member States share best practices on digital transformation	Member States formulate policies and strategies in relation to digital transformation for sustainable development

Deliverables

19.165 Table 19.42 lists all deliverables of the component.

Table 19.42
Component 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	–	**1**	–
1. Report for the Commission	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**12**	**13**	**12**	**12**
Meetings of:				
2. The Governing Council of the United Nations Special Programme for the Economies of Central Asia	1	1	1	1
3. The Economic Forum of the United Nations Special Programme for the Economies of Central Asia	3	4	3	3
4. Expert groups on policy and programme options to address emerging economic and social development issues in North and Central Asia	4	4	4	4
5. The subregional forum on the Sustainable Development Goals in North and Central Asia	4	4	4	4

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	**1**	–	–
6. On regional cooperation and integration for the landlocked and transit developing countries	–	1	–	–
Technical materials (number of materials)	**1**	**1**	**1**	**1**
7. On regional cooperation and integration for the landlocked and transit developing countries	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy with member States of the United Nations Special Programme for the Economies of Central Asia on regional and subregional priority issues; side events for member States and regional organizations at the annual session of the Commission.				

Component 4
Subregional activities for development in South and South-West Asia

Objective

19.166 The objective, to which component 4 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia, including sustainable connectivity, women's economic empowerment and the sustainable graduation of the least developed countries.

Strategy

19.167 To contribute to the objective, the component will:

(a) Provide tailored analytical support, policy advice and technical assistance, and facilitate knowledge exchange and dialogues for member States and other stakeholders, on transboundary or common development priorities, in particular for landlocked developing countries, small island developing States and least developed countries, such as connectivity for economic corridors, disaster risk resilience, energy transition, women's economic empowerment and disability inclusion;

(b) Convene subregional consultations on sustainable development, including through the South and South-West Asia Network on the Sustainable Development Goals, to facilitate the sharing of good practices and the articulation of subregional perspectives that contribute to the relevant ESCAP knowledge products and forums, such as the Asia-Pacific Forum on Sustainable Development and the high-level political forum on sustainable development;

(c) Collaborate with subregional intergovernmental organizations for the coordination and mutual leveraging of subregional initiatives and facilitate ESCAP communication with the respective secretariats;

(d) Serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation;

(e) Forge partnerships with other development partners, and private sector and civil society organizations in common areas of work, for enhanced impact in supporting member States towards their achievement of the Goals;

(f) Deepen linkages and synergies with other ESCAP subprogrammes and components in common areas of work, for enhanced harmonization and coherence in the delivery of assistance to member States.

19.168 The above-mentioned work will help member States to make progress towards achieving Goals 1, 5, 7 to 10, 12, 13 and 17.

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

(a) Enhanced connectivity in the subregion, especially for people in landlocked developing countries and least developed countries;

(b) Strengthened capacity of member States in the subregion, especially least developed countries, landlocked developing countries and small island developing States, to mitigate and adapt to the impact of climate change and to reduce the risk of disasters, including those induced by climate change, in particular for people in vulnerable situations;

(c) Enhanced design and implementation of policies and subregional cooperation among member States in the transition to sustainable energy accessible to people in remote areas and in marginalized situations in South and South-West Asia;

(d) Enriched exchange of experiences and best practices between governments, civil society, academia/think tanks, the private sector, United Nations agencies, subregional organizations and other international organizations and financial institutions to bridge knowledge gaps for addressing the Goals.

Programme performance in 2024

Increased use of emerging technologies for disaster risk reduction in countries in special situations

19.170 In collaboration with subprogramme 5 and the United Nations Development Programme, the component has supported the small island developing State of Maldives and the landlocked developing country of Bhutan in adopting technologies to increase resilience to hazards. The component introduced high-resolution climate projection information and geospatial techniques to support the Government of Maldives in upgrading its disaster risk profile for evidence-based policymaking in disaster risk reduction and climate change adaptation. The component also organized a training course in Bhutan on the methodology used in Maldives, which the Government of Bhutan then applied to develop its risk profile and projection database for use in disaster-resilient policymaking.

19.171 Progress towards the objective is presented in the performance measure below (see table 19.43).

Table 19.43
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Disaster management authorities in Maldives identified existing gaps in disaster risk management through the use of customized planning tools, database development and data collection	Policymakers from Maldives used customized planning tools, techniques and guidelines to facilitate the undertaking of disaster risk-related analyses for national and local planning purposes	The Government of Maldives increased the accessibility of innovative online tools for national and local disaster preparedness The Government of Bhutan applied projection techniques to issue scenario-based recommendations for adaptation and mitigation strategies

Planned results for 2026

Result 1: improved flow of goods and services at border crossing points in Eastern South Asia

Programme performance in 2024 and target for 2026

19.172 The subprogramme's work contributed to enhancing the cooperation between the land port authorities of India and Bangladesh, particularly at the Dawki-Tamabil land border crossing, resulting in extended opening hours, the facilitation of trade in new goods and the Government of India initiating actions to bring animal testing closer to the border, which met the planned target.

19.173 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.44).

Table 19.44
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The flow of goods and services at border crossing points in Eastern South Asia is hampered due to limited transboundary connectivity in transport, energy, ICT and supply chains in those localities	Bangladesh, Bhutan, India, Nepal and one subregional organization (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation) expressed interest in working jointly to improve the transboundary flow of goods and services at border crossing points between north-east India and Bangladesh	Enhanced cooperation between the land port authorities of India and Bangladesh, particularly at the Dawki-Tamabil land border crossing	Bottlenecks at two border crossing points in Eastern South Asia are reduced, in tandem with an increase in the flow of goods and services across these points	Enhanced participation of women in cross-border trade in Eastern South Asia expressed, inter alia, through the numbers of women who engage in cross-border trade

Result 2: accelerated transition to sustainable energy

Programme performance in 2024 and target for 2026

19.174 The subprogramme's work contributed to Bangladesh, Bhutan, India and Nepal identifying priorities through a multi-country policy dialogue on regional energy connectivity, which exceeded the planned target of two countries.

19.175 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.45).

Table 19.45
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Bhutan and Pakistan issued Goal 7 road maps	The Lao People's Democratic Republic, Malaysia, Singapore and Thailand shared their experience on cross-border electricity trading with Bangladesh, Bhutan, India and Nepal	Bangladesh, Bhutan, India and Nepal identified priorities through a multi-country policy dialogue on regional energy connectivity	Two countries in the subregion draft action plans on the sustainable energy transition	One subregional organization promotes cooperation in the sustainable energy transition

Result 3: bridging the digital gap to leave no one behind in South and South-West Asia

Proposed programme plan for 2026

19.176 The digital divide, particularly for women and border communities, manifests as disparities in access to technology, Internet connectivity and digital literacy, which significantly limits opportunities for these individuals in marginalized situations. The component has been implementing training for women entrepreneurs to enhance their access to the Internet and their use of e-commerce and digital marketing. It has also worked with local communities in remote border areas to enhance cross-border trade.

Lessons learned and planned change

19.177 The lesson for the component was that partnering with the Wi-Fi programme implemented by subprogramme 5 would help to systematically upskill women in cross-border settings and contribute to closing the digital divide for women and communities in marginalized situations in border areas. In applying the lesson, the component will link the Wi-Fi programme to the land border authority of India and leverage its existing partnership at selected borders in South and South-West Asia. The component will identify the barriers for women and local communities at borders to participate in digital upskilling programmes, and will design capacity-building programmes to equip them with digital skills.

19.178 Expected progress towards the objective is presented in the performance measure below (see table 19.46).

Table 19.46
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	2,032 women were trained on digital marketing and e-commerce	Stakeholders identified priority interventions to bridge the digital divide	Stakeholders initiate a cross-country pilot project addressing the identified priorities	Stakeholders initiate an initiative on bridging the digital divide with a subregional organization

Deliverables

19.179 Table 19.47 lists all deliverables of the component.

Table 19.47
Component 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**–**	**1**	–
1. Report for the Commission	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**4**	**6**	**4**	**4**
2. Meetings of the South and South-West Asia Forum on the Sustainable Development Goals	4	6	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**–**	–
3. On institutional programmatic priorities of ESCAP in South and South-West Asia	1	1	–	–
Seminars, workshops and training events (number of days)	**2**	**2**	**2**	**2**
4. On thematic areas related to sustainable development	2	2	2	2
Technical materials (number of materials)	**5**	**5**	**5**	–
5. Development paper series on economic and social development	5	5	5	–
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to member States of the subregion in implementing the 2030 Agenda and promoting regional economic cooperation and integration.				

Component 5
Subregional activities for development in South-East Asia

Objective

19.180 The objective, to which component 5 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia, including sustainable connectivity, inclusive and equitable societies, the efficient management of natural resources and resilient development.

Strategy

19.181 To contribute to the objective, the component will:

(a) Coordinate high-level dialogues and working meetings to support the implementation of the next iteration of a plan of action between ASEAN and the United Nations;

(b) Further expand cooperation with ASEAN through increased engagement with the ASEAN secretariat and relevant sectoral bodies and committees, as appropriate, and on initiatives to achieve the Sustainable Development Goals and subregional goals, including through support for the implementation of the post-2025 ASEAN vision;

(c) Promote coordination with and collaboration among subregional intergovernmental organizations and member States for an effective representation of subregional perspectives at regional and global consultations;

(d) Further develop partnerships and cooperation with civil society organizations in support of people in vulnerable situations to enhance synergy and effective participation at the subregional Sustainable Development Goals forum and raise awareness of the Goals among youth through a collaboration with the Association of Pacific Rim Universities in mutual areas of interest;

(e) Provide implementation support for the Commission's subprogrammes relating to the subregion's priorities, serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation;

(f) Support coordination among the various agencies and partners, with a focus on sustainable investment and finance, inclusive and equitable societies, monitoring of progress towards the Goals and enhanced engagement with ASEAN, while ensuring synergy in the implementation of the processes;

(g) Support countries in special situations in the subregion in implementing their relevant programmes of action.

19.182 The above-mentioned work will help to support member States in their progress towards the achievement of Goals 3, 5, 9, 10, 13 and 17.

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

(a) An enhanced policy environment to support inclusive business and investment for sustainable development in the subregion;

(b) Fairer and more equitable access to social protection, especially for those most vulnerable, such as women, youth, older persons and persons with disabilities, and strengthened disability statistics, ageing and disability policies and social protection floor costing;

(c) The improved coordination and coherence of technical assistance provided under the post-2025 ASEAN vision in the subregion.

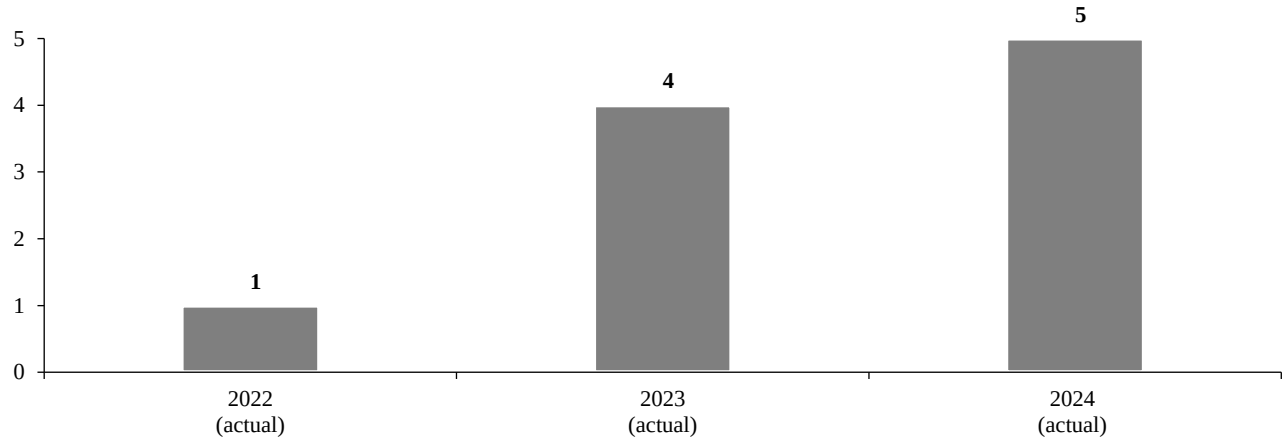
Programme performance in 2024

Increased usage of the national Sustainable Development Goal tracker to inform the voluntary national review process

19.184 ESCAP has been supporting countries in the preparation and conduct of voluntary national reviews to assess national progress towards the Sustainable Development Goals, and has developed the national Sustainable Development Goal tracker to facilitate the analysis. In 2024, the ASEAN secretariat approached subprogramme 7 and the component for support in the preparation of a session to introduce and explore the utilization of the national Sustainable Development Goal tracker across all ASEAN member States. After the session, the ASEAN secretariat requested ESCAP to avail itself to organize a full training workshop on the tracker upon request. Subsequently, the first ESCAP-ASEAN workshop on tracking progress against the Goals was held in Bangkok.

19.185 Progress towards the objective is presented in the performance measure below (see figure 19.X).

Figure 19.X
Performance measure: number of countries in the South-East Asia subregion using the national Sustainable Development Goal tracker to inform their voluntary national reviews (cumulative)



Planned results for 2026

Result 1: improved sustainable foreign direct investment strategies in the subregion

Programme performance in 2024 and target for 2026

19.186 The subprogramme's work contributed to member States discussing FDI promotion in the subregion at the ASEAN Investment Forum and its related events, which did not meet the planned target of one member State in the subregion developing a national strategy to attract sustainable FDI. The target was not met as the support to the development of the strategy was deferred to 2025 given limited capacities.

19.187 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.48).

Table 19.48
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States in the subregion agreed to promote intraregional sustainable FDI as a means for inclusive recovery and development	Eighty per cent of member States reported an increase in capacity to promote sustainable FDI in the subregion	Member States discussed FDI promotion in the subregion at the ASEAN Investment Forum and its related events	One additional member State in the subregion develops a national strategy to attract sustainable FDI	One additional member State in the subregion develops a national strategy to attract sustainable FDI

Result 2: aligned investment policies and regulations for the achievement of the Sustainable Development Goals

Programme performance in 2024 and target for 2026

19.188 The subprogramme's work contributed to the adoption of the ASEAN Regional Investment Promotion Action Plan 2025–2030, which serves as a workplan for ASEAN member States to

collaborate on promoting investment across the subregion and provides a framework for leveraging FDI, which met the planned target.

19.189 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.49).

Table 19.49
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States agreed to develop a subregional action plan on sustainable investment to accelerate the implementation of the Sustainable Development Goals	Member States adopted the ASEAN Regional Investment Promotion Action Plan 2025–2030	Member States align their investment policies with the investment priorities of the subregional action plan on sustainable investment	Member States develop the next phase of the ASEAN Regional Investment Promotion Action Plan by focusing on additional sectors

Result 3: youth engagement towards achieving the Sustainable Development Goals

Proposed programme plan for 2026

19.190 Youth can bring unique perspectives and innovative solutions to achieving the Sustainable Development Goals. In 2023, ESCAP renewed its memorandum of understanding with the Association of Pacific Rim Universities, which includes capacity-building on the Goals for students across Asia and the Pacific. The component has been working on integrating youth perspectives in the South-East Asia Multi-stakeholder Forum on the Implementation of the Sustainable Development Goals.

Lessons learned and planned change

19.191 The lesson for the component was that a more structured approach on youth engagement was required to effectively address the increased demand by universities to partake in the subregional forum. In applying the lesson, the component will support the Association of Pacific Rim Universities to create a curriculum for the promotion of the Goals, and will conduct training for students on the Goals chosen to be part of the Association's Sustainable Development Goals Education for Global Citizenship programme in a particular year.

19.192 Expected progress towards the objective is presented in the performance measure below (see table 19.50).

Table 19.50
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	10 students intervened at the subregional forum for sustainable development	20 students made statements and contributed substantively to the discussions at the subregional forum for sustainable development	Students partake in the conceptualization of a session at the subregional forum for sustainable development	Increased number of universities participating in activities to increase awareness about the Goals among their students

Deliverables

19.193 Table 19.51 lists all deliverables of the component.

Table 19.51
Component 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**–**	**1**	**–**
1. Report for the Commission	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	**9**	**10**	**9**	**8**
Meetings of:				
2. Expert groups on policy and programme options to address emerging sustainable development issues in South-East Asia	2	2	2	–
3. The South-East Asia Multi-stakeholder Forum on the Implementation of the Sustainable Development Goals	4	6	4	4
4. ASEAN member States, the ASEAN secretariat and the ASEAN sectoral working groups on sustainable development in South-East Asia	3	2	3	–
5. The High-level Brainstorming Dialogue on Enhancing Complementarities between the ASEAN Community Vision 2025 and the 2030 Agenda for Sustainable Development	–	–	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**2**	**1**	**–**
6. On institutional programmatic priorities of ESCAP in South-East Asia	1	2	1	–
Seminars, workshops and training events (number of days)	**2**	**6**	**–**	**14**
7. On the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations	1	2	–	3
8. On the implementation of sustainable FDI indicators	1	4	–	–
9. On sustainable investment	–	–	–	4
10. On the monitoring of progress towards the Sustainable Development Goals	–	–	–	2
11. For youth on the Sustainable Development Goals	–	–	–	3
12. On digitalization	–	–	–	2
Technical materials (number of materials)	**1**	**1**	**1**	**–**
13. On the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025)	1	1	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: consultations and advisory support to the subregional member States on sustainable investment and finance, inclusive and equitable societies and monitoring of progress towards the Sustainable Development Goals; consultations on enhanced engagement with ASEAN; side events at the Commission session; side events at the Asia-Pacific Forum on Sustainable Development.				

Subprogramme 9
Energy

Objective

19.194 The objective, to which this subprogramme contributes, is to ensure access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for energy access, renewable energy, energy efficiency and energy connectivity.

Strategy

19.195 To contribute to the objective, the subprogramme will enhance the evidence base for the achievement of Sustainable Development Goal 7 and Goals with interlinkages to it, and support member States in progressing towards Goal 7. Specifically, the subprogramme will:

(a) Facilitate intergovernmental dialogue and develop and disseminate evidence-based policy recommendations and guidance related to expanding access to modern energy, growing the share of renewable sources of energy in the energy mix, adopting energy-efficient technologies and approaches, and increasing energy connectivity;

(b) Provide capacity-building activities focused on facilitating planning and policy development for achieving Goal 7, including in least developed countries, based on local contexts and in alignment with national priorities, in cooperation with resident coordinator offices to leverage institutional resources and ensure the efficiency of work programme implementation;

(c) Produce and contribute to the development of knowledge products focused on broadening understanding of the benefits and implications of energy connectivity for energy security and resilience, affordability and sustainability;

(d) Provide access to up-to-date data, policy information and energy infrastructure maps through the Asia-Pacific Energy Portal and other knowledge platforms;

(e) Review regional and national progress against the targets of Goal 7 and provide support through the development and implementation of road maps and plans (Goal 7 road maps, the regional road map on power system connectivity and national cooling action plans), as applicable, and by promoting the use of modelling and policy planning tools and methodologies;

(f) Focus capacity-building efforts on the acceleration of progress towards Goal 7 targets and emissions reductions, in particular access to clean cooking fuels and technologies; sustainable cooling; the sustainability of supply chains for minerals, materials and technologies critical for energy transition; cleaner use of fossil fuels; and energy connectivity, with a special emphasis on countries in special situations;

(g) Mainstream a gender perspective by facilitating dialogue and producing knowledge products that include the energy system's impacts on women and highlight their contribution to a sustainable energy transition, working jointly with subprogramme 6.

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

(a) The adoption of evidence-based policies, strategies and plans to increase energy access, energy efficiency and the use of renewable sources of energy and enabling technologies at the national and subnational levels;

(b) Improved capacity to implement policies for the transition to renewable sources of energy, environmentally sound energy technologies and net-zero emissions goals, targets and ambitions;

(c) Increased capacity of policymakers and regulators to plan and implement power system connectivity initiatives that enable the scaling up of renewable energies;

(d) Greater recognition among policymakers of a gender perspective in the sustainable energy transition, including the potential for women to accelerate progress.

Programme performance in 2024

A road map for the development of a regional electricity market in Central and West Asia

19.197 The potential for multilateral power system connectivity and trade to facilitate the integration of higher shares of renewable energy in Central and West Asia has been recognized by the members of the Economic Cooperation Organization. The subprogramme developed a road map for promoting cross-border electricity connectivity using an ESCAP-designed policy framework which provides a set of principles to ensure the coherence of energy connectivity initiatives with the Goals. This road map has been recognized by relevant stakeholders for its role in revitalizing the Economic Cooperation Organization Regional Electricity Market initiative through the proposal of actions to operationalize a regional electricity market in the region.

19.198 Progress towards the objective is presented in the performance measure below (see table 19.52).

Table 19.52
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States finalized a set of principles to enable the assessment of connectivity projects against economic outcomes, efficiency and sustainability criteria and to ensure coherence with the Sustainable Development Goals	Member States reviewed the application of the set of principles and policy framework for sustainable power system connectivity in North-East Asia at the North-East Asia Regional Power Interconnection and Cooperation Forum, and recognized its potential to enhance the alignment of power connectivity initiatives with sustainability goals	Member States of the Economic Cooperation Organization launched a road map and established a task force for speeding up the advancement of the Economic Cooperation Organization Regional Electricity Market project

Planned results for 2026

Result 1: increased ambition of national commitments by member States towards modern and clean energy in support of Goal 7

Programme performance in 2024 and target for 2026

19.199 The subprogramme's work contributed to Bhutan, Cambodia, Fiji and Viet Nam announcing more ambitious national commitments to increase the share of energy from renewable sources, and to adopt advanced energy efficiency and enhance access to electricity and clean cooking technologies, research, technology and investments in clean energy, which met the planned target.

19.200 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 19.53).

Table 19.53
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States provided updates on the development of sustainable energy policies at meetings of the Expert Working Group on Universal Access to Modern Energy Services, Renewable Energy, Energy Efficiency and Cleaner Use of Fossil Fuels	Member States agreed on accelerated Sustainable Development Goal 7 actions in the areas of energy access, energy efficiency and renewable energy, in support of the 2030 Agenda and the Paris Agreement under the ministerial declaration adopted by ESCAP member States at the Third Asian and Pacific Energy Forum, in October 2023	Bhutan, Cambodia, Fiji and Viet Nam announced more ambitious national commitments to increase the share of energy from renewable sources, and to adopt advanced energy efficiency and enhance access to electricity and clean cooking technologies, research, technology and investments in clean energy	Member States in Asia and the Pacific announce commitments to close gaps on achieving Sustainable Development Goal 7 targets	Member States introduce strengthened policies to achieve Sustainable Development Goal 7 by 2030 and announce more ambitious clean energy commitments towards achieving mid-century net zero targets

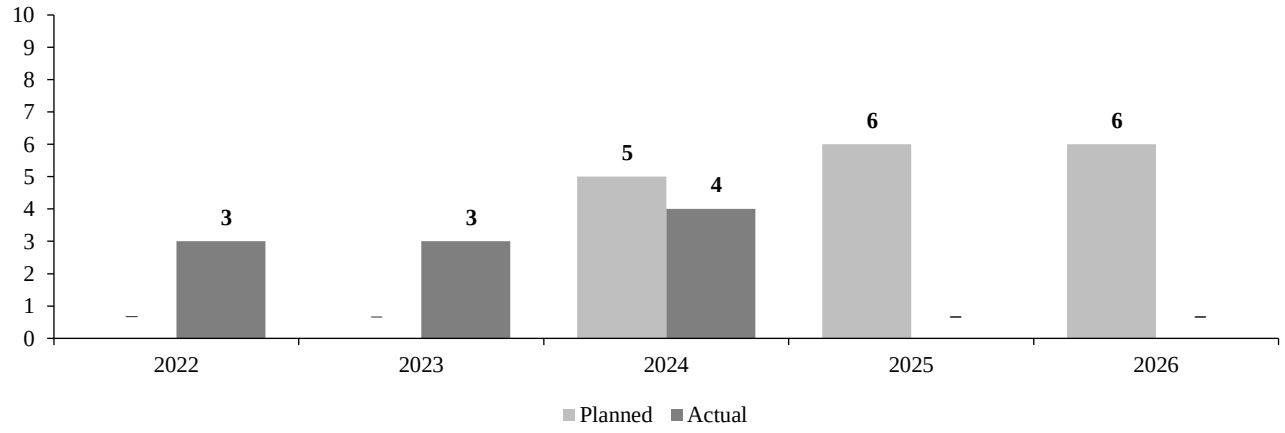
Result 2: countries adopt national cooling action plans

Programme performance in 2024 and target for 2026

19.201 The subprogramme's work contributed to the issuance of one new national cooling action plan by Indonesia in 2024, which did not meet the planned cumulative target of five national cooling action plans issued by member States. The target was not met due to challenges in gathering comprehensive data to enable sectoral assessments, modelling and scenario development, which underpin the evidence-based policy recommendations needed to finalize the other national cooling action plan.

19.202 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 19.XI).

Figure 19.XI
Performance measure: number of national cooling action plans issued by member States (cumulative)



Result 3: increased cooperation of member States in the Asia-Pacific region on cross-border power connectivity projects

Proposed programme plan for 2026

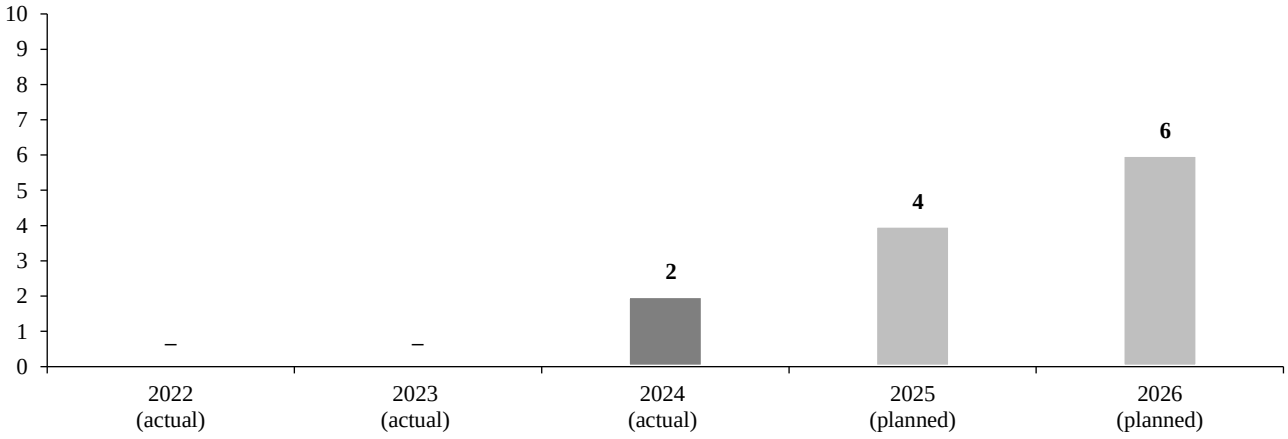
19.203 Recognizing the important role of cross-border power system connectivity in supporting access to secure, sustainable and affordable electricity, member States endorsed the regional road map on power system connectivity and its nine strategies in 2021. Subsequently, the subprogramme, through the Expert Working Group on Energy Connectivity, established milestones under the nine strategies and has worked towards supporting member States in implementing the road map and achieving the milestones.

Lessons learned and planned change

19.204 The lesson for the subprogramme, based on the latest subprogramme evaluation, was that intergovernmental deliberations created a shared understanding of the challenges of improving connectivity and garnered support for guiding principles to bolster connectivity efforts. However, it was also noted that more efforts could be made to facilitate consensus-building on subregional connectivity. In applying the lesson, the subprogramme will engage with member States through various channels of communication and increase outreach and cooperation with the subregional offices and United Nations country teams. It will also enhance consensus-building on key connectivity priorities by strengthening the intergovernmental deliberation process to develop additional milestones under the road map to guide increased cooperation among member States.

19.205 Expected progress towards the objective is presented in the performance measure below (see figure 19.XII).

Figure 19.XII
Performance measure: number of newly announced bilateral and multilateral power connectivity projects and initiatives (cumulative)



Deliverables

19.206 Table 19.54 lists all deliverables of the subprogramme.

Table 19.54
Subprogramme 9: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**2**	**1**
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Energy	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**10**	**9**	**16**	**10**
Meetings of:				
3. The Committee on Energy	–	–	6	–
4. The Expert Working Group on Universal Access to Modern Energy Services, Renewable Energy, Energy Efficiency and Cleaner Use of Fossil Fuels	4	4	4	4
5. The Expert Working Group on Energy Connectivity	4	4	4	4
6. The United Nations Special Programme for the Economies of Central Asia Working Group on Water, Energy and Environment (energy-related issues)	2	1	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**12**	**2**	**2**
7. On the implementation of Goal 7	2	12	2	2
Seminars, workshops and training events (number of days)	**1**	**1**	**1**	**1**
8. Policy dialogues on energy	1	1	1	1
Publications (number of publications)	**2**	**2**	**2**	**2**
9. On ensuring access to affordable, reliable, sustainable and modern energy for all	2	2	2	2
Technical materials (number of materials)	**4**	**4**	**5**	**4**
10. On ensuring access to affordable, reliable, sustainable and modern energy for all	4	4	5	–
11. Working papers on ensuring access to affordable, reliable, sustainable and modern energy for all	–	–	–	2
12. Policy briefs on ensuring access to affordable, reliable, sustainable and modern energy for all	–	–	–	2
C. Substantive deliverables				
Consultation, advice and advocacy: policy advice to all member States, upon request, on the implementation of Goal 7 and energy connectivity; side events on energy at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: Asia-Pacific Energy Portal (containing more than 200 data sets, 3,000 policy documents and a mapping of more than 6,000 power plants).				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on sustainable energy, primarily for government officials and technical experts in the region; International Day of Clean Energy.				

B. Proposed post and non-post resource requirements for 2026

Overview

19.207 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 19.55 to 19.57.

Table 19.55
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	48 035.1	52 503.5	–	77.5	242.4	319.9	0.6	52 823.4
Other staff costs	375.4	584.6	–	–	(208.6)	(208.6)	(35.7)	376.0
Hospitality	4.0	8.0	–	–	–	–	–	8.0
Consultants	268.5	273.1	–	8.3	29.8	38.1	14.0	311.2
Experts	249.4	465.2	–	10.3	21.7	32.0	6.9	497.2
Travel of staff	340.2	476.3	–	10.3	4.2	14.5	3.0	490.8
Contractual services	1 083.4	1 304.3	–	2.1	(121.2)	(119.1)	(9.1)	1 185.2
General operating expenses	1 932.6	2 211.1	–	–	68.3	68.3	3.1	2 279.4
Supplies and materials	48.1	157.0	–	–	(25.6)	(25.6)	(16.3)	131.4
Furniture and equipment	485.2	465.0	–	–	51.4	51.4	11.1	516.4
Improvement of premises	2.2	50.3	–	–	(45.0)	(45.0)	(89.5)	5.3
Grants and contributions	253.5	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–
Total	**53 077.4**	**58 498.4**	**–**	**108.5**	**17.4**	**125.9**	**0.2**	**58 624.3**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 19.56
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	418	1 USG, 2 D-2, 15 D-1, 35 P-5, 63 P-4, 53 P-3, 33 P-2/1, 3 NPO, 213 LL
Establishment	1	New temporary post (P-2) pursuant to General Assembly resolution 78/317
Conversion	4	Conversion of four long-term general temporary assistance positions to posts (LL)
Proposed for 2026	423	1 USG, 2 D-2, 15 D-1, 35 P-5, 63 P-4, 53 P-3, 34 P-2/1, 3 NPO, 217 LL

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

Table 19.57
Overall: proposed posts by category and grade[a]
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	15	–	–	–	–	15
P-5	35	–	–	–	–	35
P-4	63	–	–	–	–	63
P-3	53	–	–	–	–	53
P-2/1	33	–	1	–	1	34
Subtotal	**202**	**–**	**1**	**–**	**1**	**203**
General Service and related						
NPO	3	–	–	–	–	3
LL	213	–	–	4	4	217
Subtotal	**216**	**–**	**–**	**4**	**4**	**220**
Total	**418**	**–**	**1**	**4**	**5**	**423**

[a] Includes four temporary posts (3 P-4 and 1 P-3) that were approved pursuant to General Assembly resolution 71/272.

19.208 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 19.58 to 19.60 and figure 19.XIII.

19.209 As shown in tables 19.58 (1) and 19.59 (1), the overall resources proposed for 2026 amount to $58,624,300, reflecting a net increase of $125,900 (or 0.2 per cent) compared with the approved budget for 2025. Resource changes result from new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 19.58
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	274.3	454.8	–	–	–	–	–	454.8
B. Executive direction and management	3 794.2	4 285.0	–	108.5	(3.5)	105.0	2.5	4 390.0
C. Programme of work								
1. Macroeconomic policy, poverty reduction and financing for development	2 719.7	3 158.4	–	–	2.2	2.2	0.1	3 160.6
2. Trade, investment and innovation	3 423.8	3 557.1	–	–	4.1	4.1	0.1	3 561.2
3. Transport	3 536.3	3 646.5	–	–	6.6	6.6	0.2	3 653.1

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
4. Environment and development	2 915.3	3 159.8	–	–	(2.4)	(2.4)	(0.1)	3 157.4
5. Information and communications technology and disaster risk reduction and management	2 842.9	3 039.6	–	–	5.0	5.0	0.2	3 044.6
6. Social development	4 255.7	4 329.6	–	–	(10.9)	(10.9)	(0.3)	4 318.7
7. Statistics	3 133.6	3 318.2	–	–	(7.5)	(7.5)	(0.2)	3 310.7
8. Subregional activities for development	4 168.2	5 075.4	–	–	(44.7)	(44.7)	(0.9)	5 030.7
9. Energy	1 903.1	1 952.4	–	–	(2.1)	(2.1)	(0.1)	1 950.3
Subtotal, C	**28 898.6**	**31 237.0**	**–**	**–**	**(49.7)**	**(49.7)**	**(0.2)**	**31 187.3**
D. Programme support	20 110.3	22 521.6	–	–	70.6	70.6	0.3	22 592.2
Subtotal, 1	**53 077.4**	**58 498.4**	**–**	**108.5**	**17.4**	**125.9**	**0.2**	**58 624.3**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	114.1	185.4	(124.1)	(66.9)	61.3
C. Programme of work					
1. Macroeconomic policy, poverty reduction and financing for development	379.2	244.5	180.5	73.8	425.0
2. Trade, investment and innovation	3 095.0	4 291.3	(1 716.6)	(40.0)	2 574.7
3. Transport	1 026.2	1 838.0	(96.2)	(5.2)	1 741.8
4. Environment and development	3 405.3	4 739.2	(1 849.9)	(39.0)	2 889.3
5. Information and communications technology and disaster risk reduction and management	4 115.8	4 309.0	(842.3)	(19.5)	3 466.7
6. Social development	1 288.7	691.1	(487.9)	(70.6)	203.2
7. Statistics	3 722.1	4 500.4	(481.8)	(10.7)	4 018.6
8. Subregional activities for development	1 999.8	2 662.3	(685.0)	(25.7)	1 977.3
9. Energy	1 169.9	1 500.8	(1 057.5)	(70.5)	443.3
Subtotal, C	**20 202.0**	**24 776.7**	**(7 036.8)**	**(28.4)**	**17 739.8**
D. Programme support	7 302.8	7 774.5	(3.0)	(0.0)	7 771.5
Subtotal, 2	**27 618.9**	**32 736.5**	**(7 163.9)**	**(21.9)**	**25 572.6**
Total	**80 696.3**	**91 234.9**	**(7 038.0)**	**(7.7)**	**84 196.9**

Table 19.59
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	25	–	1	–	1	26
C. Programme of work						
1. Macroeconomic policy, poverty reduction and financing for development	22	–	–	–	–	22
2. Trade, investment and innovation	25	–	–	–	–	25
3. Transport	25	–	–	–	–	25
4. Environment and development	22	–	–	–	–	22
5. Information and communications technology and disaster risk reduction and management	21	–	–	–	–	21
6. Social development	30	–	–	–	–	30
7. Statistics	24	–	–	–	–	24
8. Subregional activities for development	26	–	–	–	–	26
9. Energy	12	–	–	–	–	12
Subtotal, C	**207**	**–**	**–**	**–**	**–**	**207**
D. Programme support	186	–	–	4	4	190
Subtotal, 1	**418**	**–**	**1**	**4**	**5**	**423**

(2) *Extrabudgetary*

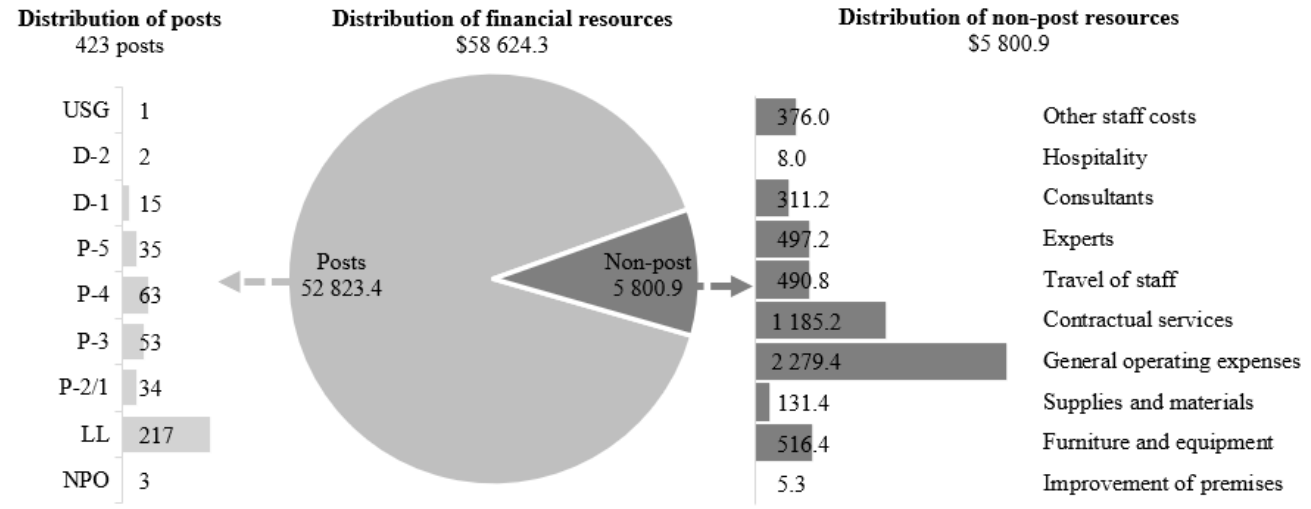
Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Macroeconomic policy, poverty reduction and financing for development	–	–	–
2. Trade, investment and innovation	7	–	7
3. Transport	–	–	–
4. Environment and development	10	–	10
5. Information and communications technology and disaster risk reduction and management	14	(1)	13
6. Social development	–	–	–
7. Statistics	10	–	10
8. Subregional activities for development	18	–	18
9. Energy	–	–	–
Subtotal, C	**59**	**(1)**	**58**

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
D. Programme support	55	–	55
Subtotal, 2	**114**	**(1)**	**113**
Total	**532**	**4**	**536**

Table 19.60
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	48 035.1	52 503.5	–	77.5	242.4	319.9	0.6	52 823.4
Non-post	5 042.3	5 994.9	–	31.0	(225.0)	(194.0)	(3.2)	5 800.9
Total	**53 077.4**	**58 498.4**	**–**	**108.5**	**17.4**	**125.9**	**0.2**	**58 624.3**
Post resources by category								
Professional and higher		202	–	1	–	1	0.5	203
General Service and related		216	–	–	4	4	1.9	220
Total		**418**	**–**	**1**	**4**	**5**	**1.2**	**423**

Figure 19.XIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

New and expanded mandates

19.210 As shown in table 19.58 (1), resource changes reflect an increase of $108,500 under executive direction and management pursuant to General Assembly resolution 78/317, as follows:

(a) An increase of $77,500 in post costs relating to the establishment of a new temporary P-2 post until 2034, which is subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts, for leading the drafting and development of the technical material for and the coordination of the expert group meeting for monitoring, evaluation and reporting for the Atlantic, Indian Ocean and South China Sea small island developing States, jointly with the Economic Commission for Africa;

(b) An increase in non-post costs under consultants ($8,300) for the preparation of inputs for the technical material on selected issues relevant to the Asia-Pacific region and one meeting of experts on small island developing States;

(c) An increase in non-post costs under experts ($10,300) for the travel of experts to a meeting to be held in Bangkok;

(d) An increase in non-post costs under travel of staff ($10,300) for staff to travel from Bangkok to Singapore, Timor-Leste and Maldives to collect information for the drafting of the technical material for and preparation of the expert group meeting for monitoring, evaluation and reporting for the Atlantic, Indian Ocean and South China Sea small island developing States;

(e) An increase in non-post costs under contractual services ($2,100) for the editing of the technical material.

Other changes

19.211 As shown in table 19.58 (1), resource changes reflect a net increase of $17,400, representing an increase under contractual services to reflect the higher standard price of the core software package for non-field personnel outside of United Nations Headquarters; the other changes, which include the conversion of four long-term general temporary assistance positions to posts, are cost neutral overall. The breakdown of changes is as follows:

(a) **Executive direction and management**. The net decrease of $3,500 is due to a decrease in requirements for consultants ($5,400), owing to the reduced number of days required for the consultancy for the theme study for ESCAP, offset in part by a net increase in requirements for contractual services ($1,900) owing to the increased resources required for the editing and design services for the theme study for the Commission;

(b) **Subprogramme 1, Macroeconomic policy, poverty reduction and financing for development**. The net increase of $2,200 relates mainly to increased requirements under experts ($11,800), owing to the organization of meetings of expert groups on financing for development, under consultants ($3,600), owing to the increased number of days required for a background study for the *Financing for Development Series* on Asia and the Pacific, and under general operating expenses ($4,300), owing to the organization of a side event during the Economic and Social Council forum on financing for development follow-up in New York and to provide technical advice to all ESCAP member States on financing for development and macroeconomic policy. Those increased requirements are offset in part by decreases under travel of staff ($700), owing to a decrease in travel cost elements required for effective engagement with member States and other stakeholders, and under contractual services ($16,800), owing mainly to the redistribution of data processing services costs on the basis of expenditure experience and to the elimination of a publication in the *Financing for Development Series*;

(c) **Subprogramme 2, Trade, investment and innovation**. The net increase of $4,100 under non-post resources relates mainly to increased requirements under experts ($10,000), owing to increased requirements in relation to a background study on private sector engagement in advancing sustainability, and under consultants ($2,000), owing to the increased number of days required for the aforementioned background study. Those increased requirements are offset in part by decreases under travel of staff ($700), owing to a decrease in travel cost elements required for effective engagement with member States and other stakeholders, and under contractual services ($7,200), owing mainly to the elimination of the publication entitled *Asia-Pacific Trade and Investment Report*;

(d) **Subprogramme 3, Transport**. The net increase of $6,600 under non-post resources relates mainly to increased requirements under contractual services ($17,600), owing mainly to a new publication on transport development in Asia and the Pacific, offset in part by decreases under experts ($7,500), owing to some experts participating in meetings in virtual mode, under consultants ($2,800), owing mainly to the reduced number of days required for transport connectivity and logistics, and under travel of staff ($700), owing to a decrease in travel cost elements required for effective engagement with member States and other stakeholders;

(e) **Subprogramme 4, Environment and development**. The net decrease of $2,400 under non-post resources relates mainly to decreased requirements under experts ($5,500), owing to some experts attending meetings in virtual mode, under consultants ($3,500), due to the reduced number of days required for the consultancy on sustainable cities, and under travel of staff ($700), owing to a decrease in travel cost elements required for effective engagement with member States and other stakeholders. Those decreased requirements are offset in part by an increase in contractual services ($7,300), owing to editing, design and other services related to the technical material on the environment and development, as well as the redistribution of data-processing services costs on the basis of expenditure experience;

(f) **Subprogramme 5, Information and communications technology and disaster risk reduction and management**. The net increase of $5,000 under non-post resources relates mainly to increased requirements under contractual services ($9,000), owing mainly to editing, design and other services related to the publication entitled *Geospatial Practices for Sustainable Development in North and Central Asia 2026: A Compendium*, as well as the redistribution of data-processing services costs on the basis of expenditure experience, offset in part by decreases under experts ($2,400), owing to a reduction in the number of experts required for expert groups on space applications and the Asia-Pacific Information Superhighway initiative, under consultants ($900), due to the planned engagement of consultants who are at a more junior level, and under travel of staff ($700), owing to a decrease in the number of days of travel required for effective engagement with member States and other stakeholders;

(g) **Subprogramme 6, Social development**. The net decrease of $10,900 under non-post resources relates mainly to decreased requirements under contractual services ($11,200), owing to the reduction of editing services for publications and analytical products and sign language interpretation services for meetings, as well as the redistribution of data-processing services costs on the basis of expenditure experience, under travel of staff ($900), owing to a decrease in the number of days of travel required for effective engagement with member States and other stakeholders, and under consultants ($3,400), due to the planned engagement of consultants who are at a more junior level. Those decreased requirements are offset in part by an increase under experts ($4,600), owing to an increase in the number of experts required for expert groups on social policies, social inclusion and population;

(h) **Subprogramme 7, Statistics**. The net decrease of $7,500 under non-post resources relates mainly to decreased requirements under experts ($3,800), due to the integration of the expert groups on the use of non-traditional and complementary data sources in official statistics and on strengthening national statistical systems for enhanced quality and trust in official statistics, under consultants ($100), owing to the planned engagement of consultants who are at a more

junior level in relation to the use of non-traditional and complementary data sources in official statistics, under travel of staff ($200), owing to a decrease in travel cost elements required for effective engagement with member States and other stakeholders, under contractual services ($2,600), owing mainly to reduced requirements for the visual design of the publication entitled *Asia and the Pacific SDG Progress Report 2026*, as well as the redistribution of data-processing services costs on the basis of expenditure experience, and under furniture and equipment ($800), owing to a change in the requirement for software for the publication entitled *Asia and the Pacific SDG Progress Report 2026*;

(i) **Subprogramme 8, component 1, Subregional activities for development in the Pacific**. The net decrease of $15,800 under non-post resources relates mainly to decreased requirements under consultants ($1,900), owing to a decrease in the number of days required for a background study on policy and programme options to address emerging sustainable development issues in the Pacific, a net decrease under contractual services ($9,400), mainly as a result of the redistribution of data-processing services costs on the basis of expenditure experience, and decreases under general operating expenses ($4,800), owing to the redeployment of resources for the Internet contract and catering services to contractual services, where expenditure is incurred, under supplies and materials ($1,500), owing to reduced requirements for stationery and office supplies, and under furniture and equipment ($500), owing to reduced requirements for the replacement of office furniture and equipment. Those decreased requirements are offset in part by an increase under travel of staff ($2,300), owing to an increase in the number of days of travel required to effectively engage with the member States and other stakeholders;

(j) **Subprogramme 8, component 2, Subregional activities for development in East and North-East Asia**. The net decrease of $3,500 under non-post resources relates mainly to decreased requirements under contractual services ($11,300), owing to the redistribution of data-processing services costs on the basis of expenditure experience, and under general operating expenses ($1,000), as a result of decreased requirements under rental and maintenance of premises. Those decreased requirements are offset in part by an increase under consultants ($7,800), owing to a consultancy being required for emerging sustainable development issues in East and North-East Asia, and under supplies and materials ($1,000), owing to increased requirements under stationery and office supplies and other supplies and materials;

(k) **Subprogramme 8, component 3, Subregional activities for development in North and Central Asia**. The net decrease of $17,200 under non-post resources relates mainly to decreased requirements under contractual services ($15,500), owing to the redistribution of data-processing services costs on the basis of expenditure experience, under consultants ($1,700), owing to the reduced number of days required for the consultancy for policy and programme options to address emerging economic and social development issues in North and Central Asia, and under travel of staff ($200), owing to a decrease in the number of days of travel required for effective engagement with member States and other stakeholders. Those decreased requirements are offset in part by an increase under experts ($200), due to an increase in the number of experts required for policy and programme options to address emerging economic and social development issues in North and Central Asia;

(l) **Subprogramme 8, component 4, Subregional activities for development in South and South-West Asia**. The net decrease of $7,700 under non-post resources relates mainly to decreased requirements under contractual services ($13,800), owing to the redistribution of data-processing services costs on the basis of expenditure experience and a decrease in the Internet bandwidth cost, and under general operating expenses ($5,000), owing to the reduced cost of the rental and maintenance of premises, since the South and South-West Asia office has joined other United Nations entities in a long-term agreement resulting in reduced costs. Those decreased requirements are offset in part by an increase under experts ($9,100), owing to a higher number of experts scheduled to attend the subregional forum on sustainable

development, and under travel of staff ($2,000), owing to an increase in the number of days of travel required to effectively engage with the member States and other stakeholders;

(m) **Subprogramme 8, component 5, Subregional activities for development in South-East Asia**. The net decrease of $500 under non-post resources relates mainly to decreased requirements under experts ($100), owing to a decrease in the number of experts required for issues and challenges related to the Sustainable Development Goals, and under consultants ($6,800), owing to a decrease in the number of days required for analytical work on issues and challenges related to the Goals. Those decreased requirements are offset in part by increases under travel of staff ($5,200), owing to an increase in the number of trips required to effectively engage with the member States and other stakeholders, and under contractual services ($1,200), owing to the redistribution of data-processing services costs on the basis of expenditure experience;

(n) **Subprogramme 9, Energy**. The net decrease of $2,100 under non-post resources relates mainly to decreased requirements under consultants ($1,900), owing to the planned engagement of consultants who are at a more junior level in relation to the energy transition and cross-border power connectivity, under travel of staff ($600), owing to a decrease in the number of trips required to effectively engage with the member States and other stakeholders, and under contractual services ($4,900), owing mainly to a decrease in design and editing services for the publication entitled *Regional Trends Report on Energy for Sustainable Development 2026*. Those decreased requirements are offset in part by an increase under experts ($5,300), owing to an increased number of experts required for the Expert Working Group on Universal Access to Modern Energy Services, Renewable Energy, Energy Efficiency and Cleaner Use of Fossil Fuels and the Expert Working Group on Energy Connectivity;

(o) **Programme support**. The net increase of $70,600 in post and non-post resources is mainly due to increased requirements under posts ($242,400), owing to the conversion of four long-term general temporary assistance positions to posts at the Local level, under consultants ($44,800), owing mainly to a change in the contractual modality of ICT support staff from contractual services to consultants, under general operating expenses ($74,800), owing mainly to the redeployment of resources from contractual services on the basis of expenditure experience and the net impact of increased costs for the rental and maintenance of buildings, offset in part by a reduction in communication costs, the building insurance fee and vehicle maintenance services, and under furniture and equipment ($52,700), owing mainly to the replacement of official vehicles. The increase is offset in part by a decrease under other staff costs ($208,600), owing to the conversion of four long-term general temporary assistance positions to posts at the Local level, under contractual services ($65,500), owing mainly to a change in the contractual modality of ICT support staff from contractual services to consultants as well as a reduction in specialized services for facilities management services, conference management services and information technology training, offset in part by the redistribution of data-processing services costs on the basis of expenditure experience and the higher standard price of the core software package for non-field personnel outside of United Nations Headquarters, under supplies and materials ($25,100), owing mainly to reduced requirements for uniforms, badges and gear, spare parts for communications and network equipment, stationery and office supplies, and under improvement of premises ($45,000), due to minimal anticipated repair work.

Extrabudgetary resources

19.212 As reflected in tables 19.58 (2) and 19.59 (2), extrabudgetary resources amount to $25,572,600. The resources would complement regular budget resources and would be used mainly to provide for 113 posts (3 D-1, 4 P-5, 7 P-4, 15 P-3, 1 P-2, 7 National Professional Officer and 76 Local level) to perform mainly the functions of providing technical expertise and management and administrative support for technical cooperation projects and the office operations of ESCAP. In addition, non-post

resources would be used for research in emerging areas, the preparation of knowledge products to inform deliberations of member States, the development of institutional and individual capacities of policymakers and the technical staff of governments for the implementation of regionally agreed frameworks and the facilitation of South-South and triangular exchanges in line with the Commission's mandates.

19.213 The extrabudgetary resources under this section are subject to the oversight of the secretariat of ESCAP, which has delegated authority from the Secretary-General.

Policymaking organs

19.214 The resources proposed under this component would provide for the policymaking organs as shown in table 19.61.

Table 19.61
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Economic and Social Commission for Asia and the Pacific	Mandate: Economic and Social Council resolutions 37 (IV), 1895 (LVII) and 2022/11 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (eighty-second session)	316.3	296.2
Asia-Pacific Forum on Sustainable Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolutions 73/1 and 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (thirteenth session)	34.9	24.8
Committee on Transport	Mandate: Economic and Social Council resolution 2022/11 and decision 2017/269 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: none	–	–
Committee on Environment and Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (ninth session)	–	22.3
Committee on Information and Communications Technology, Science, Technology and Innovation	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (fifth session)	–	22.3
Committee on Social Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (ninth session)	–	22.3
Committee on Statistics	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (tenth session)	–	22.3
Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: none	17.1	–

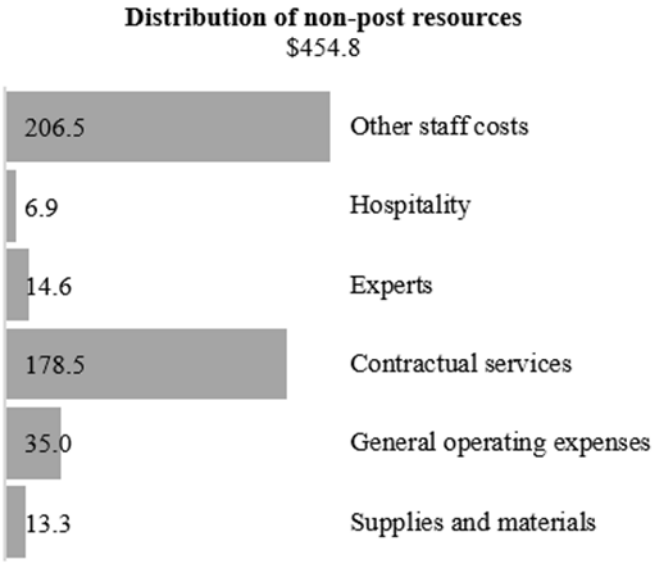
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Committee on Trade, Investment, Enterprise and Business Innovation	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: none	18.1	–
Committee on Disaster Risk Reduction	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: none	17.1	–
Committee on Energy	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2026: none	17.1	–
Regional review of the implementation of the Global Compact for Safe, Orderly and Regular Migration	Mandate: General Assembly resolutions 73/195, 73/326 and 76/266 Membership: 53 members and 9 associate members Number of sessions in 2026: none	17.1	–
Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific (final review)	Mandate: Commission resolution 78/4 Membership: 53 members and 9 associate members Number of sessions in 2026: none	17.1	–
Ministerial Conference on Transport	Mandate: Commission resolution 78/3 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (fifth session)	–	22.3
Ministerial Conference on Space Applications for Sustainable Development in Asia and the Pacific	Mandate: Commission resolution 79/9 Membership: 53 members and 9 associate members Number of sessions in 2026: 1 (fifth session)	–	22.3
Total		**454.8**	**454.8**

19.215 The proposed regular budget resources for 2026 amount to $454,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.62 and figure 19.XIV.

Table 19.62
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Non-post	274.3	454.8	–	–	–	–	–	454.8
Total	**274.3**	**454.8**	**–**	**–**	**–**	**–**	**–**	**454.8**

Figure 19.XIV
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

19.216 Executive direction and management is led by the Office of the Executive Secretary and supported by the Section on Sustainable Development and Countries in Special Situations. The Office provides overall policy direction and management to the secretariat to support member States through the provision of strategic analyses, policy options and capacity-building activities. The efforts are aimed at addressing key development challenges through the provision of innovative solutions for equitable and inclusive economic prosperity, social progress and environmental sustainability across Asia and the Pacific. Emerging issues in the regional development agenda will be identified, and regional concerns and priorities will be articulated at the global level.

19.217 The Office of the Executive Secretary provides guidance to divisions, subregional offices and regional institutes on the implementation of the ESCAP programme of work and on ensuring its accountability. It also provides direction on the mainstreaming of policies and strategies relating to gender equality and the empowerment of women, as well as on disability inclusion, across the programme of work and to programme support units.

19.218 The Office of the Executive Secretary provides overall direction and management with respect to the preparation of the annual theme study and the organization of the annual session of the Commission, an inclusive intergovernmental platform for regional cooperation. It also guides the implementation of reforms to the ESCAP conference structure pursuant to Commission resolution 78/2, the strengthening of organizational effectiveness and results-based management, and the implementation of United Nations system-wide change management and reform initiatives.

19.219 The Section on Sustainable Development and Countries in Special Situations supports the accelerated implementation of the 2030 Agenda in the least developed countries, landlocked developing countries and small island developing States. The Section takes a concerted approach to mainstreaming the issues faced by these groups of countries in the overall programme of work, monitors the implementation of the programmes of action for these countries and provides strategic analyses to address key development challenges. It also guides the organization of the Asia-Pacific Forum on Sustainable Development as the multi-stakeholder platform through which to discuss, review and follow up on regional priorities and needs for sustainable development.

19.220 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, as well as with the Secretary-General's bulletin on the environmental policy for the United Nations Secretariat (ST/SGB/2019/7), the Office is integrating environmental management practices into its operations. In 2024, ESCAP continued its energy efficiency efforts through its office building renovation project and improvements and adjustments to facilities management systems. ESCAP achieved an energy efficiency improvement of 26 per cent compared with 2016 – its reference environmental baseline year. The energy efficiency improvements are equivalent to 13,636 tons of carbon dioxide over the eight years since the launch of the ESCAP environmental management system. ESCAP is continuing its commitment to green energy by purchasing international renewable energy certificates, allowing it to source 100 per cent of its energy consumption from solar energy produced locally in Thailand. This achievement confirms that the United Nations Secretariat 2030 targets were met as early as 2020, with this trend expected to continue into 2024 (data will be released in June 2025). In the same year, ESCAP continued its waste prevention and management efforts and achieved high rates of office waste recycling (58 per cent in 2024). Efforts included the continuation of the compound-wide ban on all main single-use catering items and the continuation of the implementation of the new waste management system that boosted recycling (centralized recycling bins, a new waste sorting area and organic waste composting). In 2024, many ESCAP meetings were conducted in a hybrid format, which positively contributed to the organization's efforts to reduce its air travel footprint. ESCAP will have achieved climate neutrality in its 2024 operations by procuring certified carbon emission reduction credits required for 2024 by June 2025 with the support of United Nations Headquarters. In 2023 and 2024, the Office expanded its environmental management system beyond ESCAP headquarters to also include ESCAP subregional offices and regional institutes. This further ensured comprehensive, systematic and monitored environmental management across ESCAP. The system serves to target energy, waste, water, sustainable meetings and travel and will address staff awareness as a cross-cutting issue for all of the identified environmental issues. In 2025, ESCAP plans to continue implementation of its environmental management system both in the programmatic and the facilities and operations areas across all its premises. It should be noted that, although ESCAP reduction trends were already in place and yielding positive environmental results before the COVID-19 pandemic, the levels of progress reached to date in some of the targeted areas may not be sustainable at the same level in the long term if building occupancy rates and air travel increase.

19.221 Information on the timely submission of documentation and advance booking for air travel is reflected in table 19.63. The advance purchase compliance rate improved from 67 per cent in 2023 to 72 per cent in 2024. Staff travel compliance increased from 75 per cent to 83 per cent, while non-staff travel compliance improved from 64 per cent to 69 per cent. To achieve and sustain these improvements, ESCAP continues to implement several measures, including the issuance of an annual travel report detailing compliance rates, quarterly monitoring and reporting to senior management, and targeted reminder emails to certifying officers and travel administrative focal points emphasizing adherence to the United Nations travel policy and advance purchase rules. Furthermore, the ESCAP Conference and General Services Section conducts daily and weekly follow-ups with travel administrative focal points to ensure the timely processing of travel requests related to planned meetings. In addition to the provision of real-time travel data and analytics, briefing and brainstorming sessions are organized to drive continued improvements in compliance.

Table 19.63
Compliance rate
(Percentage)

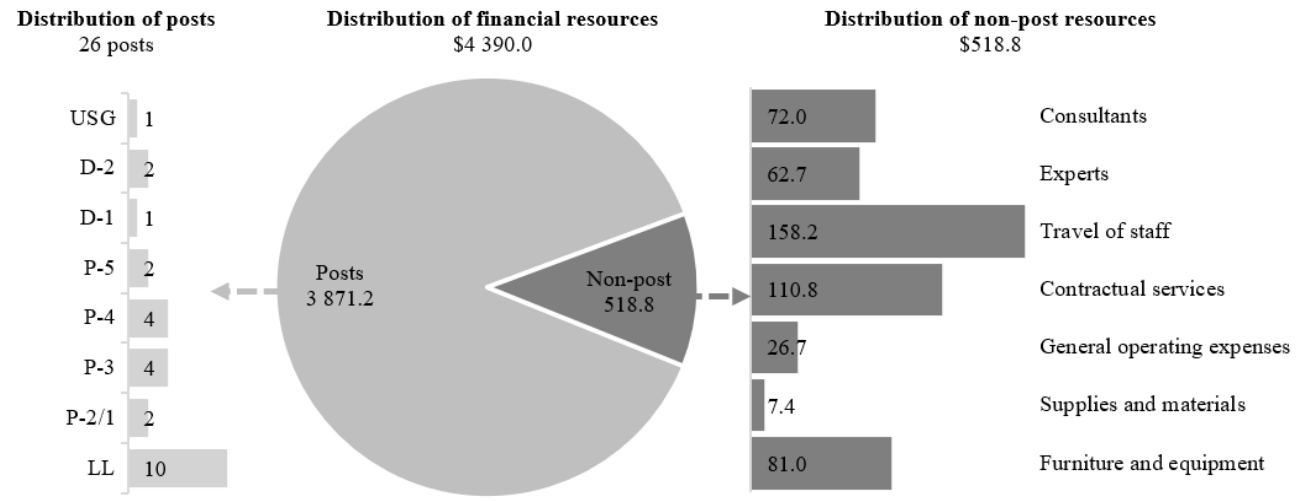
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	89	95	93	100	100
Air tickets purchased at least two weeks before the commencement of travel	59	67	72	100	100

19.222 The proposed regular budget resources for 2026 amount to $4,390,000 and reflect a net increase of $105,000 compared with the approved budget for 2025. The proposed increase is explained in paragraphs 19.210 and 19.211 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.64 and figure 19.XV.

Table 19.64
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 443.7	3 793.7	–	77.5	–	77.5	2.0	3 871.2
Non-post	350.5	491.3	–	31.0	(3.5)	27.5	5.6	518.8
Total	**3 794.2**	**4 285.0**	**–**	**108.5**	**(3.5)**	**105.0**	**2.5**	**4 390.0**
Post resources by category								
Professional and higher		15	–	1	–	1	6.7	16
General Service and related		10	–	–	–	–	–	10
Total		**25**	**–**	**1**	**–**	**1**	**4.0**	**26**

Figure 19.XV
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

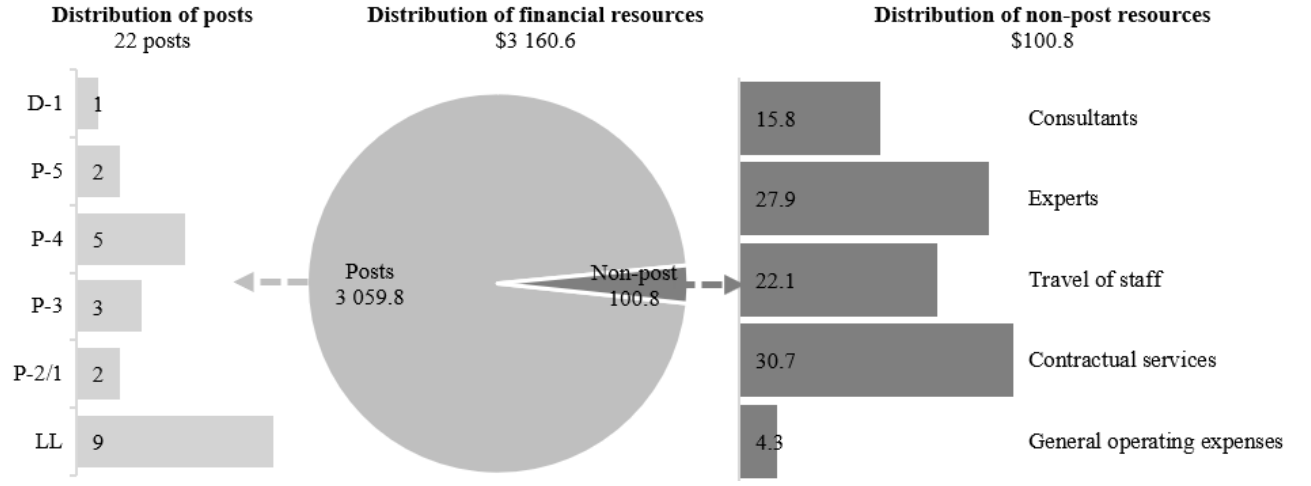
Subprogramme 1
Macroeconomic policy, poverty reduction and financing for development

19.223 The proposed regular budget resources for 2026 amount to $3,160,600 and reflect a net increase of $2,200 compared with the approved budget for 2025. The proposed increase is explained in paragraph 19.211 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.65 and figure 19.XVI.

Table 19.65
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 640.5	3 059.8	–	–	–	–	–	3 059.8
Non-post	79.3	98.6	–	–	2.2	2.2	2.2	100.8
Total	**2 719.7**	**3 158.4**	**–**	**–**	**2.2**	**2.2**	**0.1**	**3 160.6**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		9	–	–	–	–	–	9
Total		**22**	**–**	**–**	**–**	**–**	**–**	**22**

Figure 19.XVI
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



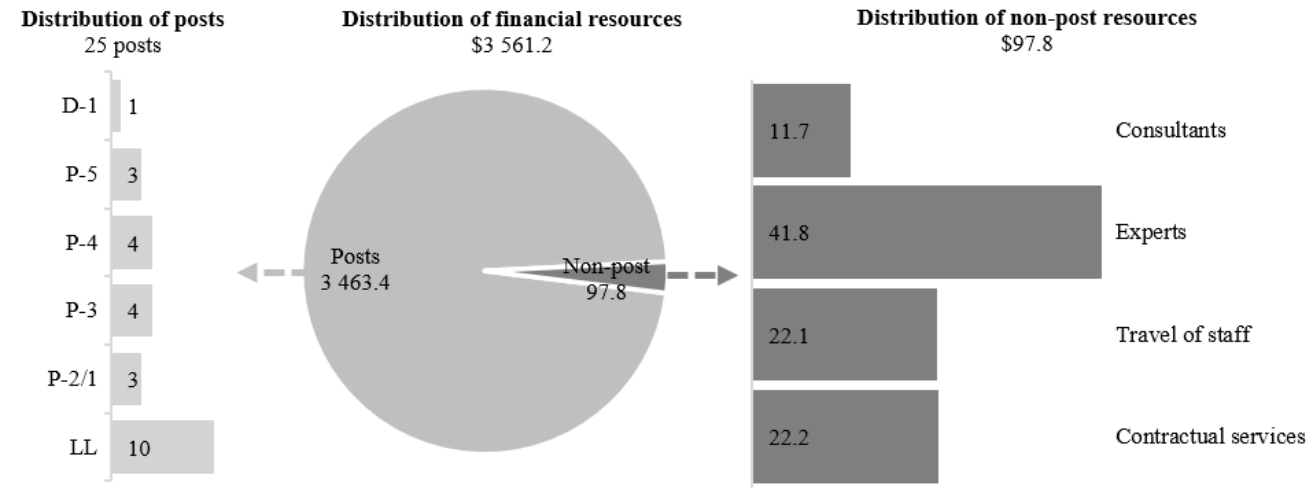
Subprogramme 2
Trade, investment and innovation

19.224 The proposed regular budget resources for 2026 amount to $3,561,200 and reflect a net increase of $4,100 compared with the approved budget for 2025. The proposed increase is explained in paragraph 19.211 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.66 and figure 19.XVII.

Table 19.66
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 357.9	3 463.4	–	–	–	–	–	3 463.4
Non-post	65.8	93.7	–	–	4.1	4.1	0.1	97.8
Total	**3 423.8**	**3 557.1**	**–**	**–**	**4.1**	**4.1**	**0.1**	**3 561.2**
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		10	–	–	–	–	–	10
Total		**25**	**–**	**–**	**–**	**–**	**–**	**25**

Figure 19.XVII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



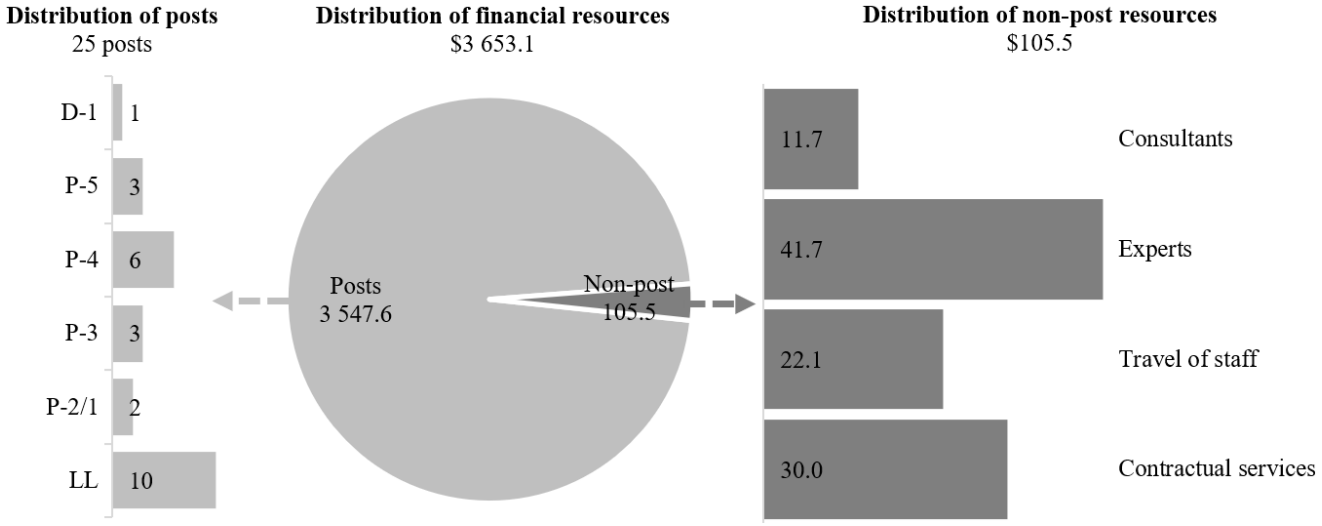
Subprogramme 3
Transport

19.225 The proposed regular budget resources for 2026 amount to $3,563,100 and reflect a net increase of $6,600 compared with the approved budget for 2025. The proposed increase is explained in paragraph 19.211 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.67 and figure 19.XVIII.

Table 19.67
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 455.6	3 547.6	–	–	–	–	–	3 547.6
Non-post	80.7	98.9	–	–	6.6	6.6	6.7	105.5
Total	**3 536.3**	**3 646.5**	**–**	**–**	**6.6**	**6.6**	**0.2**	**3 653.1**
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		10	–	–	–	–	–	10
Total		**25**	**–**	**–**	**–**	**–**	**–**	**25**

Figure 19.XVIII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



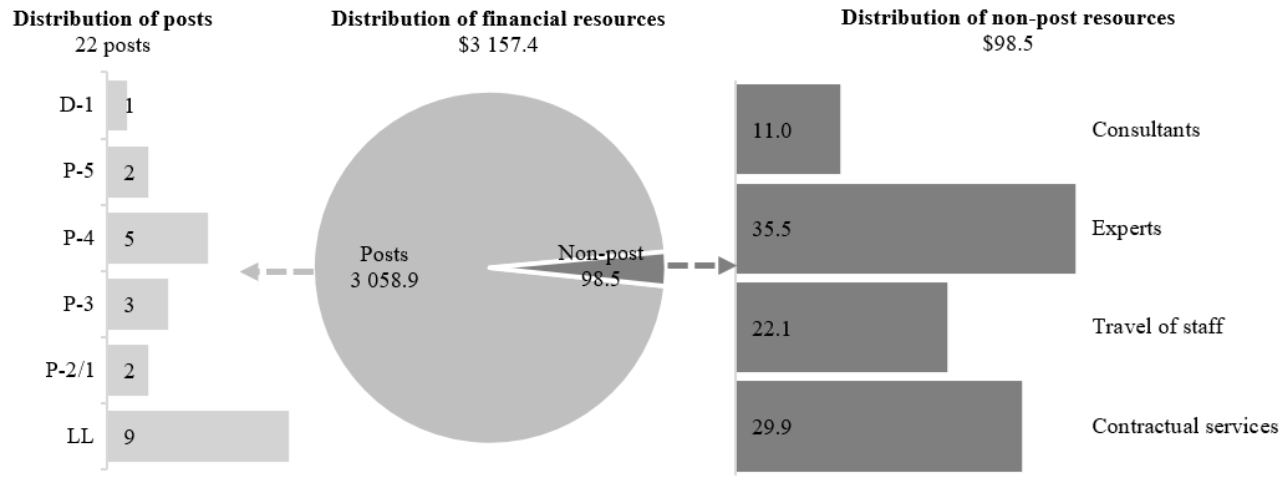
Subprogramme 4
Environment and development

19.226 The proposed regular budget resources for 2026 amount to $3,157,400 and reflect a net decrease of $2,400 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.68 and figure 19.XIX.

Table 19.68
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 839.9	3 058.9	–	–	–	–	–	3 058.9
Non-post	75.3	100.9	–	–	(2.4)	(2.4)	(2.4)	98.5
Total	**2 915.3**	**3 159.8**	**–**	**–**	**(2.4)**	**(2.4)**	**(0.1)**	**3 157.4**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		9	–	–	–	–	–	9
Total		**22**	**–**	**–**	**–**	**–**	**–**	**22**

Figure 19.XIX
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



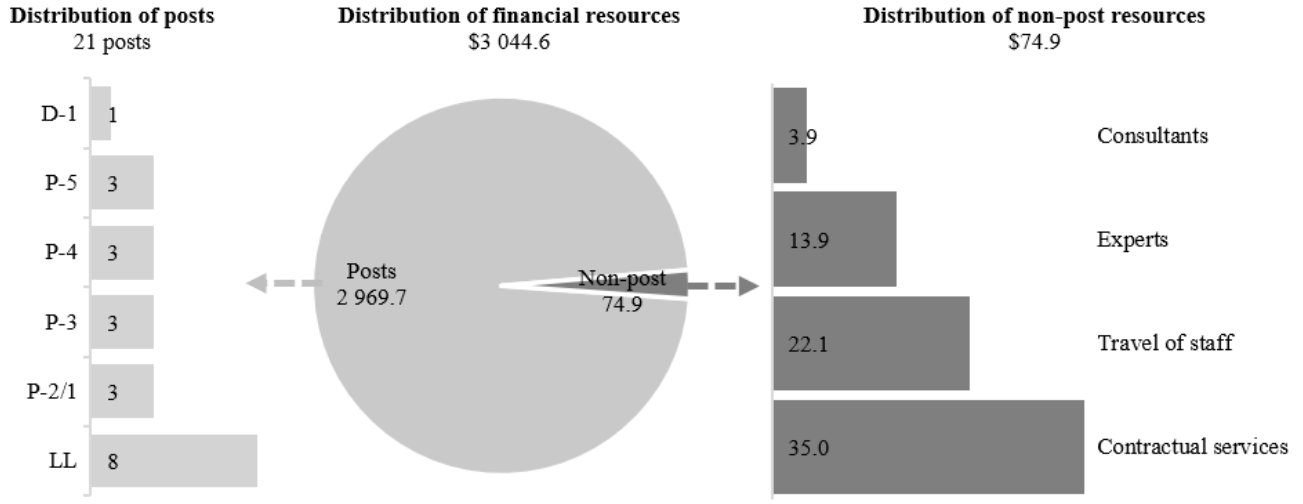
Subprogramme 5
Information and communications technology and disaster risk reduction and management

19.227 The proposed regular budget resources for 2026 amount to $3,044,600 and reflect a net increase of $5,000 compared with the approved budget for 2025. The proposed increase is explained in paragraph 19.211 (f). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.69 and figure 19.XX.

Table 19.69
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 771.3	2 969.7	–	–	–	–	–	2 969.7
Non-post	71.6	69.9	–	–	5.0	5.0	7.2	74.9
Total	**2 842.9**	**3 039.6**	**–**	**–**	**5.0**	**5.0**	**0.2**	**3 044.6**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		8	–	–	–	–	–	8
Total		**21**	**–**	**–**	**–**	**–**	**–**	**21**

Figure 19.XX
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



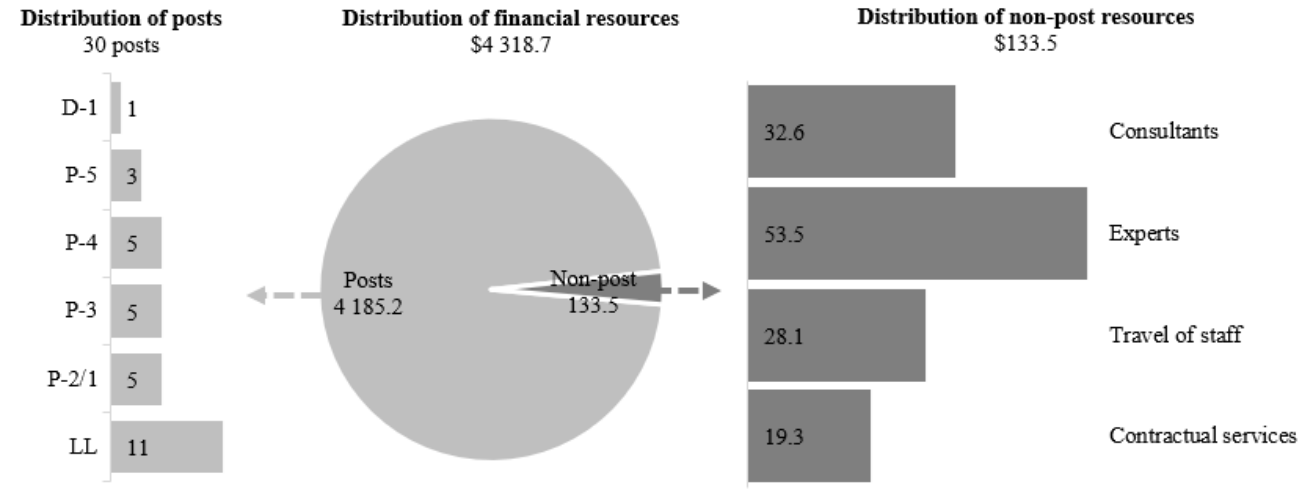
Subprogramme 6
Social development

19.228 The proposed regular budget resources for 2026 amount to $4,318,700 and reflect a net decrease of $10,900 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (g). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.70 and figure 19.XXI.

Table 19.70
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 140.5	4 185.2	–	–	–	–	–	4 185.2
Non-post	115.2	144.4	–	–	(10.9)	(10.9)	(7.5)	133.5
Total	**4 255.7**	**4 329.6**	**–**	**–**	**(10.9)**	**(10.9)**	**(0.3)**	**4 318.7**
Post resources by category								
Professional and higher		19	–	–	–	–	–	19
General Service and related		11	–	–	–	–	–	11
Total		**30**	**–**	**–**	**–**	**–**	**–**	**30**

Figure 19.XXI
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



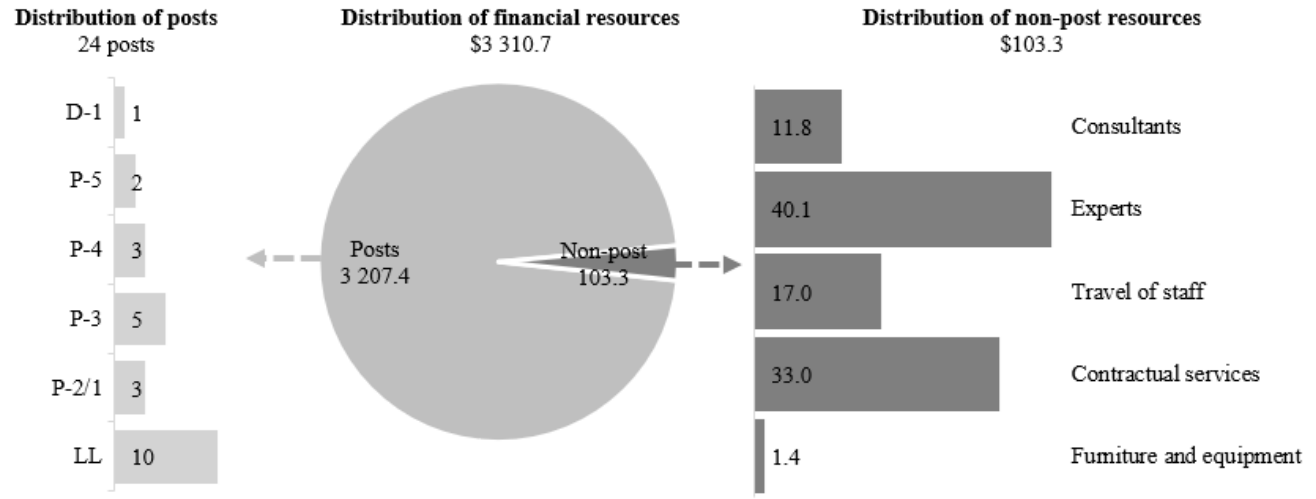
Subprogramme 7
Statistics

19.229 The proposed regular budget resources for 2026 amount to $3,310,700 and reflect a net decrease of $7,500 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (h). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.71 and figure 19.XXII.

Table 19.71
Subprogramme 7: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 044.3	3 207.4	–	–	–	–	–	3 207.4
Non-post	89.3	110.8	–	–	(7.5)	(7.5)	(6.8)	103.3
Total	**3 133.6**	**3 318.2**	**–**	**–**	**(7.5)**	**(7.5)**	**(0.2)**	**3 310.7**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		10	–	–	–	–	–	10
Total		**24**	**–**	**–**	**–**	**–**	**–**	**24**

Figure 19.XXII
Subprogramme 7: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 8
Subregional activities for development

19.230 The proposed regular budget resources for 2026 amount to $5,030,700 and reflect a net decrease of $44,700 compared with the approved budget for 2025. The proposed regular budget resources for 2026 of the various components of the subprogramme are presented below.

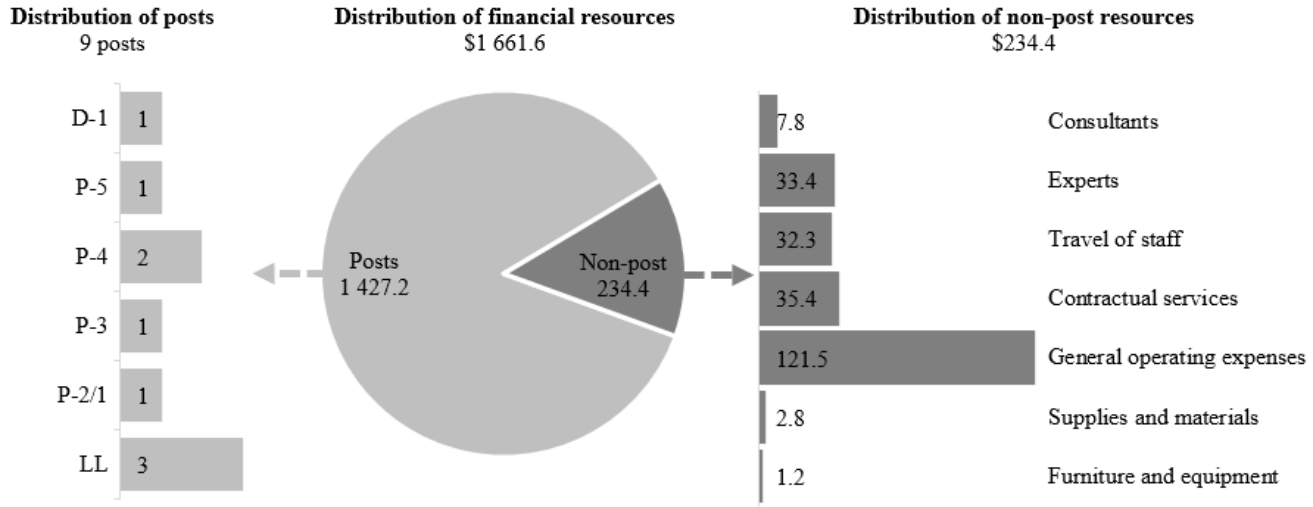
Component 1
Subregional activities for development in the Pacific

19.231 The proposed regular budget resources for 2026 amount to $1,661,600 and reflect a net decrease of $15,800 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (i). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.72 and figure 19.XXIII.

Table 19.72
Subprogramme 8, component 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 276.0	1 427.2	–	–	–	–	–	1 427.2
Non-post	185.8	250.2	–	–	(15.8)	(15.8)	(6.3)	234.4
Total	**1 461.8**	**1 677.4**	**–**	**–**	**(15.8)**	**(15.8)**	**(0.9)**	**1 661.6**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 19.XXIII
Subprogramme 8, component 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



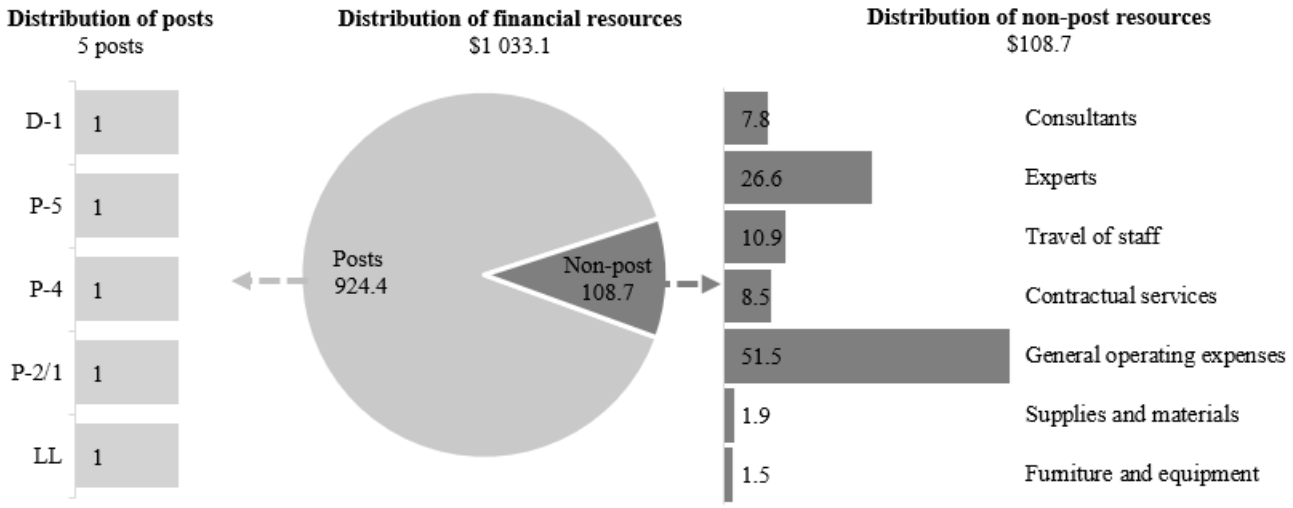
Component 2
Subregional activities for development in East and North-East Asia

19.232 The proposed regular budget resources for 2026 amount to $1,033,100 and reflect a net decrease of $3,500 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (j). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.73 and figure 19.XXIV.

Table 19.73
Subprogramme 8, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	720.7	924.4	–	–	–	–	–	924.4
Non-post	78.5	112.2	–	–	(3.5)	(3.5)	(3.1)	108.7
Total	**799.2**	**1 036.6**	**–**	**–**	**(3.5)**	**(3.5)**	**(0.3)**	**1 033.1**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		1	–	–	–	–	–	1
Total		**5**	**–**	**–**	**–**	**–**	**–**	**5**

Figure 19.XXIV
Subprogramme 8, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



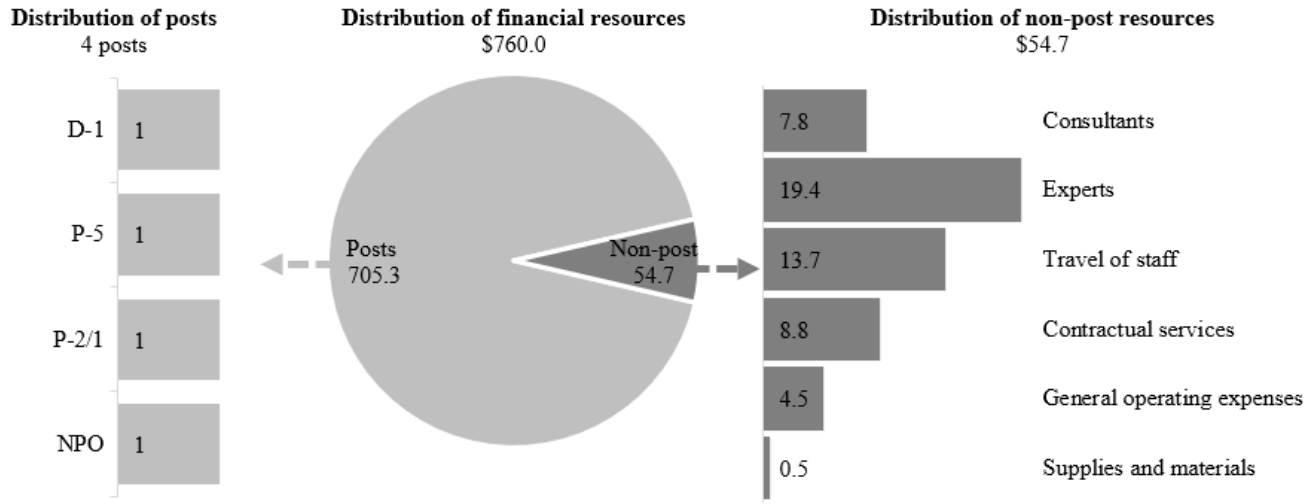
Component 3
Subregional activities for development in North and Central Asia

19.233 The proposed regular budget resources for 2026 amount to $760,000 and reflect a net decrease of $17,200 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (k). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.74 and figure 19.XXV.

Table 19.74
Subprogramme 8, component 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	654.6	705.3	–	–	–	–	–	705.3
Non-post	41.1	71.9	–	–	(17.2)	(17.2)	(23.9)	54.7
Total	**695.7**	**777.2**	**–**	**–**	**(17.2)**	**(17.2)**	**(2.2)**	**760.0**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		**4**	**–**	**–**	**–**	**–**	**–**	**4**

Figure 19.XXV
Subprogramme 8, component 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



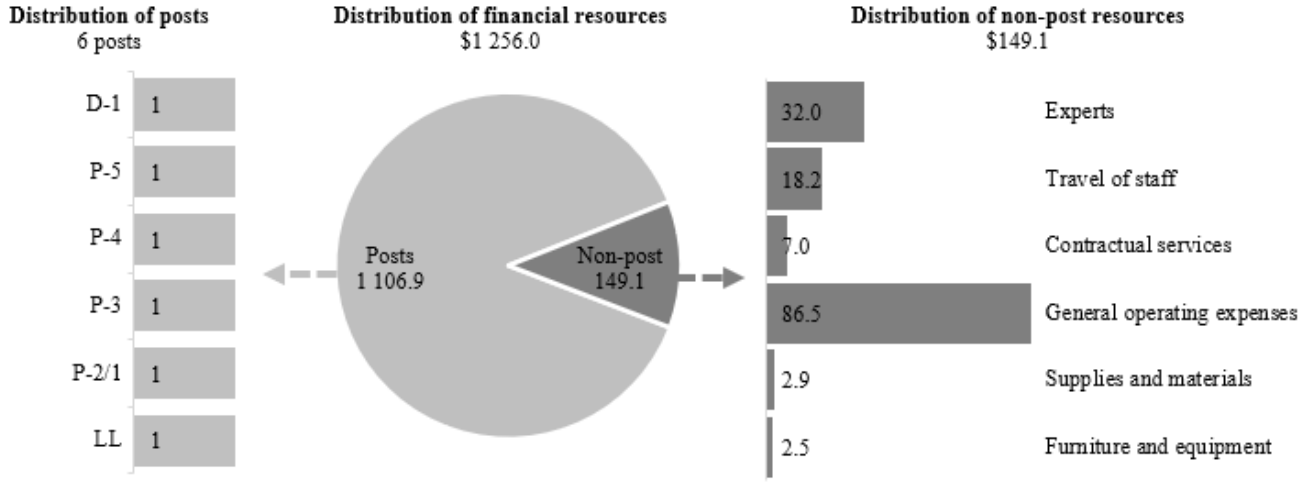
Component 4
Subregional activities for development in South and South-West Asia

19.234 The proposed regular budget resources for 2026 amount to $1,256,000 and reflect a net decrease of $7,700 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (l). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.75 and figure 19.XXVI.

Table 19.75
Subprogramme 8, component 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	831.5	1 106.9	–	–	–	–	–	1 106.9
Non-post	115.5	156.8	–	–	(7.7)	(7.7)	(4.9)	149.1
Total	**946.9**	**1 263.7**	**–**	**–**	**(7.7)**	**(7.7)**	**(0.6)**	**1 256.0**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		1	–	–	–	–	–	1
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 19.XXVI
Subprogramme 8, component 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



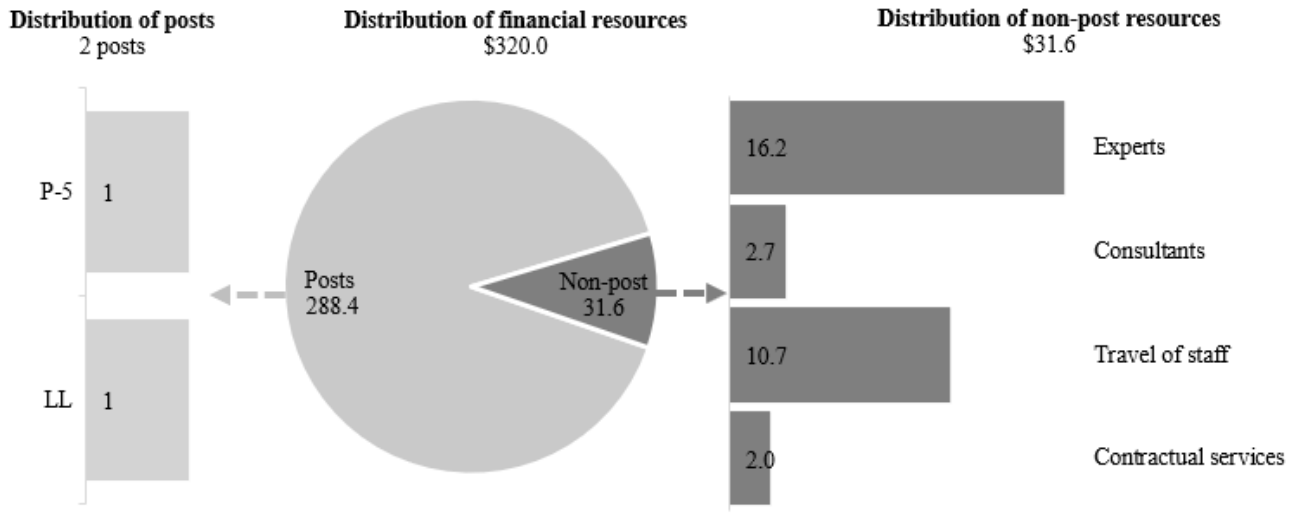
Component 5
Subregional activities for development in South-East Asia

19.235 The proposed regular budget resources for 2026 amount to $320,000 and reflect a net decrease of $500 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (m). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.76 and figure 19.XXVII.

Table 19.76
Subprogramme 8, component 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	239.5	288.4	–	–	–	–	–	288.4
Non-post	25.1	32.1	–	–	(0.5)	(0.5)	(1.6)	31.6
Total	**264.5**	**320.5**	**–**	**–**	**(0.5)**	**(0.5)**	**(0.2)**	**320.0**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		1	–	–	–	–	–	1
Total		**2**	**–**	**–**	**–**	**–**	**–**	**2**

Figure 19.XXVII
Subprogramme 8, component 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



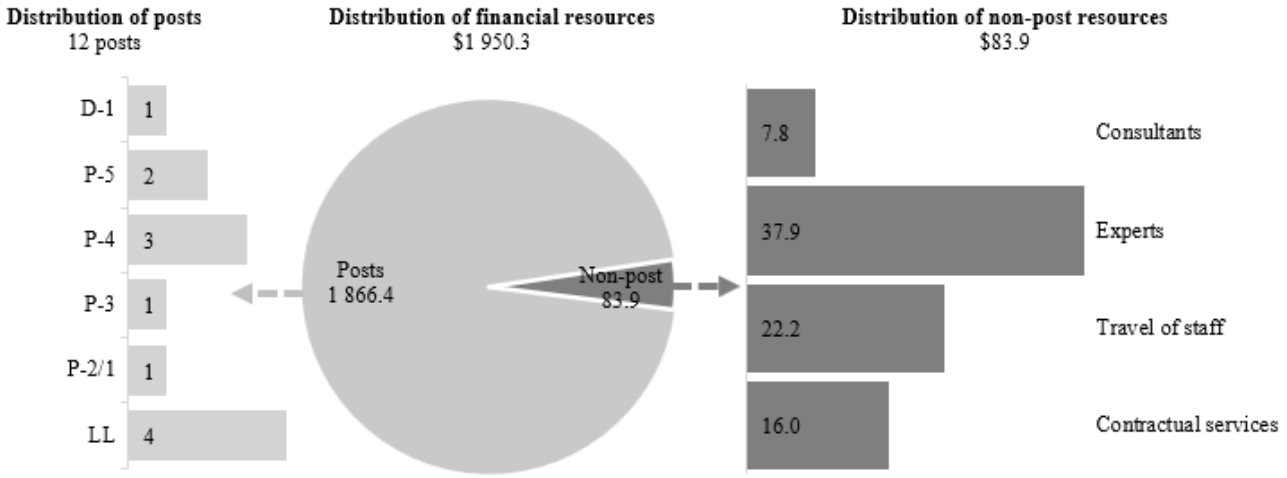
Subprogramme 9
Energy

19.236 The proposed regular budget resources for 2026 amount to $1,950,300 and reflect a net decrease of $2,100 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 19.211 (n). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.77 and figure 19.XXVIII.

Table 19.77
Subprogramme 9: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 844.7	1 866.4	–	–	–	–	–	1 866.4
Non-post	58.5	86.0	–	–	(2.1)	(2.1)	(2.4)	83.9
Total	**1 903.1**	**1 952.4**	**–**	**–**	**(2.1)**	**(2.1)**	**(0.1)**	**1 950.3**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 19.XXVIII
Subprogramme 9: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

19.237 The programme support component assists in the implementation of the substantive programme of work of ESCAP at its headquarters in Bangkok, as well as at its subregional offices. Specifically, programme support includes:

(a) The Strategy and Programme Management Division, which focuses on improving the relevance and impact of the work of ESCAP through its functions related to strategic programme planning, management and budgeting, technical cooperation and resource mobilization, monitoring and evaluation, and partnerships, in particular collaboration with development partners;

(b) The Division of Administration, which focuses on improving operational support, including leveraging development reform by working with United Nations entities locally and in the region, as well as streamlining global administrative processes and mainstreaming measures deployed during the pandemic, through its functions related to financial resources management, service management, human resources management, ICT management services, mail services, travel services, conference management (including events management, in particular at the United Nations Conference Centre in Bangkok) and host country relation services, as well as procurement, facilities management, and commercial and general services;

(c) The Communications and Knowledge Management Section, which focuses on disseminating outreach materials to increase the accessibility and visibility of the analytical, normative and capacity-building work of ESCAP through its communication, knowledge management and information/library services. This includes media relations, social media content, web content management, exhibitions, promotional material, management of the publications programme, the purchase and management of subscriptions to electronic resources, databases and online publications, the preservation of institutional memory and the digitization of official documents, publications and records;

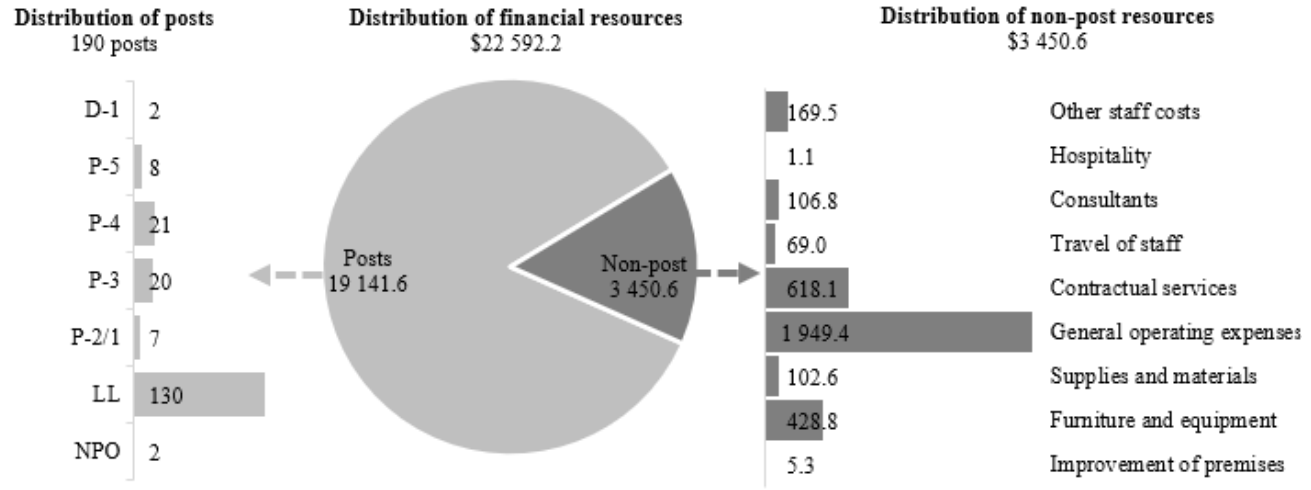
(d) The Conference and Documentation Services Section, which enables and facilitates multilingual communication among stakeholders, partners and member States through its mandate of providing interpretation, translation, editorial and text-processing services, including documentation management, reproduction and printing, as well as the leveraging of language-related information technology and computer-assisted translation tools.

19.238 The proposed regular budget resources for 2026 amount to $22,592,200 and reflect a net increase of $70,600 compared with the approved budget for 2025. The proposed increase is explained in paragraph 19.211 (o). Additional details on the distribution of the proposed resources for 2026 are reflected in table 19.78 and figure 19.XXIX.

Table 19.78
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

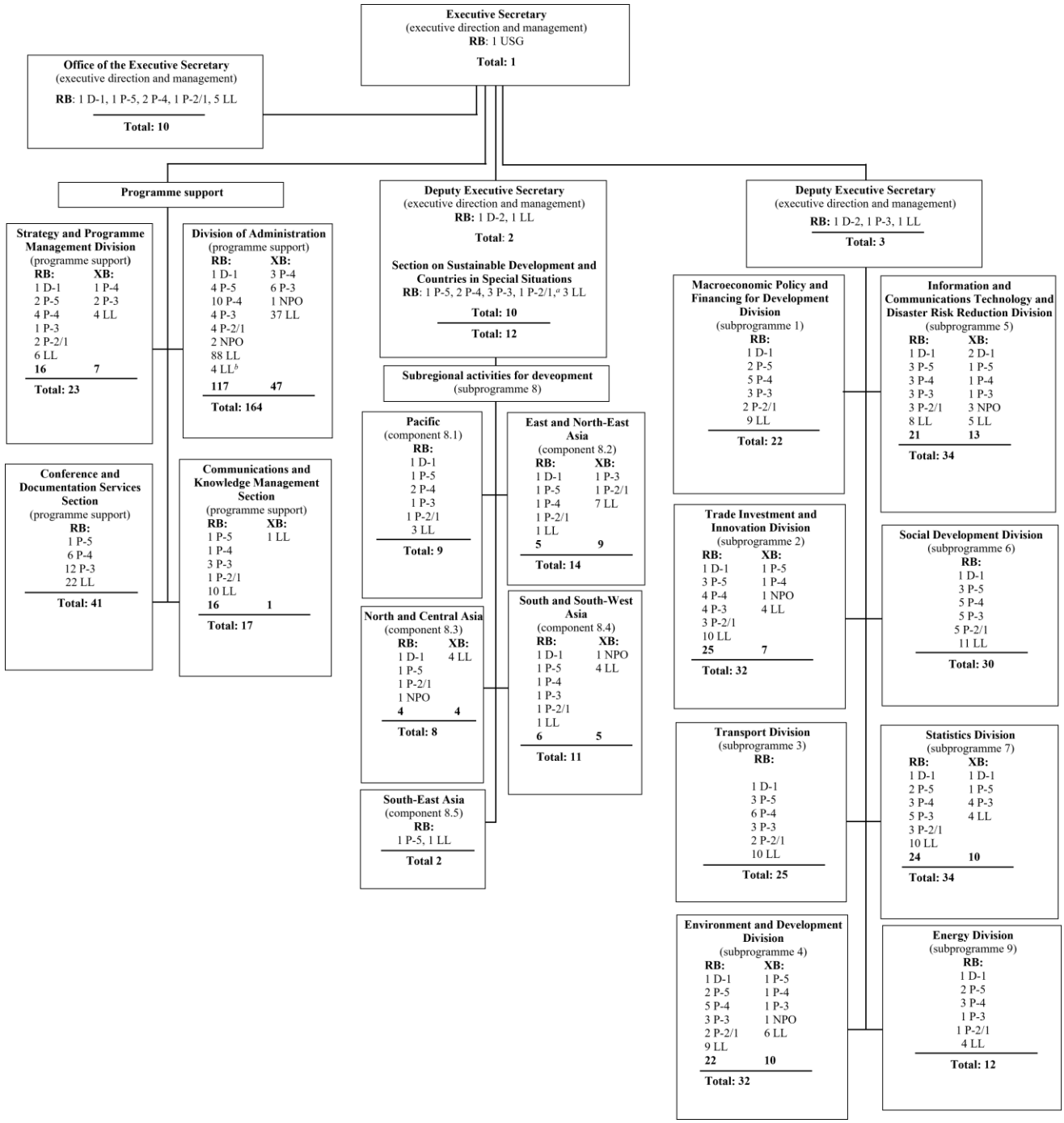
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	16 774.5	18 899.2	–	–	242.4	242.4	1.3	19 141.6
Non-post	3 335.9	3 622.4	–	–	(171.8)	(171.8)	(4.7)	3 450.6
Total	**20 110.3**	**22 521.6**	**–**	**–**	**70.6**	**70.6**	**0.3**	**22 592.2**
Post resources by category								
Professional and higher		58	–	–	–	–	–	58
General Service and related		128	–	–	4	4	3.1	132
Total		**186**	**–**	**–**	**4**	**4**	**2.2**	**190**

Figure 19.XXIX
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Establishment.

[b] Conversion.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Executive direction and management	1	P-2	**Establishment** of one temporary Associate Economic Affairs Officer from 2026 to 2034	Pursuant to General Assembly resolution 78/317, for leading the drafting of the technical material for and the coordination of the expert group meeting for monitoring, evaluation and reporting for the Atlantic, Indian Ocean and South China Sea small island developing States, jointly with the Economic Commission for Africa.
Programme support	4	LL	**Cost-neutral conversion** of four long-term GTA positions to posts, including one Senior Telecommunications Technician and three Information Systems Assistants	The Senior Telecommunications Technician position started in 2010 and provides critical services for perimeter access control technology, from project management, design, implementation, policy management and reporting to operational support. The three Information Systems Assistant positions started in 2011 and provide custodian services for ICT asset management, computer administrative rights and service desk, including any ad hoc requests such as event set-up and office relocation. These positions also support certain important ICT infrastructure upgrades, such as: • Replacement of the obsolete perimeter intrusion detection system • Digitization of the legacy analogue video surveillance system • Firewalls • Network and server infrastructure These positions are long-term and vital for the seamless and effective operation of perimeter access control technology and ICT support and functions.

Abbreviations: GTA, general temporary assistance; ICT, information and communications technology; LL, Local level.

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Proposed programme budget for 2026

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Proposed programme budget for 2026

Part V
Regional cooperation for development

Section 20
Economic development in Europe

Programme 17
Economic development in Europe

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

20.1 The Economic Commission for Europe (ECE) is responsible for facilitating economic integration and cooperation among its member States and promoting sustainable development and economic prosperity in the ECE region. The mandate derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including on the workplan on reform of ECE and the outcome of the review of the 2005 reform of ECE (resolutions 2006/38 and 2013/1, respectively), and Council resolution 36 (IV). The Commission provides a regional intergovernmental platform to promote sustainable approaches, solutions and innovation pertaining to economic integration and trade, transport and mobility, environmental protection and management of natural resources, forests and the forest industry, affordable and clean energy, competitiveness and public-private partnerships, emerging social and demographic challenges and land management, while strengthening member States' capacities to measure progress towards the achievement of the 2030 Agenda for Sustainable Development and their access to timely and quality evidence for informed policymaking. ECE will support member States' commitment to take bold, ambitious, accelerated, just and transformative actions to implement the 2030 Agenda, achieve the Sustainable Development Goals and leave no one behind, as reiterated in the Pact for the Future. Considering its regional nature and membership of 56 States, ECE remains uniquely positioned and will continue to leverage its core mandated functions, namely, policy dialogue, normative work and technical cooperation, in support of the realization of the ambitions of the peoples of the ECE region for a just and prosperous future for all. The support delivered by the Commission to member States is also provided through the regular programme of technical cooperation and Development Account projects.

Strategy and external factors for 2026

20.2 The overall strategy and proposed programme of work of the Commission has been elaborated to align with the commitments outlined in the Pact for the Future, including the Global Digital Compact, and remains anchored in multilateral frameworks, such as the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Programme of Action for Landlocked Developing Countries for the Decade 2024–2034 and the New Urban Agenda, which were adopted by Member States to tackle social and economic challenges through sustained and people-centred development. Furthermore, the high-level, cross-cutting theme proposed for adoption by the Commission at its seventy-first session, "Climate action and resilient infrastructure for a sustainable future", guided the proposed programme of work of the ECE secretariat.

20.3 The execution of the strategy will be realized through the intergovernmental bodies of ECE, which comprise the Commission and its sectoral committees and which remain fundamental for the ability of the ECE secretariat to deliver the support sought by national Governments and other stakeholders in their efforts to accelerate progress towards the Sustainable Development Goals. In addition, as convener of the Regional Forum on Sustainable Development, ECE will continue to serve as a region-wide, multi-stakeholder platform for the review and follow-up of the Goals, peer-to-peer learning and the exchange of practical solutions for tackling development challenges in an accelerated manner. Operationally, the ECE secretariat will continue to further strengthen its working methods, in line with paragraph 73 (a) of the Pact for the Future, under action 45, for more agile, timely and impactful support to ECE member States.

20.4 In line with the principles of the reform of the United Nations development system, ECE will continue to serve as a platform for policy dialogue to address multi-country, transboundary and regional economic, social and environmental issues, with a specific focus on both central and local

authorities, as well as other stakeholders, including civil society, youth representatives, academia and the business community. The normative work of the programme will focus on the development and implementation of international legal instruments, norms and standards in areas critical to sustainable development, and on the identification and dissemination of best practices within and beyond the region. Through technical cooperation in its areas of expertise, the programme will provide demand-driven specialized and integrated policy advice, and capacity-building aimed at expanding the use by its member States of normative work, facilitate the achievement of the Goals at the country level and achieve multiplier effects by targeting cross-border issues.

20.5 The strategy of the programme integrates sustainable development approaches and builds on synergies and the expected results of its eight subprogrammes. It leverages cross-sectoral synergies of the 2030 Agenda for Sustainable Development and collaboration across the eight subprogrammes by the ECE secretariat, the intergovernmental architecture of ECE and the broader expert community for multi-stakeholder engagement and action towards accelerating progress in achieving the Goals.

20.6 In 2026, the programme will continue to provide support to its member States in addressing the economic and environmental challenges of achieving the Goals, with a focus on the transition areas with significant catalytic and multiplier effects, including energy, food systems, digital transformations, climate change, biodiversity loss and pollution. ECE will actively contribute to the decade of action for the Goals in the region, with an enhanced focus on localization, and will follow up on the outcomes of the upcoming Fourth International Conference on Financing for Development and Second World Summit for Social Development, as applicable.

20.7 With regard to cooperation with other entities at the global, regional, national and local levels, ECE will build on its close cooperation with international and regional organizations and other regional actors to exchange knowledge, develop joint initiatives and enhance collective impact. Partnerships with the private sector and civil society organizations, think tanks and the academic sector will be strengthened to facilitate ECE policy dialogue and normative work and to engage them in the implementation of the 2030 Agenda by member States.

20.8 With regard to inter-agency coordination and liaison, ECE will continue to play a key role in coordinating regional United Nations system entities. As co-lead of the Regional Collaborative Platform for Europe and Central Asia, it will promote joint action and synergies among United Nations regional entities and their partners in addressing regional, cross-cutting policy issues, offering integrated policy advice and providing regional perspectives at the global level, including through issue-based coalitions. This work will build on continued strategic partnerships and joint initiatives established by ECE with other United Nations entities and international financial institutions. The United Nations Special Programme for the Economies of Central Asia, implemented jointly by ECE and the Economic and Social Commission for Asia and the Pacific, will serve as the major framework for cooperation with relevant stakeholders in Central Asia. At the country level, ECE will work closely with the resident coordinators and as part of the United Nations country teams to facilitate the implementation of joint programmes and projects in response to country demands, including by contributing to the planning (common country analyses), monitoring and implementation of the United Nations Sustainable Development Cooperation Frameworks. The programme will also promote interregional (including South-South) and triangular cooperation.

20.9 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Member States continue to guide intergovernmental processes, support the initiatives and give priority to regional and subregional cooperation and integration, with a view to achieving sustainable development;

(b) All relevant stakeholders at the national level have the political will to cooperate in implementing ECE legal instruments, norms and standards;

(c) Voluntary resources continue to be available.

20.10 ECE integrates a gender perspective into its operational activities, deliverables and results, as appropriate, in particular to support member States in the achievement of Sustainable Development Goal 5 and targets of the Goals relating to gender equality and women's empowerment. Guided by the Commission's policy and 2026 action plan on gender equality and the empowerment of women, all subprogrammes will continue to take concrete action with measurable outputs on mainstreaming a gender perspective into the Commission's normative work and further promoting the participation of women in all initiatives. ECE will also prioritize technical cooperation projects that contribute towards gender equality.

20.11 In line with the United Nations Disability Inclusion Strategy, ECE will continue to ensure that disability inclusion is mainstreamed into its operational activities, deliverables and results, as appropriate. In line with its annual disability inclusion action plan, ECE will advance disability inclusion in the relevant normative instruments and good practices, as well as its programmes and projects.

Legislative mandates

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

General Assembly resolutions

66/288	The future we want
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/290	Format and organizational aspects of the high-level political forum on sustainable development
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/256	New Urban Agenda
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
73/195	Global Compact for Safe, Orderly and Regular Migration
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
74/231; 78/162	Development cooperation with middle-income countries
75/9; 77/16	Cooperation between the United Nations and the Commonwealth of Independent States
75/12	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
75/290 A	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
	Economic and Social Council
75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
	High-level political forum on sustainable development

77/21 Cooperation between the United Nations and the Organisation for Economic Co-operation and Development

77/280 Progress towards an accountability system in the United Nations Secretariat

77/330 Cooperation between the United Nations and the Economic Cooperation Organization

78/166 Operational activities for development of the United Nations system

78/182 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

79/1 The Pact for the Future

79/11 Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM

79/135 Cooperation between the United Nations and the Central European Initiative

79/146 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

79/199 Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development

79/202 Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21

79/205 Disaster risk reduction

79/211 Ensuring access to affordable, reliable, sustainable and modern energy for all

79/214 Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

79/219 Follow-up to the Third United Nations Conference on Landlocked Developing Countries

79/222 Industrial development cooperation

79/223 Women in development

79/226 Quadrennial comprehensive policy review of operational activities for development of the United Nations system

79/227 Agriculture development, food security and nutrition

79/233 Programme of Action for Landlocked Developing Countries for the Decade 2024–2034

79/236 South-South cooperation

Economic and Social Council resolutions

36 (IV) Economic Commission for Europe

1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields

2006/38 Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission

2013/1 Outcome of the review of the 2005 reform of the Economic Commission for Europe

2023/4 Science, technology and innovation for development

2023/11 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

2023/31 Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic Commission for Europe decisions

A (64) The work of the Economic Commission for Europe

A (65) Outcome of the review of the 2005 reform of ECE

A (66) Endorsement of the High-level statement on the post-2015 development agenda and expected SDGs in the ECE region

A (70) Economic and social effects of Russia's aggression against Ukraine

B (70) Digital and green transformations in support of the sustainable development in the region of the Economic Commission for Europe

C (70) Promotion of circular economy and the sustainable use of natural resources

D (70) Extension of the mandate of the Regional Forum on Sustainable Development

Subprogramme 1
Environment

General Assembly resolutions

2994 (XXVII) United Nations Conference on the Human Environment

47/193 Observance of World Day for Water

67/291 Sanitation for All

70/204 International Strategy for Disaster Reduction

71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
73/238	The role of the international community in the prevention of the radiation threat in Central Asia
75/212; 77/334	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028; and Follow-up
77/106	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
78/156	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
78/206	The human rights to safe drinking water and sanitation
79/172	Human rights in the administration of justice

Economic and Social Council resolution

2023/21	Implementation of the rapid response mechanism for the protection of environmental defenders under the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (Aarhus Convention)

Economic Commission for Europe decisions

CEP/AC.13/2005/2	Report of the high-level meeting of environment and education ministries (2005) adopting the ECE strategy for education for sustainable development
ECE/BELGRADE.CONF/2007/4/Add.1	Statement on education for sustainable development by the ministers of education and of the environment of the ECE region adopted at the joint session on education for development of the sixth Ministerial Conference, entitled “Environment for Europe”, 2007
ECE/AC.21/2021/2-EUCHP2018924/4.3.2	Report of the High-level Meeting on Transport, Health and Environment and of the special session of the Steering Committee of the Transport, Health and Environment Pan-European Programme
ECE/ASTANA.CONF/2011/2/Add.1	Declaration: “Save water, grow green!” by ministers of the region of ECE, report of the seventh Ministerial Conference, entitled “Environment for Europe”, 2011
ECE/BATUMI.CONF/2016/2/Add.1	Declaration: “Greener, cleaner, smarter!” by ministers of the region of ECE, report of the eighth Environment for Europe Ministerial Conference, 2016
ECE/BATUMI.CONF/2016/2/Add.2	Batumi ministerial statement on education for sustainable development adopted by the high-level meeting of education and environment ministries of the region of ECE, report of the eighth Environment for Europe Ministerial Conference, 2016
ECE/CEP/2020/2	Report of the Committee on Environmental Policy on its twenty-sixth session
ECE/NICOSIA.CONF/2022/2/Add.1	Ministerial declaration of the ninth Environment for Europe Ministerial Conference
ECE/NICOSIA.CONF/2022/2/Add.2	Nicosia ministerial statement on education for sustainable development adopted by the high-level meeting of education and environment ministries of the region of ECE, report of the ninth Environment for Europe Ministerial Conference, 2022

Relevant decisions of the governing bodies of the multilateral environmental agreements of the Economic Commission for Europe

ECE/EB.AIR/154 and Add.1	Report of the Executive Body for the Convention on Long-range Transboundary Air Pollution on its forty-third session
ECE/MP.PRTR/2021/6 and Add.1	Report of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its fourth session
ECE/MP.PP/2021/2 and Add.1	Report of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its seventh session

ECE/MP.PP/2021/16-ECE/MP.PRTR/2021/2 and Add.1	Report of the Joint High-level Segment of the seventh session of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and of the fourth session of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers, and the Geneva Declaration on Environmental Democracy for Sustainable, Inclusive and Resilient Development, adopted by the two Meetings of the Parties
ECE/MP.EIA/23-ECE/MP.EIA/SEA/7 and Add.1, Add.2 and Add.3	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context on its seventh session, and the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on its third session
ECE/MP.EIA/27-ECE/MP.EIA/SEA/11 and Add.1	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on their intermediary sessions
ECE/CP.TEIA/44 and Add.1	Report of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents on its twelfth meeting
ECE/MP.WAT/63 and Add.1 and Add.2	Report of the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its ninth session
ECE/MP.WH/19 and Add.1 and Add.2	Report of the Meeting of the Parties to the Protocol on Water and Health to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its fifth session

Subprogramme 2
Transport

General Assembly resolutions

58/9	Global road safety crisis
68/269; 72/271; 74/299; 78/290	Improving global road safety
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors
72/212; 78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
76/255	Integration of mainstream bicycling into public transportation systems for sustainable development
77/286	World Sustainable Transport Day
78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development

Economic and Social Council resolutions

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2013/7	Europe-Africa fixed link through the Strait of Gibraltar
2022/2	Revised terms of reference of the Inland Transport Committee of the Economic Commission for Europe
2023/5	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Europe decisions

ECE/AC.21/2014/2	Report of the High-level Meeting on Transport, Health and Environment on its fourth session
ECE/TRANS/224; ECE/TRANS/236; ECE/TRANS/240 and Corr.1; ECE/TRANS/248; ECE/TRANS/254; ECE/TRANS/270; ECE/TRANS/274; ECE/TRANS/288; ECE/TRANS/294; ECE/TRANS/304; ECE/TRANS/316; ECE/TRANS/328; ECE/TRANS/344	Reports of the Inland Transport Committee (seventy-fourth to eighty-sixth sessions)
ECE/TRANS/344, annex I	Inland Transport Committee Strategy on Reducing Greenhouse Gas Emissions from Inland Transport

B (66)	Endorsement of the Geneva Charter on Sustainable Housing
K (70)	Matters related to sustainable transport and mobility

Decisions of the treaty bodies of United Nations transport agreements

E/ECE/TRANS/505/Rev.3	1958 Agreement Concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations
ECE/RCTE/CONF/4	1997 Agreement concerning the adoption of uniform conditions for periodical technical inspections of wheeled vehicles and the reciprocal recognition of such inspections
ECE/TRANS/132	1998 Agreement concerning the establishment of global technical regulations for wheeled vehicles, equipment and parts which can be fitted and/or used on wheeled vehicles
ECE/TRANS/ADN/CONF/10/Add.1	European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways
ECE/TRANS/WP.30/AC.2/125	Report of the Administrative Committee for the TIR Convention 1975 on its sixty-first session
ECE/TRANS/WP.30/AC.2/147 and Corr.1	Report of the Administrative Committee for the TIR Convention 1975 on its seventy-second session
ECE/TRANS/WP.30/AC.2/157	Report of the Administrative Committee for the TIR Convention 1975 on its seventy-seventh session (February 2022): AC.2, in line with annex 11, article 5, adopted the eTIR concepts and the eTIR functional specifications, including the amendments adopted by TIB at its first session. This provides a complete legal and technical basis for those countries that are willing to implement the eTIR procedure
ECE/TRANS/WP.30/AC.2/TIB/2	Report of the Technical Implementation Body (TIB) of the Administrative Committee for the TIR Convention, 1975, on its first session: TIB for eTIR implementation, adopted version 4.3 of the eTIR technical specifications and confirmed their alignment with version 4.3 of the eTIR concepts and the eTIR functional specifications

Subprogramme 3
Statistics

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics
69/282	World Statistics Day

Economic and Social Council resolutions and decisions

2006/6	Strengthening statistical capacity
2015/10	2020 World Population and Housing Census Programme
2016/27	Strengthening institutional arrangements on geospatial information management
2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/116: Disaster-related statistics)
2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2021/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2021/224	Report of the Statistical Commission on its fifty-second session (Statistical Commission decisions 52/109 Migration statistics; 52/114 Household surveys)
2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem (paras. 4 and 9–10)
2023/325	Report of the Statistical Commission on its fifty-fourth session (Statistical Commission decisions 54/101: Global indicator framework for SDGs and targets of the 2030 Agenda; 54/107: National accounts; 54/108: Business and trade statistics; 54/109: Regional statistical development; 54/110: Environmental-economic accounting; 54/111: Fundamental Principles of Official Statistics; 54/113: Statistical capacity development; 54/116: Big data; 54/117: Price statistics; 54/118: Integration of statistical and geospatial information; 54/119: Data stewardship)
2024/312	Report of the Statistical Commission on its fifty-fifth session (Statistical Commission decisions 55/101: Fundamental Principles of Official Statistics; 55/105: Data science; 55/106: Governance statistics; 55/108: Economic statistics; 55/109: Environmental-economic accounting; 55/112: Gender statistics; 55/118: Climate change statistics; 55/120: Open data; 55/121: International Comparison Programme)

Subprogramme 4
Economic cooperation and integration

General Assembly resolutions

77/320	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets	79/198	Promoting investments for sustainable development
78/160	Science, technology and innovation for sustainable development	79/228	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
79/194	Information and communications technologies for sustainable development		

Subprogramme 5
Sustainable energy

General Assembly resolutions

69/225	Promotion of new and renewable sources of energy	72/228	Science, technology and innovation for development

Economic and Social Council resolutions and decisions

1997/226	United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities	2023/18	Best Practice Guidance for Effective Management of Coal Mine Methane at National Level: Monitoring, Reporting, Verification and Mitigation
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources	2023/19	United Nations Resource Management System Principles and Requirements
2011/222	Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines	2023/20	Request to strengthen the role of the secretariat of the Economic Commission for Europe in supporting member States in building resilient energy systems and modernizing resource management systems
2021/249	Best Practice Guidance for Effective Methane Recovery and Use from Abandoned Coal Mines		
2021/250	Updated United Nations Framework Classification for Resources		

Economic Commission for Europe decisions

E (79)	Building resilient energy systems	F (70)	Decision to study finance for energy-related climate change activities in the region of the Economic Commission for Europe, particularly related to critical raw materials

Subprogramme 6
Trade

General Assembly resolutions

78/144	Agricultural technology for sustainable development	79/201	Entrepreneurship for sustainable development

Economic and Social Council resolutions and decisions

1991/76	Promotion of interregional cooperation in the area of international trade facilitation	1997/225	Economic Commission for Europe Recommendation 25, entitled “Use of the UN/EDIFACT Standard”

Subprogramme 7
Forests and the forest industry

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	78/169	Natural plant fibres and sustainable development
67/200	International Day of Forests	78/320	Fostering sustainable forest management, including afforestation and reforestation, in degraded lands, including drylands, as an effective solution to environmental challenge
71/285	United Nations strategic plan for forests 2017–2030		
71/286	United Nations forest instrument	79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
73/284	United Nations Decade on Ecosystem Restoration (2021–2030)		

Economic and Social Council resolutions

2015/33	International arrangement on forests beyond 2015	2020/14	Outcome of the fifteenth session of the United Nations Forum on Forests
2017/4	United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020	2024/15, annex	Quadrennial programme of work of the United Nations Forum on Forests for the period 2025–2028

Subprogramme 8
Housing, land management and population

General Assembly resolutions

65/234	Follow-up to the International Conference on Population and Development beyond 2014	79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
75/131	United Nations Decade of Healthy Ageing (2021–2030)	79/147	Follow-up to the Second World Assembly on Ageing
78/172	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)		

Economic and Social Council resolutions and decisions

2014/239	Report of the Commission on Population and Development on its forty-seventh session and provisional agenda for its forty-eighth session (Commission on Population and Development resolution 2014/1, Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development)	2016/25	Future organization and methods of work of the Commission on Population and Development
		2020/7	Affordable housing and social protection systems for all to address homelessness
		2020/19	Change of name and revised terms of reference of the Working Group on Ageing of the Economic Commission for Europe
		2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Human Rights Council resolutions

48/3; 54/13	Human rights of older persons

Economic Commission for Europe decisions

ECE/AC.23/2002/2/Rev.6	Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002	ECE/HBP/190	Report of the Committee on Housing and Land Management on its seventy-eighth session (Geneva Ministerial Declaration on Sustainable Housing and Urban Development)
B (66)	Endorsement of the Geneva Charter on Sustainable Housing	ECE/HBP/208; ECE/HBP/213	Report of the Committee on Urban Development, Housing and Land Management (eighty-second and eighty-third sessions)

ECE/AC.30/2022/2	Report of the Ministerial Conference on Ageing "A Sustainable World for All Ages: Joining Forces for Solidarity and Equality Opportunities Throughout Life"	ECE/WG.1/2023/2	Report on the sixteenth meeting of the Standing Working Group on Ageing, which adopted the Programme of Work of the Standing Working Group on Ageing, 2023–2027

Deliverables

20.13 Table 20.1 lists the cross-cutting deliverables of the programme.

Table 20.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**27**	**24**	**40**	**27**
1. The Economic Commission for Europe	–	–	13	–
2. Regional Forum on Sustainable Development for the region of the Economic Commission for Europe	2	2	2	2
3. The ECE Executive Committee	25	22	25	25
Substantive services for meetings (number of three-hour meetings)	**18**	**20**	**26**	**21**
4. The Economic Commission for Europe	–	–	4	–
5. Regional Forum on Sustainable Development for the region of the Economic Commission for Europe	3	4	3	4
6. The ECE Executive Committee	6	6	10	6
7. The Working Group on Gender and Sustainable Development Goals of the United Nations Special Programme for the Economies of Central Asia	2	1	2	2
8. The Fifth Committee	1	1	1	1
9. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
10. The Committee for Programme and Coordination	1	1	1	1
11. The Regional Collaborative Platform	4	6	4	6
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**20**	**–**	**–**	**–**
12. Capacity-building seminars on advancement of gender equality for government officials	20	–	–	–
Publications (number of publications)	**2**	**1**	**2**	**1**
13. On gender equality and sustainable development	1	–	1	–
14. ECE annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to and consultations with member States and United Nations country teams to facilitate implementation of the United Nations Sustainable Development Cooperation Framework process in programme countries.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials; information materials for United Nations Road Safety Fund advocacy campaign and awareness-raising material; and films on ECE activities.				
External and media relations: ECE weekly newsletter; and news, approximately 200 press releases and news per year; 2 press conferences on ECE activities.				
Digital platforms and multimedia content: ECE website; ECE Executive Committee, the gender equality and the technical cooperation activities websites; and news on ECE activities on four social media platforms.				

Evaluation activities

20.14 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) Office of Internal Oversight Services synthesis review of evaluation results for regional economic commissions – contributions to economic development;

(b) ECE evaluation of regular budget activities on the United Nations Framework Classification for Resources and the United Nations Resource Management System for the period 2020–2023;

(c) Final evaluations of seven field and technical cooperation projects.

20.15 In response to the results of the evaluations referenced above, subprogramme 5, Sustainable energy, will deliver training events to further build capacity on the United Nations Framework Classification for Resources and the United Nations Resource Management System, issue a publication to further increase their visibility with both ECE and non-ECE member States, and launch projects to continue to develop, implement and disseminate them as part of the deliverables of subprogramme 5. The evaluations of field and technical cooperation projects informed the preparation of new such projects.

20.16 A programme-level evaluation of ECE data use and information management approaches during the period 2020–2025, which had previously been planned for 2025 but was deferred due to liquidity-related resource constraints, is planned for 2026.

Programme of work

Subprogramme 1
Environment

Objective

20.17 The objective, to which this subprogramme contributes, is to improve environmental governance and performance for safeguarding the environment and health.

Strategy

20.18 To contribute to the objective, the subprogramme will:

(a) Support the implementation of outcomes of global and regional summits and conferences, and support and promote the implementation of multilateral environmental agreements, contributing to achieving Sustainable Development Goals 3, 6, 9, 11 to 13 and 15 to 17, through policy dialogue, normative work, capacity-building and the dissemination of environmental information (e.g., through the Shared Environmental Information System), good practices and lessons learned in the areas of air quality, water, industrial safety, public participation, impact assessment, environmental monitoring and assessment, environmental performance, education for sustainable development, and the mainstreaming of environmental concerns into other dimensions of sustainable development;

(b) Support and promote the implementation of policy tools, including the ECE Environmental Performance Review Programme, contributing to achieving mainly Goals 6, 11 to 13 and 15; the ECE Environmental Monitoring and Assessment Programme, contributing to achieving mainly Goal 17; the ECE Strategy for Education for Sustainable Development, contributing to achieving Goals 4, 12 and 13; and the Transport, Health and Environment Pan-European Programme, contributing to achieving mainly Goals 3, 11, 13 and 17;

(c) Promote synergies among ECE multilateral environmental agreements;

(d) Conduct environmental performance reviews, assisting countries in the implementation of the recommendations from those reviews, and monitor the impact of the recommendations on national policies;

(e) Using a country needs-based approach, support countries, with a focus on the Caucasus, Central Asia and Eastern and South-Eastern Europe, in environmental policymaking, monitoring, assessment and management, including by providing an intergovernmental decision-making platform, organizing capacity-building activities and providing advisory services;

(f) Work with interested non-ECE countries, including those wishing to join the multilateral environmental agreements that are open to global accession;

(g) Support member States in addressing emerging issues related to the work of the subprogramme, including those resulting from international and regional processes by, among others, providing advisory support, developing policy packages and/or recommendations and supporting countries in the development of region-wide approaches to such emerging issues (e.g., on sustainable infrastructure), including ensuring effective and inclusive access to information, public participation in decision-making and access to justice.

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

(a) Improved environmental governance and performance;

(b) Strengthened integration of environmental concerns into member States' sectoral policies;

(c) More effective development and implementation of environmental legislation and policies;

(d) Improved response to environmental challenges;

(e) Enhanced participation, cross-border cooperation and effective international and national cooperation;

(f) Strengthened implementation of multilateral environmental commitments and increased geographical coverage.

Programme performance in 2024

Youth empowered to drive sustainable development

20.20 Building on the implementation framework of the ECE Strategy for Education for Sustainable Development from 2021 to 2030, in 2024 the Government of Cyprus hosted a forum on the theme "Empowering youth for sustainable futures: entrepreneurship education and youth engagement", in collaboration with ECE, the State Secretariat for Education, Research and Innovation of Switzerland and the United Nations Environment Programme. The forum, which featured several young leaders and entrepreneurs as speakers, addressed critical issues related to youth policy, education, empowerment and financing, underscoring the essential role of young people in driving sustainable development. The results of the discussions contributed to the Summit of the Future side event on the theme "Empowering youth for sustainable futures: intergenerational responsibility and skills for a just transition", which facilitated intergenerational dialogue between youth, national Governments, experts in sustainability and education and the United Nations on the role of education in sustainable development and ways to equip youth with essential skills that align with evolving job market demands in sustainability sectors.

20.21 Progress towards the objective is presented in the performance measure below (see table 20.2).

Table 20.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States adopted the implementation framework of the ECE Strategy for Education for Sustainable Development from 2021 to 2030	Enhanced capacity of one member State (Georgia) in implementing the fourth priority area, on entrepreneurship, employment, innovation and education for sustainable development, of the implementation framework of the ECE Strategy for Education for Sustainable Development from 2021 to 2030	Youth perspectives shape policy dialogues and inform recommendations, commitments and strategies for inclusive and sustainable development

Planned results for 2026

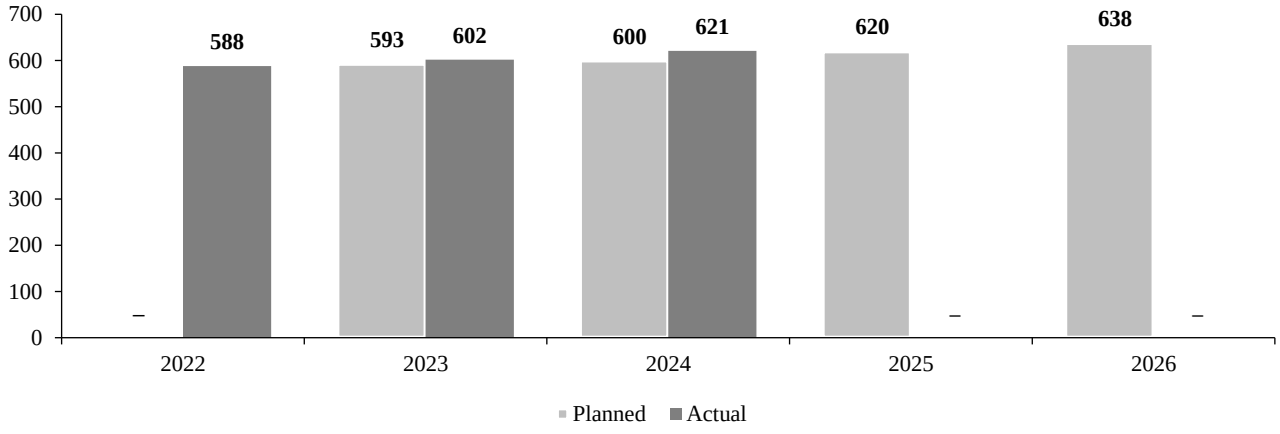
Result 1: increased number of United Nations Member States becoming Parties to multilateral environmental agreements serviced by the Economic Commission for Europe

Programme performance in 2024 and target for 2026

20.22 The subprogramme's work contributed to 621 instances of United Nations Member States becoming Parties to multilateral environmental agreements serviced by ECE, which exceeded the planned target of 600 Parties.

20.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.I).

Figure 20.I
Performance measure: number of Parties to multilateral environmental agreements serviced by the Economic Commission for Europe (cumulative)



Result 2: modernized database on pollutants to enable responsive fact-based decisions

Programme performance in 2024 and target for 2026

20.24 The subprogramme's work contributed to the draft decision on modernizing pollutant release and transfer registers being approved by the Working Group of the Parties to the Protocol on Pollutant Release and Transfer Registers, which met the planned target.

20.25 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 20.3).

Table 20.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Background material on modernizing pollutant release and transfer registers considered by the Working Group of the Parties to the Protocol on Pollutant Release and Transfer Registers	Draft decision on modernizing pollutant release and transfer registers agreed by the Protocol's Bureau	Draft decision on modernizing pollutant release and transfer registers approved by the Working Group of the Parties to the Protocol on Pollutant Release and Transfer Registers	Meeting of the Parties to the Protocol adopts a decision on modernizing pollutant release and transfer registers	Wide dissemination and continuous implementation of the decision on modernizing pollutant release and transfer registers by Parties and interested Member States

Result 3: strengthened pan-European environmental knowledge base for informed policymaking

Proposed programme plan for 2026

20.26 The series of pan-European environmental assessments provide up-to-date and policy-related information on the interactions between the environment and society and have been a consistent feature of the Environment for Europe process to date.

Lessons learned and planned change

20.27 The lesson for the subprogramme was that strengthening the environmental knowledge base in the region through environmental indicators and regular assessments can improve the understanding of the challenges the environment and society are and will be facing. In applying the lesson and in the context of the Tenth Environment for Europe Ministerial Conference, the subprogramme will further strengthen its approach to conducting environmental assessments and will include new indicators and up-to-date analysis as well as practical approaches to track and compare progress and inform policymaking. The subprogramme will also provide recommendations for action to prevent or reduce the implications for the environment and human health.

20.28 Expected progress towards the objective is presented in the performance measure below (see table 20.4).

Table 20.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	The Committee on Environmental Policy welcomed the progress made in elaborating the concept of the eighth pan-European environmental assessment	The Committee on Environmental Policy considers for approval indicators for the next assessment	The Committee on Environmental Policy considers the final draft of the eighth pan-European environmental assessment

Deliverables

20.29 Table 20.5 lists all deliverables of the subprogramme.

Table 20.5
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**168**	**121**	**260**	**163**
1. The Committee on Environmental Policy and subsidiary bodies	16	16	20	20
2. The Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and subsidiary bodies and the Meeting of the Parties to the Protocol on Water and Health and subsidiary bodies	26	24	26	22
3. The Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	15	13	2	15
4. The Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	24	16	24	21
5. The Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies and the Meeting of the Parties to the Convention serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies	16	9	16	16
6. The Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and subsidiary bodies and the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Register to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and subsidiary bodies	60	34	161	60
7. The High-level Meeting on Transport, Health and Environment and subsidiary bodies	3	4	3	3
8. The Steering Committee on Education for Sustainable Development	8	5	8	6
Substantive services for meetings (number of three-hour meetings)	**219**	**217**	**243**	**213**
9. The Committee on Environmental Policy and subsidiary bodies	26	27	28	30
10. The Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and subsidiary bodies and the Parties to the Protocol on Water and Health and subsidiary bodies	44	42	47	38

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
11. The Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	15	24	19	18
12. The Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	27	23	23	21
13. The Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies and the Parties to the Convention serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies	34	33	34	34
14. The Parties to the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters and subsidiary bodies and the Parties to the Protocol on Pollutant Release and Transfer Register and subsidiary bodies	65	60	84	64
15. The High-level Meeting on Transport, Health and Environment and subsidiary bodies	2	2	2	2
16. The Steering Committee on Education for Sustainable Development	6	6	6	6
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**30**	**92**	**32**	**39**
17. Workshops on environmental issues for government officials and other stakeholders in the ECE region to improve environmental governance and performance	30	92	32	39
Publications (number of publications)	**18**	**6**	**9**	**12**
18. On environmental issues and multilateral environmental agreements administered by the subprogramme	10	1	7	9
19. Progress reports and performance reviews on environmental issues	7	5	2	2
20. Multilateral environmental agreements administered by the subprogramme	1	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for some 100 government officials and other stakeholders of States participating in the United Nations Special Programme for the Economies of Central Asia on water, energy and other environmental issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: environmental performance review highlights.				
External and media relations: press releases on environmental issues.				
Digital platforms and multimedia content: website of the subprogramme.				

Subprogramme 2
Transport

Objective

20.30 The objective, to which this subprogramme contributes, is to advance an intraregionally and interregionally sustainable inland transport (road, rail, inland waterway and intermodality) system by making it safer, cleaner, more efficient, more inclusive and more affordable, both for freight transport and people's mobility.

Strategy

20.31 To contribute to the objective, the subprogramme will:

(a) Service the Inland Transport Committee and its 21 working parties and 13 administrative committees, as well as the Committee of Experts on the Transport of Dangerous Goods and on

the Globally Harmonized System of Classification and Labelling of Chemicals of the Economic and Social Council and more than 50 formal and informal expert networks, accounting for the central role of the Inland Transport Committee in leading and coordinating its subsidiary bodies and its extended interregional geographical scope (following the endorsement of the Committee's revised terms of reference by the Council in 2022), and promote the achievement of the objectives of the Committee's strategy until 2030 and its Strategy on Reducing Greenhouse Gas Emissions from Inland Transport;

(b) Administer the international regulatory framework for inland transport, which includes 61 United Nations legal instruments on safety, pollution, efficiency, multimodality and effectiveness, and ensure that the regulatory functions of the Inland Transport Committee are up to date with current technologies and transport innovations – such as intelligent transport systems, autonomous vehicles, digitization of customs and transport documents, and electric vehicles – and all legal instruments are open to all United Nations Member States, as appropriate, by developing new and updating existing legal instruments, as necessary, including maintaining the database of international regulatory frameworks for inland transport;

(c) Provide an intergovernmental policy dialogue platform at the annual sessions of the Inland Transport Committee to review emerging challenges and emergency situations; support consensus-building in favour of regional and interregional connectivity, and climate change mitigation and adaptation, among other matters, including through the adoption of strategies, action plans, high-level statements or resolutions on harmonized actions by member States and Contracting Parties in order to enable the full implementation of the Committee's mandate;

(d) Analyse and provide technical assistance and capacity-building on accession to and implementation of legal instruments, at the request of member States and Contracting Parties within and beyond the region;

(e) Facilitate global improvements in road safety, through policy dialogue and by contributing to the work of the Special Envoy of the Secretary-General for Road Safety and the operation of the United Nations Road Safety Fund, in cooperation with other international organizations, and provide capacity-building and advisory assistance with regard to promoting legal instruments, calls for proposals and other related activities, as appropriate;

(f) Support the efforts of member States to respond to and recover from emergency situations, including pandemics, and foster the functioning and development of national, regional and international inclusive transport systems and the implementation of the sustainable development agenda;

(g) Promote knowledge-sharing and cooperation among Governments and key stakeholders, raise awareness of emerging issues and best responses, contribute to the improved monitoring and measuring of the Sustainable Development Goals, facilitate the adaptation of legally binding instruments and frameworks to new realities, and prepare new guidance materials.

20.32 The above-mentioned work is expected to contribute to the achievement of Goals 3, 5, 6 to 9 and 11 to 13 and result in:

(a) Improvements in sustainable mobility, and in monitoring and measuring the Goals;

(b) Safer, cleaner, more efficient, more inclusive and more affordable multimodal inland transport systems for Contracting Parties to the United Nations inland transport conventions;

(c) Enhanced efforts towards net-zero emissions by 2050, guided by a strategy for reducing greenhouse gas emissions in inland transport;

(d) More efficient and resilient cross-border flows of goods and people regionally and globally;

(e) Enhanced intergovernmental cooperation in emergency situations and minimized disruptions to the continued implementation and updating of United Nations inland transport conventions.

Programme performance in 2024

Enhanced intergovernmental cooperation to accelerate the reduction of greenhouse gas emissions from inland transport

20.33 Inland transport is responsible for 72 per cent of the transport sector's total emissions,[1] driven primarily by road transport. In 2024, the Inland Transport Committee adopted its Strategy on Reducing Greenhouse Gas Emissions from Inland Transport, to support the sector to take urgent climate action and align its climate change mitigation strategies with those for civil aviation by the International Civil Aviation Organization and maritime transport by the International Maritime Organization. The subprogramme prepared a draft strategy with inputs from the Committee's working parties and coordinated intergovernmental negotiations during 2023 and 2024, which resulted in its adoption by the Committee at its eighty-sixth session (ECE/TRANS/344, annex I).

20.34 Progress towards the objective is presented in the performance measure below (see table 20.6).

Table 20.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	The Inland Transport Committee mandated the development of an ambitious strategy document for reducing greenhouse gas emissions from inland transport	The Inland Transport Committee adopted its Strategy on Reducing Greenhouse Gas Emissions from Inland Transport

Planned results for 2026

Result 1: increased number of new and updated legal instruments strengthening the capacity of United Nations Member States to address climate change

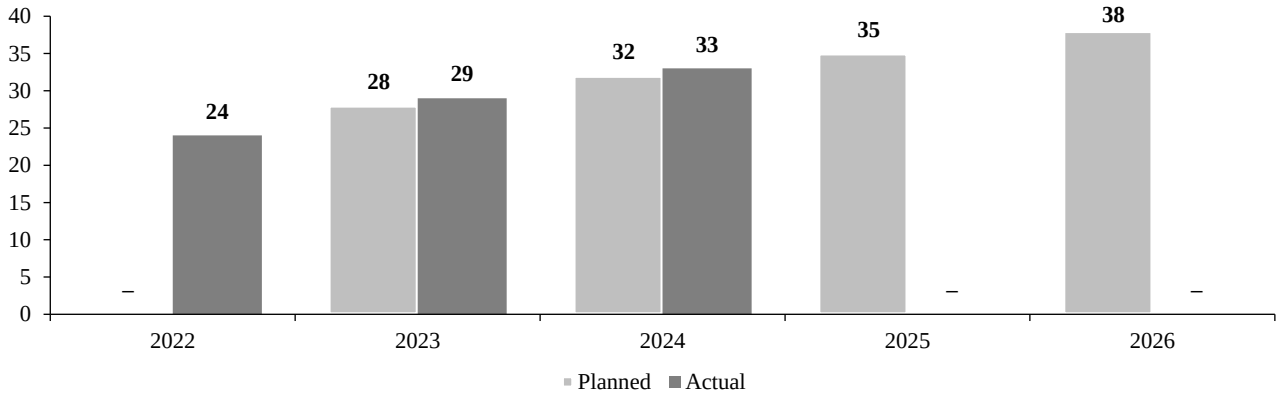
Programme performance in 2024 and target for 2026

20.35 The subprogramme's work contributed to 33 new and updated inland transport legal instruments under ECE purview entering into force, thereby improving the climate performance of the transport sector, which exceeded the planned target of 32.

20.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.II).

[1] Intergovernmental Panel on Climate Change, *Climate Change 2022: Mitigation of Climate Change – Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* (2022), p. 1,056.

Figure 20.II
Performance measure: number of new and updated United Nations legal instruments under ECE purview, entering into force annually and improving the climate performance of the transport sector (cumulative)



Note: The figure reflects data since the adoption of the Paris Agreement in 2015; the actual number for 2023 and the planned number for 2025 have been revised to reflect the most up-to-date information.

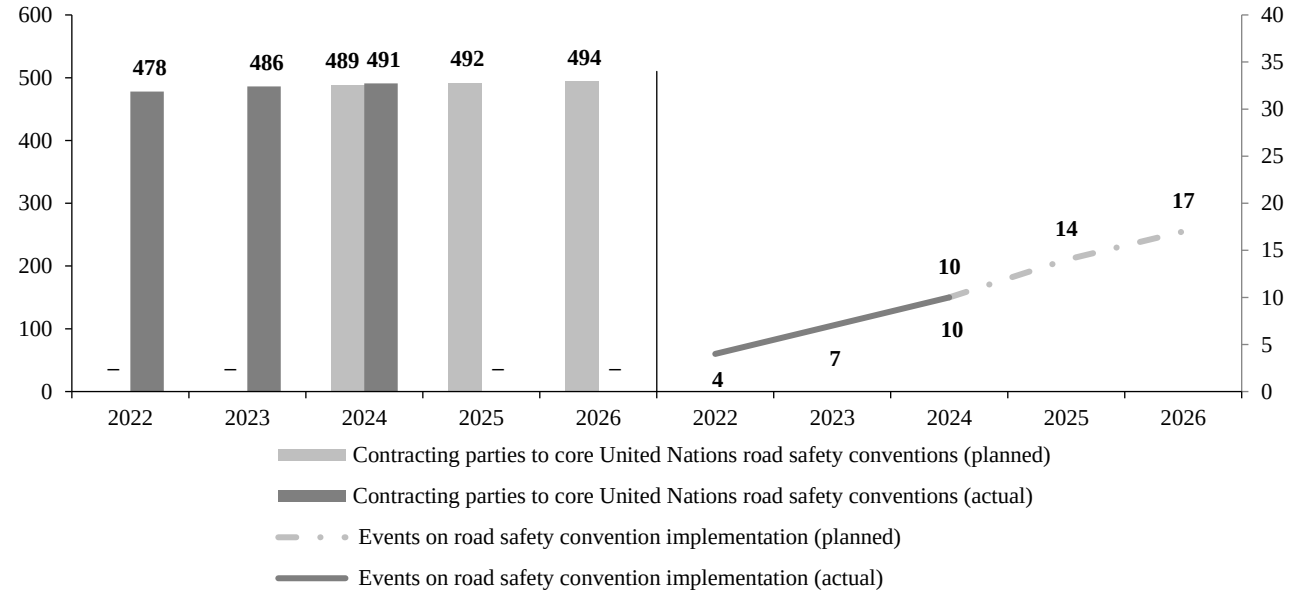
Result 2: increased accessions to core road safety conventions as an initial step to contribute to fewer worldwide road accident fatalities and injuries

Programme performance in 2024 and target for 2026

20.37 The subprogramme's work contributed to 491 accessions to core United Nations road safety conventions and 10 events on road safety convention implementation, which met the planned target.

20.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.III).

Figure 20.III
Performance measure: number of Contracting Parties to core United Nations road safety conventions and number of events during which member States share challenges and good practices on road safety convention implementation (cumulative)



Result 3: enhanced regulatory framework for sustainable inland transport systems

Proposed programme plan for 2026

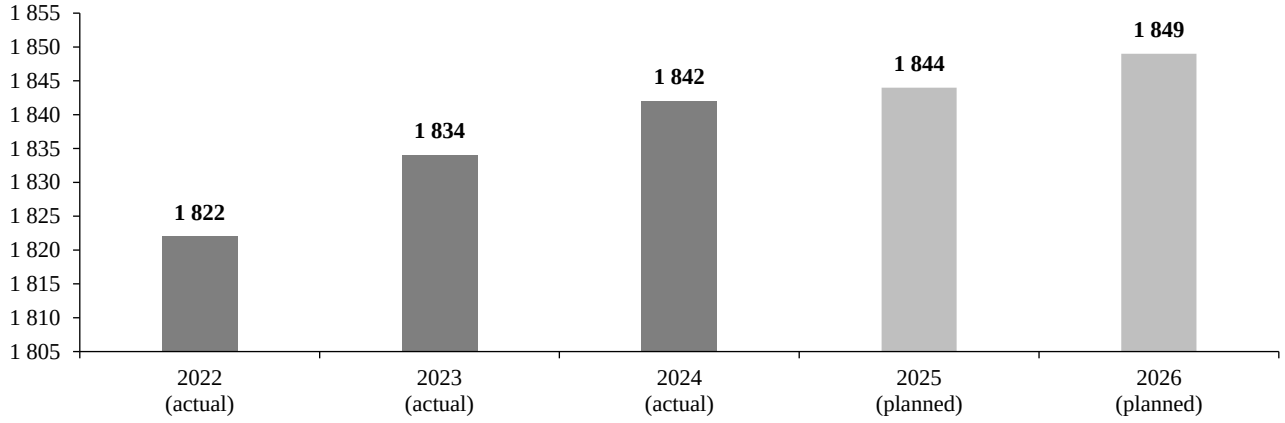
20.39 The subprogramme's work on enhancing the regulatory framework in recent years has led to the development of updates to legal instruments, policy advice and recommendations to support the efforts of member States and Contracting Parties to further develop sustainable inland transport systems within and outside the region.

Lessons learned and planned change

20.40 The lesson for the subprogramme was that its approach and focus need to be better aligned with the growing demand of member States and the potential for expanding the geographical scope. In applying the lesson, the subprogramme will scale up its efforts to support the development of sustainable inland transport systems in the region and internationally, improve their environmental performance (as a means to facilitate the circular economy and the sustainable use of natural resources) and reduce emissions, and enhance efficiency, connectivity and accessibility for all, including persons with disabilities, through the digitization of documents and procedures and the promotion of automated vehicles. The subprogramme will also enhance its regulatory support for the implementation of the Inland Transport Committee's strategy until 2030 and its Strategy on Reducing Greenhouse Gas Emissions from Inland Transport by developing tools, analysing trends and challenges and encouraging greater participation of States from outside the region.

20.41 Expected progress towards the objective is presented in the performance measure below (see figure 20.IV).

Figure 20.IV
Performance measure: number of Contracting Parties to United Nations legal instruments on transport administered by the Economic Commission for Europe (cumulative)



Deliverables

20.42 Table 20.7 lists all deliverables of the subprogramme.

Table 20.7
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1 145**	**1 176**	**1 155**	**1 158**
1. Documentation for the Inland Transport Committee				
a. Inland Transport Committee and Bureau	31	35	31	31
b. World Forum for Harmonization of Vehicle Regulations	550	502	550	550
c. Working Party on the Transport of Perishable Foodstuffs	33	41	33	33
d. Working Party on the Transport of Dangerous Goods	160	223	160	160
e. Working Party on Transport Trends and Economics and subsidiary groups of experts	23	23	28	28
f. Working Party on Transport Statistics	14	14	14	14
g. Working Party on Road Transport and subsidiary groups of experts	15	6	26	18
h. Global Forum for Road Traffic Safety and subsidiary groups of experts	22	16	20	20
i. Working Party on Rail Transport and subsidiary groups of experts	30	31	30	24
j. Working Party on Intermodal Transport and Logistics	12	12	12	25
k. Working Party on Inland Water Transport	45	47	45	45
l. Working Party on Customs Questions Affecting Transport and subsidiary groups of experts	50	64	50	50
2. Documentation for the Economic and Social Council				
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	5	5	1	5
b. Subcommittee of Experts on the Transport of Dangerous Goods	120	119	120	120
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	32	35	32	32
3. Documentation for the High-level Meeting on Transport, Health and Environment	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	**407**	**372**	**410**	**409**
4. Meetings of the Inland Transport Committee				
a. Inland Transport Committee and Bureau	16	19	16	16
b. World Forum for Harmonization of Vehicle Regulations	121	103	121	121
c. Working Party on the Transport of Perishable Foodstuffs	8	7	8	8
d. Working Party on the Transport of Dangerous Goods	58	51	58	58
e. Working Party on Transport Trends and Economics and subsidiary groups of experts	18	22	18	18
f. Working Party on Transport Statistics	6	6	6	6
g. Working Party on Road Transport and subsidiary groups of experts	12	16	24	12
h. Global Forum for Road Traffic Safety and subsidiary groups of experts	28	32	28	28
i. Working Party on Rail Transport and subsidiary groups of experts	24	23	30	24
j. Working Party on Intermodal Transport and Logistics	6	5	6	18
k. Working Party on Inland Water Transport	18	18	18	18
l. Working Party on Customs Questions Affecting Transport and subsidiary groups of experts	50	30	40	40
5. Meetings of the Economic and Social Council				
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	1	1	–	1
b. Subcommittee of Experts on the Transport of Dangerous Goods	29	27	25	29

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	10	10	10	10
6. Meetings of the High-level Meeting on Transport, Health and Environment	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
7. On the Trans-European North-South Motorway	1	1	1	1
8. On the Trans-European Railway	1	1	1	1
Seminars, workshops and training events (number of days)	**13**	**14**	**11**	**11**
9. Workshops for government officials and other stakeholders in the ECE region and in Contracting Parties to legal instruments under the purview of the Inland Transport Committee on intelligent transport systems; transport statistics and trends; road, rail, inland water, intermodal and intersectoral transport issues; and vehicle agreements and regulations	10	10	5	5
10. Seminars for national coordinators, experts, customs officials and transport industry on the efforts to digitalize the inland transport conventions	3	4	6	6
Publications (number of publications)	**10**	**10**	**11**	**10**
11. On the transport of dangerous goods	2	2	3	2
12. On the transport of perishable foodstuffs	1	1	1	1
13. On reducing greenhouse gas emissions from the inland transport sector and safe transport and cross-cutting issues	4	4	4	4
14. On vehicle regulations	1	1	1	1
15. On statistics	1	1	1	1
16. On border crossing facilitation	1	1	1	1
Technical materials (number of materials)	**2**	**1**	**2**	**2**
17. Recommendations for performance evaluation of automated driving systems	1	–	1	1
18. Transport statistics – country profiles	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for Contracting Parties of United Nations transport conventions administered by ECE on legal instruments relating to inland transport, facilitation of transport, border crossing, road safety, vehicle construction, and transport of dangerous goods and other special cargo.

Databases and substantive digital materials: the International TIR Data Bank for users from more than 70 Contracting Parties of the TIR Convention; TIR and eTIR portals; the eTIR international system; the International Transport Infrastructure Observatory; the Sustainable Inland Transport Connectivity Indicators online user platform; database of main standards and parameters of the E waterway network; inventory of existing European Agreement on Main International Railway Lines and European Agreement on Important International Combined Transport Lines and Related Installations standards and parameters; databases on transport statistics, road traffic accidents, transport of dangerous goods, transport of perishable foodstuffs, urban transport and transport and environment; Rail Security Observatory; digitized signs and signals (E-CoRSS) under the Convention on Road Signs and Signals; and smart and sustainable connectivity e-learning platform.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials, including brochures on legal instruments and activities of the subprogramme for global and regional access.

External and media relations: press releases for the subprogramme.

Digital platforms and multimedia content: Learn ITC and other digital platforms and multimedia content on sustainable transport and mobility; and website of the subprogramme.

Subprogramme 3
Statistics

Objective

20.43 The objective, to which this subprogramme contributes, is to advance official statistics at the national and international levels for evidence-based policymaking and assessing progress towards achieving the Sustainable Development Goals and to ensure the coordination of statistical activities in the ECE region under the Conference of European Statisticians.

Strategy

20.44 The strategy of the subprogramme is guided by the priorities and needs of member States and is based on the core interlinked functions: the streamlining of international statistical work in the ECE region through policy dialogue; methodological work to develop and promote guidelines and recommendations to enhance the quality of statistics; and the statistical capacity development of ECE member States with less developed statistical systems.

20.45 To contribute to the objective, the subprogramme will:

(a) Promote in-depth statistical dialogue at the Conference of European Statisticians and expert meetings;

(b) Launch regional and country-specific initiatives related to methodological work to develop and disseminate statistical models, guidelines and recommendations to enhance the quality of statistics, to support modernization of national statistical offices and their changing role to become data stewards, and to promote the use of official statistics;

(c) Maintain and develop the ECE statistical database;

(d) Establish and strengthen partnerships between geospatial experts and statisticians to support the integration of statistical and geospatial information, in cooperation with statistical departments of other regional entities, as well as international specialized agencies active in the region;

(e) Facilitate the exchange of experiences and good practices in population and housing censuses, price statistics and environment statistics, allowing for improved timeliness and granularity of official statistics;

(f) Provide support to countries in planning and conducting their census and developing their statistical capacity, including cross-cutting topics such as statistics for the Sustainable Development Goals, statistical legislation, data collection, integration and dissemination, and human resource management.

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

(a) Improved statistical methodology and capacity of member States to measure and monitor the Sustainable Development Goals;

(b) Member States using innovative and efficient approaches to conducting censuses that result in the improved cost-efficiency, coverage, accuracy, comparability and timeliness of dissemination of the census results;

(c) Improved capacity by member States to provide the statistics necessary to develop evidence-based policies to advance progress against the Goals.

Programme performance in 2024

More efficient population and housing censuses

20.47 Population and housing censuses provide the baseline information used to plan public infrastructure and services, and to produce Sustainable Development Goal indicators and many other statistics where population is the denominator. The subprogramme supports countries in preparing for, conducting, processing and disseminating data from their population and housing censuses. To help to support more efficient census-taking using administrative sources, the regional census recommendations for the 2020 round (2015) were accompanied by the *Guidelines on the Use of Registers and Administrative Data for Population and Housing Censuses* (2018) and the *Guidelines for Assessing the Quality of Administrative Sources for Use in Censuses* (2021).

20.48 Progress towards the objective is presented in the performance measure below (see table 20.8).

Table 20.8
Performance measure: number of member States that have used data from administrative sources for their census

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	At the conclusion of the 2020 census round (2015–2024), 31 member States used data from administrative sources for their census in the 2020 round, compared to 19 countries in the previous (2010) round

Planned results for 2026

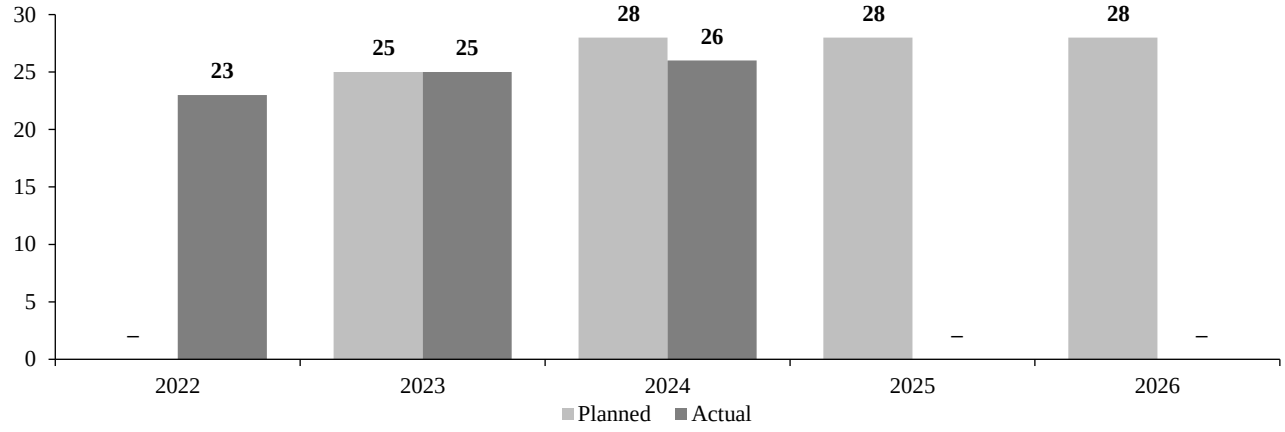
Result 1: improved environmental statistics and indicators in the Economic Commission for Europe region

Programme performance in 2024 and target for 2026

20.49 The subprogramme's work contributed to 26 member States actively improving environmental statistics and indicators by participating in the Joint Task Force on Environmental Statistics and Indicators, which did not meet the planned target of 28 member States for 2024. The target was not met due to limitations to organizing hybrid meetings which would have enabled more countries to attend.

20.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.V).

Figure 20.V
Performance measure: number of countries improving environmental statistics and indicators through the Joint Task Force on Environmental Statistics and Indicators (annual)



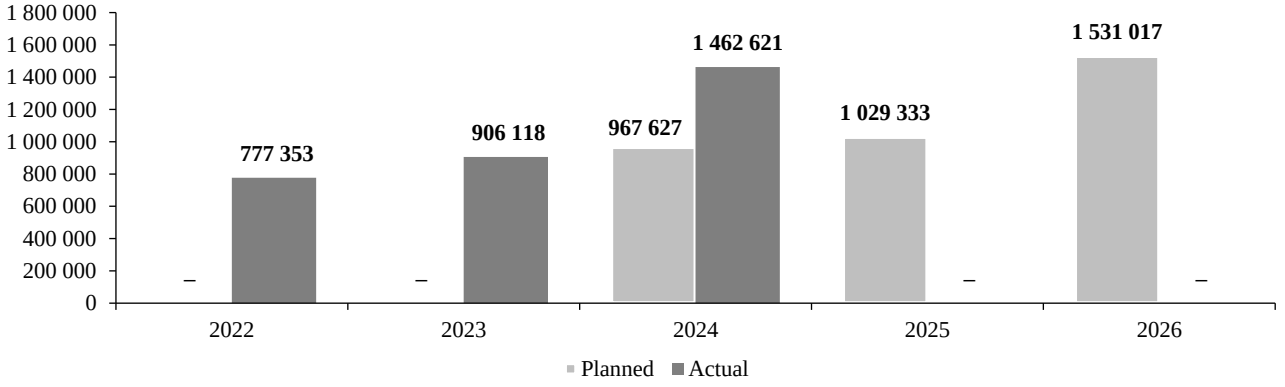
Result 2: Economic Commission for Europe statistical database for improved research and decision-making

Programme performance in 2024 and target for 2026

20.51 The subprogramme's work contributed to 1,462,621 downloads from the ECE statistical database, which exceeded the planned target of 967,627.

20.52 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.VI).

Figure 20.VI
Performance measure: number of downloads from the Economic Commission for Europe statistical database (annual)



Result 3: improved reporting for monitoring the Sustainable Development Goals

Proposed programme plan for 2026

20.53 The availability of indicators for monitoring the Goals supports decision-making and resource allocation by member States. The subprogramme supports national statistical offices to facilitate country-led reporting of statistics for the Goals, by developing guidance and tools for assessing progress and data availability, analysing the lessons that national statistical offices have learned from

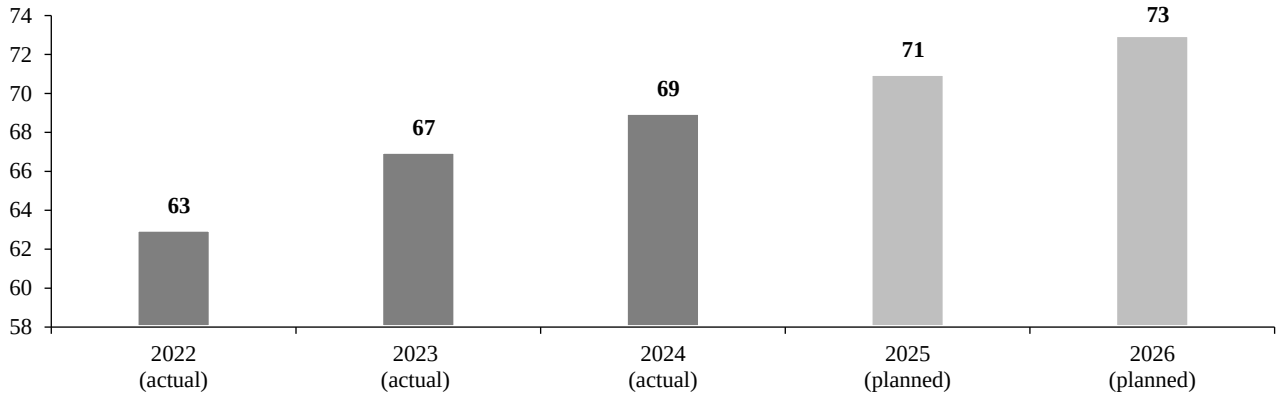
this process, and developing training material. ECE also continues to enhance its regional platform for data on these indicators and maintain a knowledge hub on statistics for the Sustainable Development Goals.

Lessons learned and planned change

20.54 The lesson for the subprogramme was that strong engagement of national experts in the development of international guidance and tools can strengthen their uptake at the national level and thereby the production of Sustainable Development Goal indicators. In applying the lesson, the subprogramme will enhance the engagement of national experts, including by facilitating peer exchanges of experience and providing self-assessment tools to assess gaps and potential improvements of data reported on the Goal indicators.

20.55 Expected progress towards the objective is presented in the performance measure below (see figure 20.VII).

Figure 20.VII
Performance measure: percentage of Sustainable Development Goal indicators that have sufficient data for assessing progress at the level of the Economic Commission for Europe region (annual)



Deliverables

20.56 Table 20.9 lists all deliverables of the subprogramme.

Table 20.9
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**69**	**67**	**69**	**69**
1. Documentation for the Conference of European Statisticians	43	42	43	43
2. Documentation for groups of experts on statistical issues	26	25	26	26
Substantive services for meetings (number of three-hour meetings)	**85**	**84**	**85**	**85**
3. Meetings of the Conference of European Statisticians and its Bureau	13	12	13	13
4. Meetings of groups of experts on statistical issues	72	72	72	72
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**–**	**–**	**–**
5. On social and economic statistics	1	–	–	–

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**6**	**6**	**7**	**7**
6. Workshops on social and economic statistics	3	3	4	4
7. Workshops on innovating statistical production	3	3	3	3
Publications (number of publications)	**7**	**4**	**7**	**7**
8. On topics covering multiple statistical areas, including social, environmental and economic statistics	7	4	7	7

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for more than 100 government officials and other stakeholders of up to four programme countries in the ECE region on economic, social, demographic and environment statistics, statistics for the Sustainable Development Goals, geospatial statistics and institutional issues and modernization of official statistics.

Databases and substantive digital materials: maintaining five ECE data domains.

D. Communication deliverables

External and media relations: articles for the "UNECE Weekly" and "EnvStats" newsletters for regional access.

Digital platforms and multimedia content: interactive digital workspaces and online presence on social media platforms; and website of the subprogramme.

Subprogramme 4
Economic cooperation and integration

Objective

20.57 The objective, to which this subprogramme contributes, is to strengthen policies on innovation, competitiveness and public-private partnerships for sustainable development in the ECE region.

Strategy

20.58 The strategy of the subprogramme is based on the implementation of three core interlinked functions in the subprogramme's two areas of work (innovation and competitiveness policies; and public-private partnerships): international policy dialogue; normative and analytical work; and capacity-building and the sharing of best practices and lessons learned.

20.59 To contribute to the objective, the subprogramme will:

(a) Support member States in creating a conducive business environment by developing good practices to inform innovation policy reforms in order to drive sustainable development, including through on-demand analyses of national innovation systems, policies and institutions; and through capacity-building workshops and seminars at the national and subregional levels;

(b) Build the capacity of member States in creating regulatory frameworks and public-private partnership project pipelines that can help to close the Sustainable Development Goals infrastructure financing gap, including through:

(i) The promotion of innovative modalities for financing, developing and managing critical infrastructure;

(ii) The development of international guidelines and standards to design public-private partnership projects and legal and regulatory frameworks;

(iii) The use, on demand, of a methodology to evaluate and score public-private partnership projects in support of sustainable development;

(iv) Cooperation with multilateral platforms for sustainable infrastructure (including SOURCE);[2]

(c) Focus some of its policy dialogues, analyses and recommendations, standards and capacity-building on addressing economic challenges through innovation policies and public-private partnership infrastructure projects that can facilitate innovation and develop infrastructure to make economies more resilient and sustainable.

20.60 The above-mentioned work will help member States to make progress towards achieving Sustainable Development Goals 8, 9, 12 and 17 and is expected to result in:

(a) Improved innovation-related policies and institutions for sustainable development;

(b) The improved design and operation of public-private partnerships that contribute to sustainable development projects.

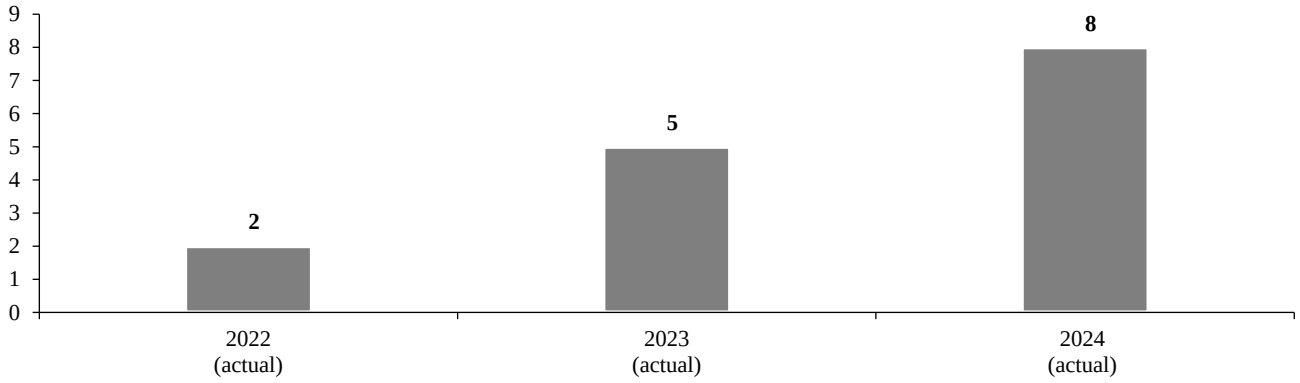
Programme performance in 2024

Member States equipped to develop infrastructure projects in support of the Goals

20.61 In 2021, the subprogramme developed the Public-Private Partnerships and Infrastructure Evaluation and Rating System (PIERS) for member States to self-assess infrastructure projects. The methodology enables member States to assess public-private partnerships for infrastructure on their contributions to the Goals against the backdrop of the three pillars of sustainable development (economic, environmental and social) by providing valuable insights on their sustainability and ways to improve it. Subsequently, the subprogramme built institutional and human capacities in requesting member States to utilize PIERS to develop infrastructure projects that are not only bankable but also sustainable. As of 2024, the work resulted in eight member States having the proficiency to utilize the PIERS methodology to ensure that public-private partnerships contribute to the Goals and remain attractive to potential investors.

20.62 Progress towards the objective is presented in the performance measure below (see figure 20.VIII).

Figure 20.VIII
Performance measure: number of United Nations Member States that are proficient in the use of the Public-Private Partnerships and Infrastructure Evaluation and Rating System methodology to ensure that public-private partnerships contribute to the Goals and are attractive to potential investors (cumulative)



[2] SOURCE is the multilateral platform for sustainable infrastructure.

Planned results for 2026

Result 1: ECE member States implement transformative innovation policies and good practices for sustainable development

Programme performance in 2024 and target for 2026

20.63 The subprogramme's work contributed to four member States (Georgia, Montenegro, Sweden and Uzbekistan) undertaking reforms or other initiatives to enhance and improve support for transformative innovation, including new governmental strategies, laws and action plans, which exceeded the planned target of three member States.

20.64 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 20.10).

Table 20.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States endorsed the establishment of an ECE transformative innovation network of innovation agencies	Member States endorsed an additional 10 good practices on transformative innovation policy	Four member States (Georgia, Montenegro, Sweden and Uzbekistan) implemented policies and good practices to stimulate transformative innovation for sustainable development	At least three additional member States implement policies and good practices to stimulate transformative innovation for sustainable development	At least four additional member States implement policies and good practices to stimulate transformative innovation for sustainable development

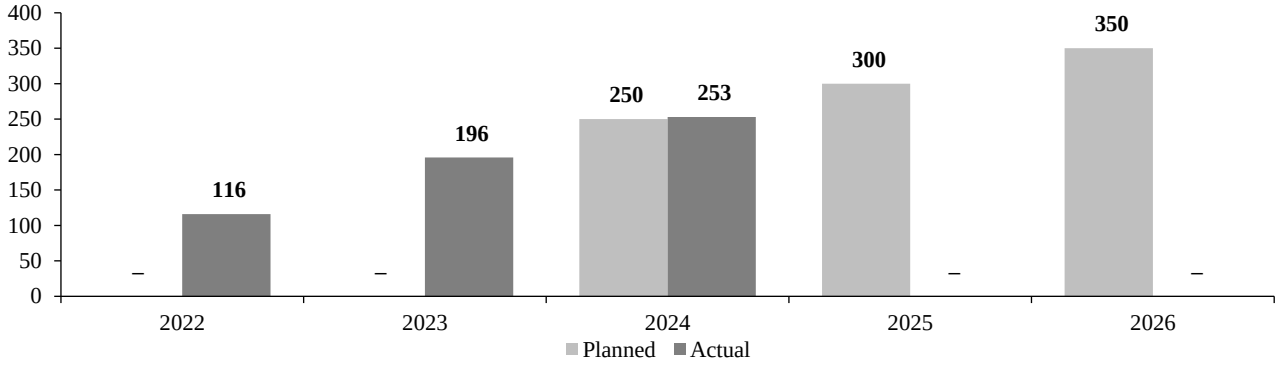
Result 2: more public-private partnership infrastructure projects assessed as compliant with the Sustainable Development Goals

Programme performance in 2024 and target for 2026

20.65 The subprogramme's work contributed to a cumulative total of 253 public-private partnership infrastructure projects having been assessed as Sustainable Development Goal-compliant using the PIERS methodology, which exceeded the planned target of 250 public-private partnership infrastructure projects.

20.66 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.IX).

Figure 20.IX
Performance measure: number of public-private partnership infrastructure projects assessed as Sustainable Development Goal-compliant using the Public-Private Partnerships and Infrastructure Evaluation and Rating System methodology (cumulative)



Result 3: improved innovation policies and initiatives for sustainable development

Proposed programme plan for 2026

20.67 The subprogramme has supported requesting ECE programme countries with in-depth analyses of their innovation policies, resulting in detailed recommendations for policy reforms, with tailored training programmes to build capacity.

Lessons learned and planned change

20.68 The lesson for the subprogramme was twofold: (a) there is a need to meet the increasing demand for innovation policy analysis, advice and capacity-building; and (b) even in the countries covered, the full potential of innovation to deliver breakthroughs for a better and more sustainable future remains underdeveloped. In applying the lesson, the subprogramme will support additional programme countries in the region with innovation policy analysis, advice and capacity-building and will further tailor the provision of technical assistance to programme countries, to enable them to implement relevant actions and decisions contained in the Pact for the Future.

20.69 Expected progress towards the objective is presented in the performance measure below (see table 20.11).

Table 20.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Seven ECE programme countries implemented policy reforms supporting innovation for sustainable development	The report entitled *Sustainable Development in the ECE Region: Facing a Headwind in 2024* found insufficient progress by member States on most Sustainable Development Goals and targets, including on innovation (Goal 9)	At least 50 policymakers and other innovation stakeholders improve their innovation policy capacities	At least 50 additional policymakers and other innovation stakeholders improve their innovation policy capacities

Deliverables

20.70 Table 20.12 lists all deliverables of the subprogramme.

Table 20.12
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**18**	**18**	**18**	**18**
1. Documentation for the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	18	18	18
Substantive services for meetings (number of three-hour meetings)	**19**	**19**	**19**	**19**
2. Meetings of the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	18	18	18
3. Meetings of the Working Group on Innovation and Technology for Sustainable Development of the United Nations Special Programme for the Economies of Central Asia	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**2**	**–**	**–**
4. On innovation and competitiveness policies	2	2	–	–
5. On public-private partnerships	1	–	–	–
Seminars, workshops and training events (number of days)	**16**	**18**	**16**	**16**
6. Capacity-building and policy advisory workshops, seminars, webinars and training on innovation and competitiveness policies for sustainable development	8	10	8	8
7. Capacity-building and policy advisory workshops, seminars, webinars and training on public-private partnerships	8	8	8	8
Publications (number of publications)	**3**	**–**	**3**	**3**
8. Innovation for Sustainable Development Reviews	1	–	1	1
9. Comparative reviews on innovation policy and/or public-private partnership	2	–	2	2
Fact-finding, monitoring and investigation missions (number of missions)	**3**	**2**	**3**	**3**
10. Fact-finding missions for Innovation for Sustainable Development Reviews and public-private partnership needs assessments	3	2	3	3
C. Substantive deliverables:				
Consultation, advice and advocacy: advisory services under the Working Party on Public-Private Partnership and the Team of Specialists on Innovation and Competitiveness Policies reaching 30 government ministries and agencies and stakeholder entities.				
Databases and substantive digital materials: database of public-private partnership case studies from approximately 15 member States.				
D. Communication deliverables:				
External and media relations: press releases and launch events for the above publications for regional, subregional and national access.				
Digital platforms and multimedia content: website of the subprogramme.				

Subprogramme 5
Sustainable energy

Objective

20.71 The objective, to which this subprogramme contributes, is to ensure secure access to affordable, reliable, sustainable and modern energy for all and to reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region.

Strategy

20.72 To contribute to the objective, the subprogramme will support international policy dialogue and cooperation among Governments, energy industries and other stakeholders to foster sustainable energy development; develop and deploy ECE policy recommendations, norms, standards, guidelines and tools on energy-related issues; and provide capacity-building and assistance to member States, at their request, through training programmes, advisory services and technical cooperation projects. Through its work, the subprogramme will contribute to ECE work on cross-sectoral collaboration areas and priorities relating to the circular economy. Specifically, the subprogramme will:

(a) Further develop normative instruments (such as best practices and principles), awareness-raising campaigns and the deployment of ECE tools through workshops, seminars and technical projects to assist member States to meet their commitments to the 2030 Agenda and the Paris Agreement with regard to reducing their environmental footprint related to energy, accelerating the deep transformation of the energy sector to meet future needs, ensuring the sustainable management of resources and assessing options to ensure energy for sustainable development;

(b) Promote policy dialogue and cooperation among member States, regional entities and other partners on sustainable energy issues;

(c) Provide technical assistance and guidance on energy transitions in the context of sustainable development, disseminate best practices and improve information-sharing;

(d) Promote collaboration among private and public stakeholders that are key to implementing national and regional policies, including with regard to normative instruments and their deployment and dissemination;

(e) Coordinate and promote efforts related to energy resilience across the ECE region and continue shaping the Platform on Resilient Energy Systems for inclusive dialogue and informed policymaking;

(f) Explore and increase understanding on energy-related climate financing in the region, including policies and mechanisms for increasing financing for low- and zero-carbon technologies, the critical raw materials needed for low-carbon and low-emissions transformations and sustainable infrastructure projects;

(g) Support countries across the region in applying the United Nations Framework Classification for Resources and the United Nations Resource Management System to ensure sustainable development of their natural resources, including access to and development of critical raw materials;

(h) Support ECE member States in enhancing their understanding of the benefits of low- and zero-carbon technology interplay for more resilient energy systems across the ECE region by deploying the ECE Carbon Neutrality Toolkit while periodically verifying and updating data;

(i) Support ECE member States in broadening and accelerating the deployment of energy efficiency measures across buildings, industry, transport and other end-use sectors while embracing sector-wide digitalization;

(j) Support and guide ECE member States in their efforts to accurately measure and report methane emissions from the energy sector and the related extractive industries, and to effectively mitigate those emissions by detecting and repairing leaks from the installed infrastructure and by capturing and destroying or utilizing gas from active, closed and abandoned coal mines;

(k) Support ECE member States in embracing the concept of "just transition", being an integrated approach to sustainable development, which brings together social progress, environmental protection and economic success into a framework of democratic governance; and increase ECE member States' understanding of that concept and its complexity and improve their capacity to plan and implement transformation strategies in accordance with its principles.

20.73 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 7, 12 and 13 and result in:

(a) More effective integration of sustainable energy across national policies and normative frameworks in support of the 2030 Agenda and the Paris Agreement;

(b) Enhanced dialogue and cooperation among energy actors to boost transformational investment in the energy sector and, consequently, accelerate the modernization of the energy system to meet countries' sustainable development and climate commitments;

(c) Improved access of member States to frameworks and tools required for integrated and sustainable resource management and governance that aid the progress towards a more circular economy and contribute to the food-water-energy nexus, fostering equitable and responsible resource management on a global scale;

(d) Increased systemic efficiencies and digitalization of energy system networks;

(e) Increased understanding and implementation of climate-friendly policies and mechanisms by member States, which are aimed at addressing issues such as financing for low- and zero-carbon technologies and sustainable infrastructure, and critical raw materials needed for such transformations;

(f) Improved capacity of ECE member States to design and implement policies setting up effective mechanisms for accurate measurement and reporting of methane emissions from the energy sector and the related extractive industries, as well as for their effective mitigation;

(g) Improved understanding of a "just transition" approach and increased capacity of ECE member States for its effective application in the context of national energy transition strategies, at both the planning and the implementation stages.

Programme performance in 2024

Member States commit to reducing methane emissions

20.74 To mobilize action for reducing methane emissions, the subprogramme co-organized the Global Methane Forum 2024. The event brought together over 800 decision makers, practitioners and experts from over 50 Member States. The subprogramme, taking into account Economic and Social Council resolution 2023/18, also provided Member States with guidance on setting up national monitoring, reporting and verification programmes, which are necessary to properly assess the scale of methane emissions and identify opportunities for mitigation. Six online and seven on-site capacity-building events were organized to disseminate best practices, facilitate knowledge transfer and cooperation and advocate for the importance of methane mitigation. The advocacy and technical guidance provided by the subprogramme contributed to two additional ECE member States (Azerbaijan and Tajikistan) joining the Global Methane Pledge and enabled eight United Nations Member States to develop and present road maps for reducing methane emissions.

20.75 Progress towards the objective is presented in the performance measure below (see table 20.13).

Table 20.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	In its resolution 2023/18, the Economic and Social Council invited Member States, international organizations and the regional commissions to consider the possibility of taking appropriate measures to ensure the application of the Best Practice Guidance for Effective Management of Coal Mine Methane at National Level: Monitoring, Reporting, Verification and Mitigation worldwide	Eight Member States presented road maps for reducing methane emissions
	Kazakhstan and Turkmenistan joined the Global Methane Pledge	Azerbaijan and Tajikistan joined the Global Methane Pledge

Planned results for 2026

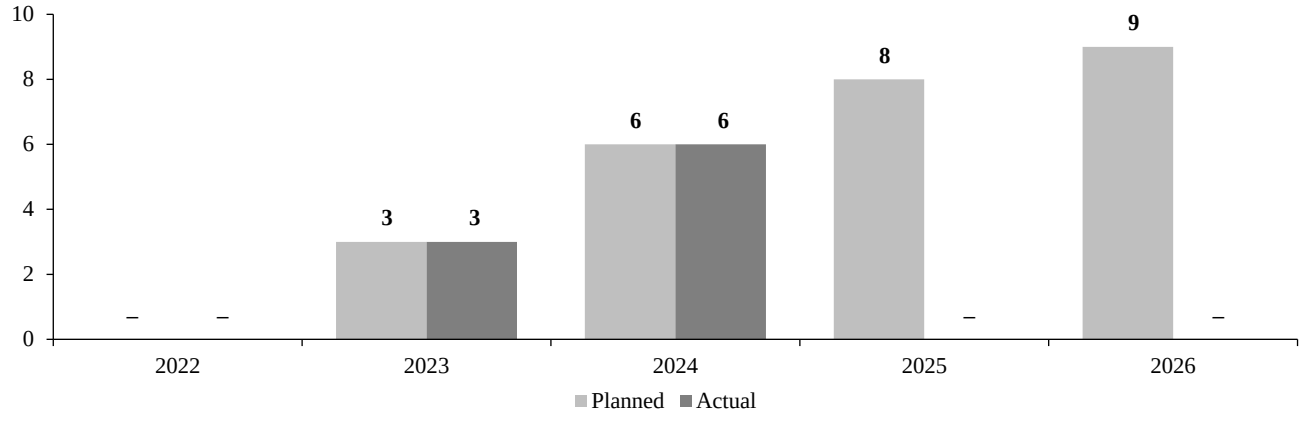
Result 1: enhanced resilience of energy systems in the Economic Commission for Europe region

Programme performance in 2024 and target for 2026

20.76 The subprogramme's work contributed to the application by six member States of mechanisms developed by ECE to enhance the resilience of energy systems, which met the planned target.

20.77 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.X).

Figure 20.X
Performance measure: number of member States using Economic Commission for Europe mechanisms to enhance the resilience of energy systems in the Economic Commission for Europe region (cumulative)



Result 2: more sustainable and resilient natural resource management based on the United Nations Framework Classification for Resources

Programme performance in 2024 and target for 2026

20.78 The subprogramme's work contributed to the establishment of two additional International Centres of Excellence on Sustainable Resource Management and five countries adopting the United Nations Framework Classification for Resources guidelines, which met the planned target.

20.79 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 20.14).

Table 20.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
International Centre of Excellence on Sustainable Resource Management established in Mexico to deploy the United Nations Framework Classification for Resources in Latin America African Union Heads of State endorsed adoption of the United Nations Framework Classification for Resources and United Nations Resource Management System as African Minerals and Energy Resources Classification and Management System Two bridging documents between the United Nations Framework Classification for Resources and China's mineral and petroleum classifications developed and endorsed	United Nations Framework Classification for Resources included in European Union's Critical Raw Materials Act One bridging document between the United Nations Framework Classification for Resources and the Russian Federation's petroleum classification updated and endorsed	Two additional International Centres of Excellence on Sustainable Resource Management established Five countries adopted the United Nations Framework Classification for Resources guidelines	Five additional countries adopt the United Nations Framework Classification for Resources guidelines Ten Member States provide input to the United Nations Framework Classification for Resources knowledge hub	Three additional International Centres of Excellence on Sustainable Resource Management established Five additional Member States provide input to the United Nations Framework Classification for Resources knowledge hub

Result 3: increased adoption of electric mobility for a sustainable energy transition

Proposed programme plan for 2026

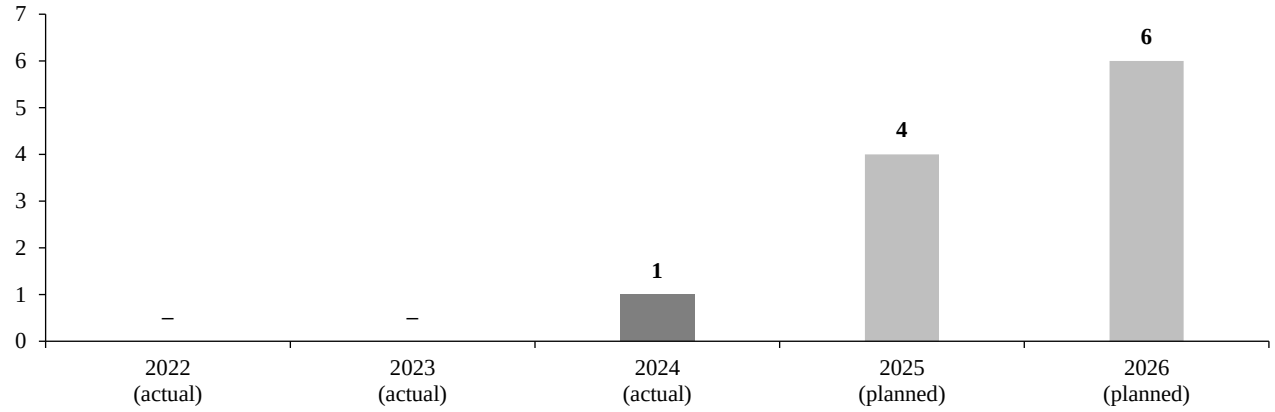
20.80 E-mobility adoption can accelerate the transition from fossil fuels to renewable energy sources in transportation, reducing carbon emissions and promoting more resilient energy systems. The subprogramme provides technical assistance to Member States to improve capacity for e-mobility adoption and enhance the expertise of policymakers in supporting the adoption of electric vehicles for the energy transition.

Lessons learned and planned change

20.81 The lesson learned for the subprogramme was that there is increased demand from Member States for technical assistance related to increasing challenges related to infrastructure, energy management and integration into the grid associated with the rapid growth in e-mobility. In applying the lesson, the subprogramme will organize workshops and dialogues on supporting e-mobility adoption and sharing best practices on the integration of e-mobility into energy systems.

20.82 Expected progress towards the objective is presented in the performance measure below (see figure 20.XI).

Figure 20.XI
Performance measure: number of Member States adopting e-mobility policies that apply Economic Commission for Europe recommendations on best practices for the integration of e-mobility into energy systems (cumulative)



Deliverables

20.83 Table 20.15 lists all deliverables of the subprogramme.

Table 20.15
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**40**	**41**	**40**	**40**
1. Documentation for the Committee on Sustainable Energy and related subsidiary bodies	40	41	40	40
Substantive services for meetings (number of three-hour meetings)	**38**	**38**	**38**	**38**
2. Meetings of the Committee on Sustainable Energy, its Bureau and related subsidiary bodies	38	38	38	38

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**5**	**3**	**4**
3. On sustainable resource management and governance, including access to critical raw materials	2	2	1	2
4. On reducing the environmental footprint of energy	1	1	–	–
5. On accelerating transformations of the energy sector	1	1	1	–
6. On resilient energy systems	1	1	1	1
7. On scaling systemic energy efficiencies and digitalization of energy system networks	–	–	–	1
Seminars, workshops and training events (number of days)	**13**	**12**	**11**	**12**
8. On the application of the United Nations Framework Classification for Resources and the United Nations Resource Management System	2	1	2	2
9. On energy efficiency measures and accelerators	4	4	2	2
10. On renewable energy and low-carbon gases (biogas, hydrogen) development and policy reforms for climate change mitigation	2	2	2	2
11. International Forum on Energy for Sustainable Development	3	3	3	3
12. On methane management	2	2	2	2
13. On the "just transition" approach	–	–	–	1
Publications (number of publications)	**3**	**1**	**3**	**4**
14. On the United Nations Framework Classification for Resources and the United Nations Resource Management System	1	–	1	1
15. On digitalization and on best practices in methane management	2	1	1	–
16. On resilient energy systems	–	–	1	1
17. On renewable energy	–	–	–	1
18. On hydrogen	–	–	–	1
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets on sustainable energy and related topics, for regional access.				
External and media relations: press releases, keynote speeches and articles on the activities of the energy subprogramme.				
Digital platforms and multimedia content: website of the subprogramme.				

Subprogramme 6
Trade

Objective

20.84 The objective, to which this subprogramme contributes, is to strengthen trade facilitation and electronic business, regulatory cooperation and standardization policies, agricultural quality standards and trade-related economic cooperation for an increased impact on sustainable development in the ECE region and beyond.

Strategy

20.85 To contribute to the objective, the subprogramme will support international policy dialogue on reducing regulatory and procedural barriers to trade, including those caused by cumbersome trade procedures and paperwork, by differences in trade procedures, standards and documents, or by

divergent regulatory approaches and product standards; facilitate the development of standards and recommendations in the areas of trade facilitation and electronic business, agricultural quality standards and regulatory cooperation; and provide capacity-building and enable the sharing of best practices and lessons learned. Specifically, the subprogramme will:

(a) Promote simple, transparent and effective processes for sustainable, inclusive and resilient global trade through its normative work to develop standards and recommendations in the areas of trade facilitation and electronic business;

(b) Facilitate international policy dialogue on establishing digital trading environments and on compliance with the multilateral trading system requirements, including the dissemination of standards, recommendations and guidelines;

(c) Promote the circular economy and the sustainable use of natural resources, sustainable and resilient value chains and the enhanced traceability of supply chains (e.g., minimizing waste and maximizing the use of natural resources towards the circular economy) through studies, policy dialogues, capacity-building and technology-based pilot initiatives such as blockchain-based traceability for relevant value chains;

(d) Strengthen regulatory cooperation and promote standards and best practices in regulatory frameworks, risk management, conformity assessment and market surveillance to facilitate a predictable and harmonized regulatory environment;

(e) Provide practical ways forward for standards bodies wishing to mainstream a gender perspective into standards and throughout the quality infrastructure for trade, notably through capacity-building, sharing of best practices and dissemination;

(f) Promote up-to-date agricultural quality standards and explanatory guidelines through its normative work and promote awareness of food loss reduction through policy dialogues, partnerships with international organizations and initiatives to address food loss and waste;

(g) Identify regulatory and procedural barriers to trade and assist Governments in setting action-oriented recommendations for implementing the instruments developed by the subprogramme through analytical evidence-based studies, including with the objective of pursuing ECE-wide cross-cutting priority themes;

(h) Deepen its international policy dialogue, normative, technical assistance and capacity-building activities on the digitalization of trade processes in order to support efforts to harness the power of trade for sustainable development.

20.86 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 2, 5, 8, 9, 12 and 17 and to result in:

(a) Increased implementation of simplified trade processes, and the digitalization of member States' trading environments, leading to greater productivity;

(b) Increased transparency and traceability of the value chains and reduction of waste, promoting sustainable consumption and production patterns;

(c) Increased uptake of international standards, including ECE agricultural quality standards, by countries to enable the implementation of internationally harmonized regulatory processes;

(d) Improved gender equality in trade through the increased participation of women traders;

(e) Enhanced digitalization of trade procedures (e.g., progress towards the adoption of trade-related digital services such as Single Window) to support public and private sectors' efforts in member States to facilitate trade.

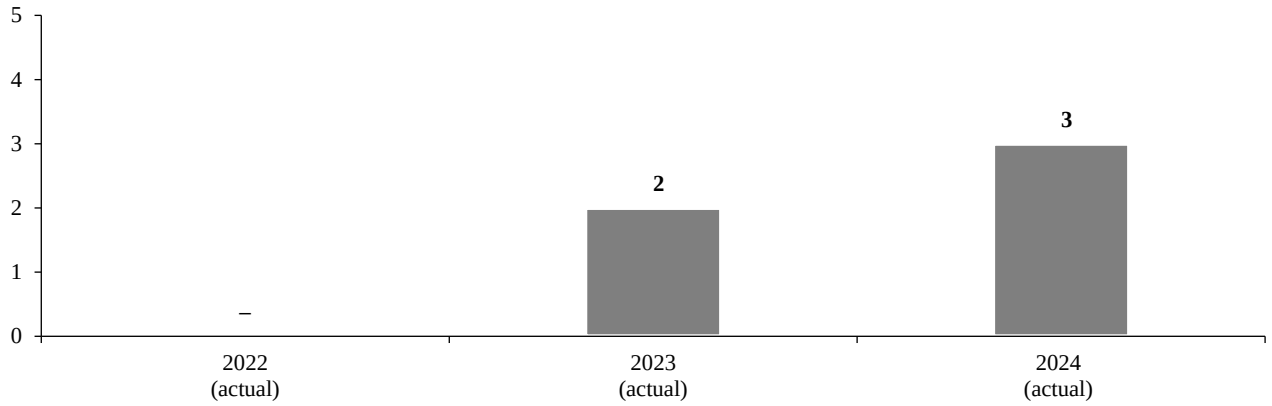
Programme performance in 2024

Trade-related policies enable transition to a more circular economy

20.87 To support member States with accelerating the transition to a more circular economy, the subprogramme has worked to assist national authorities in filling gaps and creating synergies among many initiatives, addressing key areas of trade policy, including food loss and waste reduction, traceability of value chains and related institutional arrangements. Since 2022, gap analyses have been undertaken in three countries that were key inputs to the formulation of circular economy road maps, action plans and related national strategies in priority sectors and thematic areas, with a focus on the following: (a) fostering international production networks and value chains that comply with circularity principles and improve the ability of customers to trace the products they buy, contributing to increased transparency; and (b) addressing the responsible management of waste by helping countries to substantially reduce waste generation through prevention, reduction, recycling and reuse in line with ECE guidance (e.g., code of good practice for reducing losses in the handling of fresh fruit and vegetables along international supply chains).

20.88 Progress towards the objective is presented in the performance measure below (see figure 20.XII).

Figure 20.XII
Performance measure: number of national road maps for transitioning to a more circular economy that are informed by Economic Commission for Europe guidance (cumulative)



Planned results for 2026

Result 1: mainstreaming a gender perspective into standards development organizations

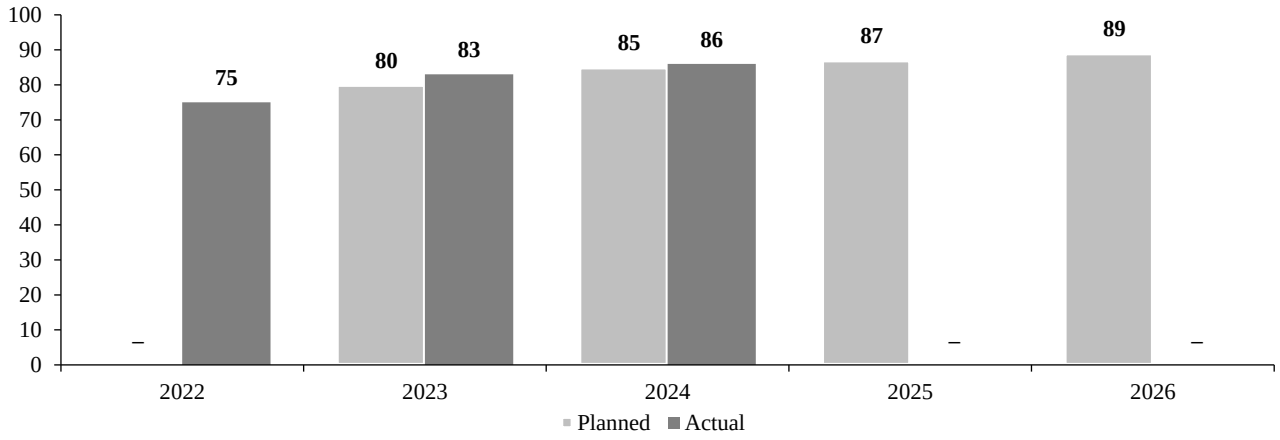
Programme performance in 2024 and target for 2026

20.89 The subprogramme's work contributed to 86 standards development organizations that have committed themselves to implementing the ECE Declaration for Gender Responsive Standards and Standards Development,[3] which exceeded the planned target of 85.

20.90 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.XIII).

[3] See https://unece.org/trade/wp6/Gender-Resp-Stdards-declaration.

Figure 20.XIII
Performance measure: number of standards development organizations that have committed themselves to implementing the Economic Commission for Europe Declaration for Gender Responsive Standards and Standards Development (cumulative)



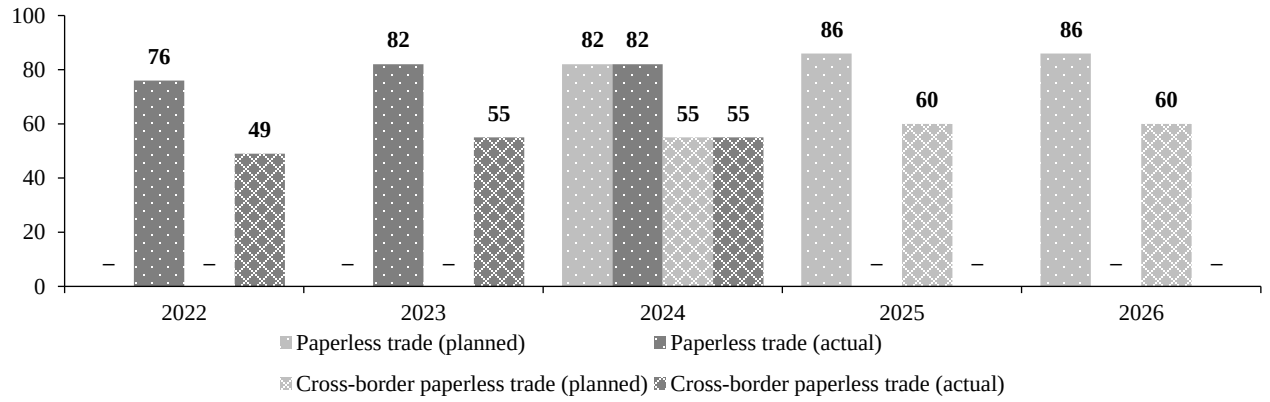
Result 2: enhanced digitalization of trade

Programme performance in 2024 and target for 2026

20.91 The subprogramme's work contributed to an average implementation rate of 82 per cent of paperless trade and an average implementation rate of 55 per cent of cross-border paperless trade among ECE member States, which met the planned target.

20.92 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.XIV).

Figure 20.XIV
Performance measure: average implementation rate of trade facilitation measures in the Economic Commission for Europe region
(Percentage)



Note: The data are captured every two years through the United Nations Global Survey on Digital and Sustainable Trade Facilitation (https://www.untfsurvey.org/), conducted most recently in 2023. Data for 2024 reflect achievements in 2023.

Result 3: improved transparency and traceability of value chains in critical sectors

Proposed programme plan for 2026

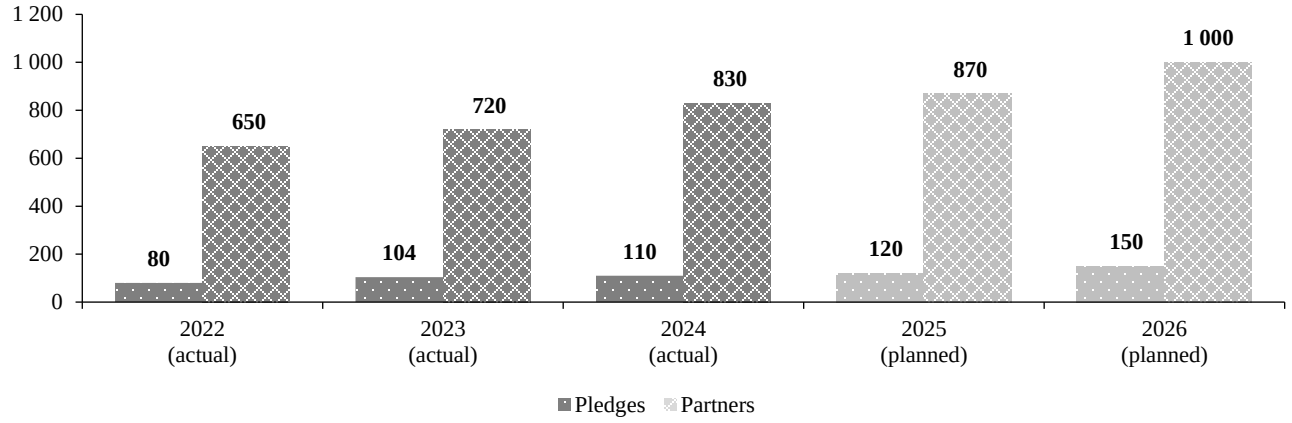
20.93 The rise in consumer awareness of the impacts of irresponsible production patterns has led several jurisdictions to adopt regulations mandating corporations to exercise due diligence along their supply chains. The subprogramme produced policy recommendations and guidelines, and piloted information exchange standards using blockchain technology to help producers to track their sustainability performance and achieve verifiable claims for products placed on markets. The sustainable value chains traceability and transparency toolbox includes the "Sustainability Pledge" call to action for industry actors to commit to measurable actions.

Lessons learned and planned change

20.94 The lesson for the subprogramme was that the subprogramme's global orientation and expertise can be further leveraged to advance the traceability and transparency of value chains in a global and fragmented context. In applying the lesson, the subprogramme will develop a global United Nations transparency protocol, supporting the interoperability of information exchange systems for digital product passports, and will further promote the Sustainability Pledge, in line with objective 4 of the Global Digital Compact, to advance responsible, equitable and interoperable data governance approaches.

20.95 Expected progress towards the objective is presented in the performance measure below (see figure 20.XV).

Figure 20.XV
Performance measure: number of industry actors that have submitted pledges for the traceability and transparency of sustainable value chains (cumulative)



Note: Pledges refers to the number of pledges submitted. Partners refers to organizations involved in the pledges. Some of the pledges are submitted by a consortium or group of partners.

Deliverables

20.96 Table 20.16 lists all deliverables of the subprogramme.

Table 20.16
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**107**	**98**	**102**	**96**
1. The Steering Committee on Trade Capacity and Standards	13	13	13	10
2. The Working Party on Regulatory Cooperation and Standardization Policies	14	14	14	14
3. The Working Party on Agricultural Quality Standards	60	60	60	60
4. The United Nations Centre for Trade Facilitation and Electronic Business	20	11	15	12
Substantive services for meetings (number of three-hour meetings)	**99**	**91**	**96**	**97**
5. The Steering Committee on Trade Capacity and Standards and its Bureau	7	6	4	4
6. The Working Party on Regulatory Cooperation and Standardization Policies, its Bureau and related expert bodies	13	13	13	13
7. The Working Party on Agricultural Quality Standards and its specialized sections	26	26	26	26
8. The United Nations Centre for Trade Facilitation and Electronic Business	53	45	53	53
9. The Working Group on Trade of the United Nations Special Programme for the Economies of Central Asia	–	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**3**	**5**	**5**
10. On enhancing usage and uptake of standards for sustainable development, gender equality and the empowerment of women and girls	1	–	1	–
11. On quality infrastructure, risk management, education, and gender equality and trade	–	–	–	1
12. On agricultural standards, trade and food loss reduction in supply chains	1	–	1	1
13. On enhancing usage and uptake of international policy recommendations, e-business standards and supporting tools for sustainable and digital trade facilitation, fostering sustainable, inclusive and resilient supply and value chains in critical sectors for the digital transitions	3	3	3	3
Seminars, workshops and training events (number of days)	**18**	**18**	**18**	**16**
14. On trade procedures, supply chain management, conformity assessment and market surveillance, and women's entrepreneurship	6	6	6	–
15. Seminars on quality infrastructure, risk management, education, and gender equality and trade	–	–	–	4
16. Seminars on ECE agricultural quality standards, trade and food loss reduction	3	3	3	3
17. Seminars on trade facilitation-related standards, recommendations and guidelines	9	9	9	9
Publications (number of publications)	**11**	**6**	**9**	**9**
18. On regulatory and procedural barriers to trade	1	–	1	1
19. On trade standard guidance in the following areas: quality infrastructure, risk management, education and sustainable development	2	2	2	–
20. On quality infrastructure, risk management, education and gender equality and trade	–	–	–	3
21. On mainstreaming a gender perspective into standards	2	2	1	–
22. On agricultural trade, supply chains and food loss and waste	1	–	1	1
23. On trade facilitation recommendations, standards and strategies	5	2	4	4
Technical materials (number of materials)	**8**	**9**	**8**	**8**
24. Guidelines on cross-border trade	1	2	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
25. Training material and guidelines on trade standards and/or regulatory cooperation	2	2	2	2
26. Standards and guidelines on agricultural quality	4	4	4	4
27. Training material on trade facilitation and electronic business	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**3**	**3**	**3**	**1**
28. Fact-finding missions on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization, and regulatory and procedural barriers to trade	3	3	3	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to government officials and other stakeholders on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization, and regulatory and procedural barriers to trade.

Databases and substantive digital materials: ECE databases for sustainable and digital trade facilitation; and annual updates to the United Nations Centre for Trade Facilitation and Electronic Business information exchange standards and related databases.

D. Communication deliverables

Outreach programmes, special events and information materials: booklets, promotional materials, fact sheets, information brochures and newsletters reaching at least 1,000 public and private sector experts.

External and media relations: press releases, publication launch events and articles in external newsletters intended for government officials and experts working on trade.

Digital platforms and multimedia content: website of the subprogramme.

Subprogramme 7
Forests and the forest industry

Objective

20.97 The objective, to which this subprogramme contributes, is to strengthen the sustainable management of trees and forests and enhance the contribution of forests and forest products to sustainable development, climate action and biodiversity in the ECE region.

Strategy

20.98 The strategy of the subprogramme is based on core interlinked functions, namely, analytical and normative work, international policy dialogue, capacity-building and communication.

20.99 To contribute to the objective, the subprogramme will:

(a) Promote cooperation for sustainable forest management, forest landscape restoration, sustainable use of forest products and services, linkages between sustainable food systems and forests, and urban and peri-urban forestry;

(b) Collect, validate and disseminate information, research and analysis related to sustainable forest management and the sustainable production, consumption and trade of wood products, including wood energy;

(c) Facilitate the exchange of national and subnational experiences and best practices and monitor progress on achieving sustainable forest management, including trade-related matters, which will help member States to measure progress towards achieving the relevant Sustainable Development Goals and the United Nations strategic plan for forests 2017–2030;

(d) Organize capacity-building seminars and webinars and prepare dedicated publications on the forest sector and wood energy, including on crisis response and solutions for more resilient economies.

20.100 The subprogramme will carry out its work in partnership with the Food and Agriculture Organization of the United Nations (FAO) and other relevant organizations and processes.

20.101 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 7, 11 to 13 and 15 and result in:

(a) The strengthened ability of member States to sustainably manage healthy forest ecosystems, to provide important ecosystem goods and services to benefit society, including climate mitigation and adaptation;

(b) Increased and more efficient use of sustainable forest products that contribute to the circular economy and the sustainable use of natural resources;

(c) The integration of forest resources and products into planning and recovery from economic, health and environmental shocks, to increase the resilience of member States and their most vulnerable persons.

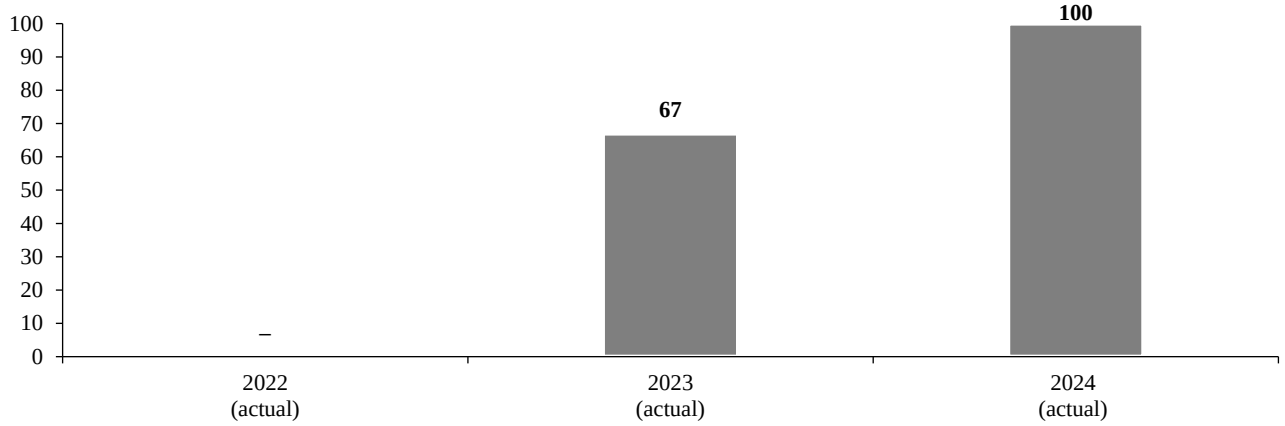
Programme performance in 2024

New data and information on the state and management of boreal forests

20.102 Boreal forests, the vast majority of which are in the ECE region, comprise 27 per cent[4] of the global forest area. They play an important role in sustaining the global ecological equilibrium, and their sustainable management can balance competing needs and strengthen long-term forest resilience. The subprogramme has worked with member States and partners from the boreal region to gather information on their progress towards sustainable forest management. The new data set with information submitted for the first time by all boreal member States is the most comprehensive new source for evidence-based management of this globally, regionally and nationally important biome.

20.103 Progress towards the objective is presented in the performance measure below (see figure 20.XVI).

Figure 20.XVI
Performance measure: information on forests and progress towards sustainable forest management in the boreal region, as measured by the percentage of Economic Commission for Europe member States with boreal forest replying to the Commission's survey on boreal forests (cumulative)



[4] See https://www.fao.org/interactive/forest-resources-assessment/2020/en/#:~:text=FRA%202020%20examines%20the%20status%20of%2C%20and%20trends,the%20ways%20in%20which%20the%20resource%20is%20changing.

Planned results for 2026

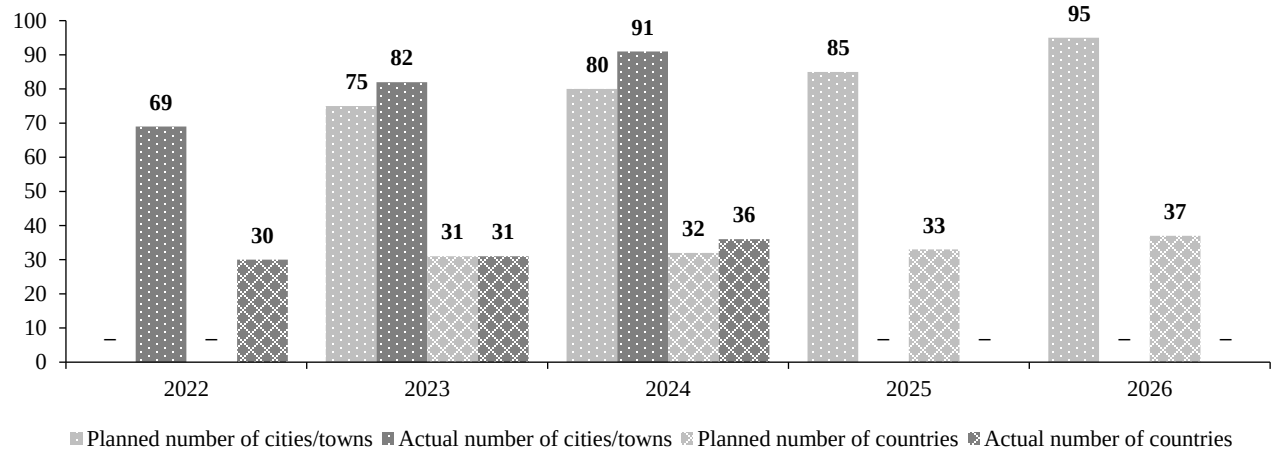
Result 1: cities and towns commit themselves to expanding sustainable urban and peri-urban forest cover

Programme performance in 2024 and target for 2026

20.104 The subprogramme's work contributed to a cumulative total of 91 cities from 36 countries that made pledges and commitments to increasing sustainable urban tree and forest cover, which exceeded the planned target of 80 cities and 32 countries.

20.105 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.XVII).

Figure 20.XVII
Performance measure: number of cities and towns making pledges and commitments to increasing sustainable urban tree and forest cover (cumulative)



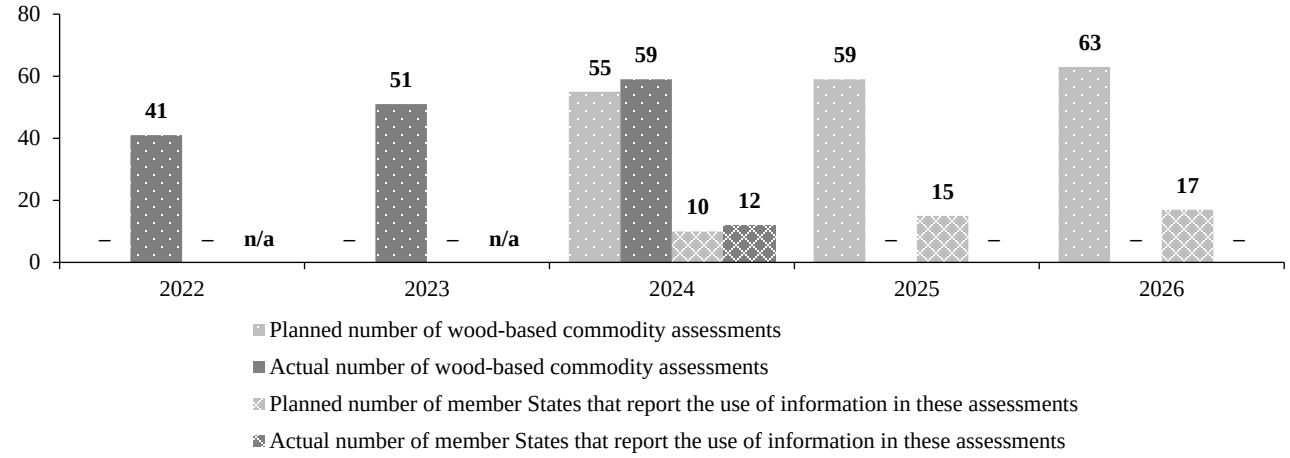
Result 2: evidence-based planning and action for the sustainable production and consumption of forest products

Programme performance in 2024 and target for 2026

20.106 The subprogramme's work contributed to 59 assessments of wood-based commodities and 12 member States that reported on the assessments' use, which exceeded the planned target of 55 assessments and 10 member States.

20.107 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 20.XVIII).

Figure 20.XVIII
Performance measure: number of assessments of wood-based commodities, regarding their production, trade and consumption, and number of member States that report the use of information from these assessments (cumulative)



Abbreviation: n/a, not applicable.

Result 3: increased access to data on forests and the forest industry

Proposed programme plan for 2026

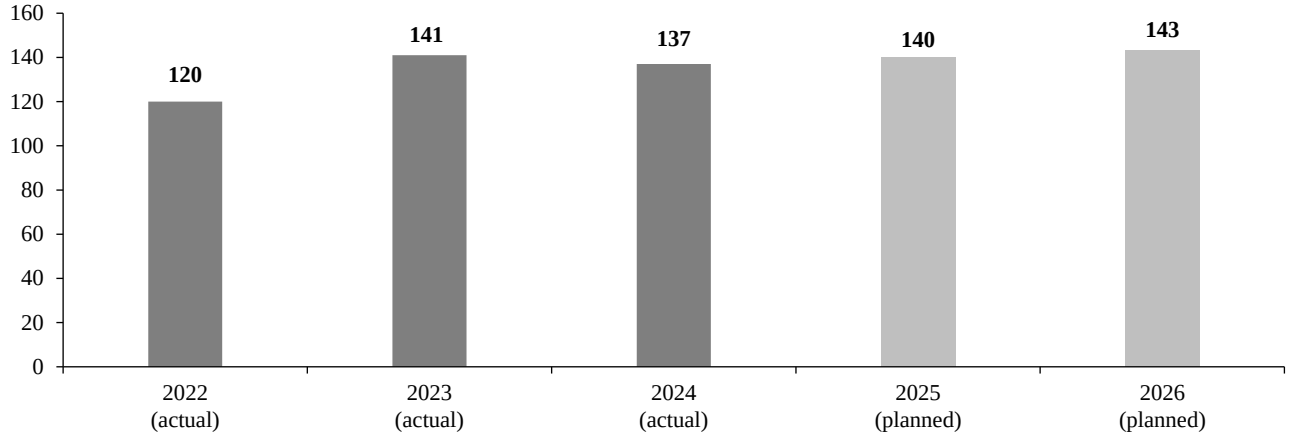
20.108 Both forests and the forest industry are closely linked with efforts to deliver sustainable development, climate and biodiversity goals. The subprogramme gathers data on forests and the forest industry to facilitate evidence-based decisions by policymakers and to inform the broader public. This approach underpins effective policymaking and action for managing forests sustainably to maximize their contribution to the environment, society and the economy.

Lessons learned and planned change

20.109 The lesson for the subprogramme was that data collection frameworks needed to be enhanced to reflect the evolving context and meet emerging data requirements and to ensure the utility of data for decision makers. In applying this lesson, the subprogramme will further strengthen efforts to enhance data collection tools and will update data requirements to help to maximize usefulness for policymakers. The subprogramme will also continue to build the capacity of national focal points to support the timely submission of good-quality statistical data that respond to the needs of policymakers and other data users.

20.110 Expected progress towards the objective is presented in the performance measure below (see figure 20.XIX).

Figure 20.XIX
Performance measure: number of replies from member States to international statistical questionnaires from ECE on forest resources, forest products and wood energy (annual)
(Number of replies to the most recent questionnaires in each series)



Deliverables

20.111 Table 20.17 lists all deliverables of the subprogramme.

Table 20.17
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**16**	**17**	**24**	**14**
1. Documentation for the Committee on Forests and the Forest Industry/European Forestry Commission	10	10	18	8
2. Documentation for the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management	6	7	6	6
Substantive services for meetings (number of three-hour meetings)	**20**	**23**	**22**	**20**
3. The Committee on Forests and the Forest Industry/European Forestry Commission	6	6	8	6
4. The Bureau of the Committee on Forests and the Forest Industry	2	3	2	2
5. The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management and of Teams of Specialists	12	14	12	12
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**1**	**1**	**1**
6. Safeguarding forest management in the ECE region	–	1	1	1
Seminars, workshops and training events (number of days)	**12**	**21**	**12**	**12**
7. Training events for policymakers, experts and relevant stakeholders from countries in the ECE region on topics related to forests and the forest industry, and the ECE/FAO integrated programme of work	12	21	12	12
Publications (number of publications)	**7**	**7**	**5**	**4**
8. Forest Products Annual Market Review	1	1	1	1
9. On sustainable forest management and forest products	6	6	4	3

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advisory services, forest policy dialogues at the request of countries and support for forest policy issues, for up to 3 member States.

Databases and substantive digital materials: ECE region databases on forest policies and institutions; forest products; production, consumption, removals and trade, including prices; and wood energy for global access; ECE regional databases on forest resources and forest ownership.

D. Communication deliverables

Outreach programmes, special events and information materials: events celebrating the International Day of Forests; brochures and information materials on various forest-related topics; and presentations at round tables and international forest-related events.

External and media relations: press releases for the subprogramme; and the Forest Information Billboard newsletter.

Digital platforms and multimedia content: website of the subprogramme; social media accounts; and videos and other media on forest-related topics.

Subprogramme 8
Housing, land management and population

Objective

20.112 The objective, to which this subprogramme contributes, is to strengthen member State-owned and city-level programmes and policies promoting decent, adequate, affordable, energy-efficient and healthy housing for all, smart sustainable cities, sustainable urban development and land management, and to advance evidence-based population and social cohesion policies.

Strategy

20.113 The subprogramme comprises two components: (a) housing and land management; and (b) population.

20.114 The strategy of the subprogramme is based on core interlinked functions, namely, international policy dialogue, normative work, and capacity-building and the sharing of best practices and lessons learned in all areas of the subprogramme's work.

20.115 To contribute to the objective, the housing and land management component of the subprogramme will:

(a) Support member States' national, regional and local governments and other key stakeholders in the review of progress in achieving Sustainable Development Goals 3, 5, 7, 9, 11 and 12, and build their capacities for the implementation of measures to accelerate the achievement of the Goals through technical assistance projects, thematic studies, training, exchange of experiences and best practices and policy advice on: affordable, energy-efficient and decent housing for all; housing finance; smart sustainable cities, digitalization in cities and innovative financial mechanisms for cities; land administration and management, including informal settlements; and urban strategies and programmes that integrate climate change measures and promote the climate neutrality of buildings;

(b) Support local governments in the development of evidence-based policies on sustainable housing and urban development through the application of the ECE/International Telecommunication Union key performance indicators on smart sustainable cities, indicators on urban economic resilience and the United Nations system-wide urban monitoring framework; and in the preparation of smart sustainable cities profiles and voluntary local reviews based on the assessments of achievement of the Goals;

(c) Provide assistance to national and local governments in the development of evidence-based urban and housing policies through the preparation of country profiles on urban development, housing and land management;

(d) Support the strengthening of the capacities of national Governments and local ones in the design, implementation and monitoring of urban resilience plans and sustainable urban infrastructure development projects, including those that provide support to the most vulnerable persons, especially those in informal settlements;

(e) Promote multi-stakeholder partnerships and innovative financing instruments to unlock further financing and partnerships for the implementation of these plans and projects, in collaboration with the Geneva United Nations Charter Centres of Excellence;

(f) Subject to approval by the ECE Executive Committee, organize the sixth Forum of Mayors to discuss the challenges for sustainable housing and urban development.

20.116 To contribute to the objective, the population component of the subprogramme will:

(a) Continue to facilitate cooperation among member States, regional agencies and other partners;

(b) Support national and regional review and follow-up activities to assess progress in implementing the Madrid International Plan of Action on Ageing and its Regional Implementation Strategy by providing a platform for intergovernmental policy debate on matters related to mainstreaming ageing, and facilitate communication with a wider network of experts and non-governmental organizations;

(c) Coordinate data collection on ageing indicators, including intergenerational and sex-disaggregated data, as well as policy-oriented research on ageing and intergenerational and gender relations, to support evidence-based policymaking and the monitoring of the implementation of the Madrid International Plan of Action on Ageing and its Regional Implementation Strategy;

(d) Support the development of national capacities for policy formulation and mainstreaming ageing through policy discussions, policy briefs and the showcasing of good practices from member States.

20.117 The above-mentioned work in the area of housing and land management is expected to contribute to the achievement of Goal 11 and, to a lesser extent, Goals 3, 5, 7, 9 and 12, and result in:

(a) Improved national and local policies for housing affordability, adequacy and accessibility for all; the energy efficiency and climate neutrality of buildings; and sustainable and resilient urban development;

(b) Increased capacity of national and local governments for the development of housing and urban development policies and programmes, which integrate the concepts of the 2030 Agenda for Sustainable Development, the Geneva UN Charter on Sustainable Housing and the action plan entitled *Place and Life in the ECE – A Regional Action Plan 2030: Tackling Challenges from the COVID-19 Pandemic, Climate and Housing Emergencies in the Region, City, Neighbourhood and Homes*, as well as relevant best practices, including those developed and shared by the Geneva UN Charter Centres of Excellence;

(c) Improved understanding by city authorities of their socioeconomic development priorities through the preparation of smart sustainable cities profiles and voluntary local reviews of the achievement of the Sustainable Development Goals, based on the revised guidelines for the development of voluntary local reviews in the ECE region and using ECE/International Telecommunication Union key performance indicators for smart sustainable cities, urban economic resilience indicators and a United Nations system-wide urban monitoring framework;

(d) Increased capacity of land administration authorities to develop national land administration and management systems based on thematic studies and capacity-building activities in land administration and management;

(e) More effective local urban development and housing policies and related resilience plans, in particular for people living in informal settlements.

20.118 The above-mentioned work in the area of population is expected to contribute to the achievement of Goals 1, 3 to 5, 8, 10, 11, 16 and 17 and result in:

(a) Demonstrated progress by member States in mainstreaming ageing across all policy fields and governance levels;

(b) Enhanced capacities of member States in mainstreaming ageing across all policy fields and governance levels;

(c) Policy approaches adopted by member States that advance the rights and dignity of older persons and their contribution to a sustainable and inclusive society for all ages.

Programme performance in 2024

Mental health of older persons: increased awareness, strengthened knowledge and exchange of policy strategies among member States

20.119 Recognizing that a significant share of older persons in the ECE region are affected by mental health conditions, member States committed to invest in strategies and activities to strengthen the mental health of older persons, improve the protection of older persons with mental impairments, and ensure their participation, dignity and quality of life, in line with the Rome Ministerial Declaration on Ageing of 2022. In support of their efforts, in 2024 the subprogramme published a policy brief and facilitated a regional policy dialogue on the issue to raise awareness, build knowledge and facilitate the exchange of relevant policy strategies, resulting in 11 member States sharing national experiences.

20.120 Progress towards the objective is presented in the performance measure below (see table 20.18).

Table 20.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States committed to strengthen national policy frameworks on the mental health of older persons	Member States agreed to include the topic of the mental health of older persons in the programme of work of the Standing Working Group on Ageing for 2024	Eleven member States shared national policy strategies implemented to promote, protect and care for the mental health of older persons

Planned results for 2026

Result 1: acceleration of the city-level implementation of best practices in housing and land management and urban development

Programme performance in 2024 and target for 2026

20.121 The subprogramme's work contributed to the implementation by member States of the recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development, with one country profile (Armenia) and one urban resilience-building initiative (Podgorica), which met the planned target.

20.122 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 20.19).

Table 20.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Place and Life in the ECE – A Regional Action Plan 2030: Tackling Challenges from the COVID-19 Pandemic, Climate and Housing Emergencies in the Region, City, Neighbourhood and Homes adopted by member States	One country profile (Albania) implemented recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	One country profile (Armenia) and one urban resilience-building initiative (Podgorica) implemented recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	Four countries/cities implementing recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	Four additional countries/cities implementing recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development

Result 2: more age-sensitive and inclusive policies to respond to the opportunities and challenges of individual and population ageing

Programme performance in 2024 and target for 2026

20.123 The subprogramme's work contributed to member States, academia, civil society and the general public gaining access to the ageing policies database, containing a first set of 250 policy entries covering 39 countries, which met the planned target.

20.124 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 20.20).

Table 20.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Development of an ageing policies database was included in the programme of work of the Standing Working Group on Ageing	Member States agreed on the scope and design of the ageing policies database	Member States, academia, civil society and the general public gain access to the ageing policies database	At least 15 member States share ageing-related policy updates for inclusion in the ageing policies database	At least 20 member States share ageing-related policy updates for inclusion in the database

Result 3: acceleration of Sustainable Development Goal localization by local and regional governments

Proposed programme plan for 2026

20.125 With increasing urbanization, cities play an important role in achieving the 2030 Agenda for Sustainable Development. Voluntary local reviews support local and regional governments to monitor and report on progress towards the implementation of the Goals. The subprogramme has

supported localization of the Goals by updating guidelines and facilitating peer-to-peer dialogue on the development of voluntary local reviews.

Lessons learned and planned change

20.126 The lesson for the subprogramme was that piloting the guidelines in select cities before full implementation was essential to identify context-specific challenges, assess feasibility and refine guidelines based on practical insights. In applying the lesson, the subprogramme utilized the results of pilot testing to update the guidelines, and will provide practical, hands-on guidance and good practice on the development of voluntary local reviews while continuing to address emerging feedback from end users, including on data and indicators.

20.127 Expected progress towards the objective is presented in the performance measure below (see table 20.21).

Table 20.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Guidelines for the development of voluntary local reviews were adopted	The Committee on Urban Development, Housing and Land Management invited the ECE secretariat to update the guidelines for the development of voluntary local reviews on the basis of testing in pilot cities and feedback received	Updated regional guidelines for the development of voluntary local reviews were adopted by the Committee on Urban Development, Housing and Land Management	Three local/regional governments prepare voluntary local reviews applying the regional guidelines	Four additional local/regional governments prepare voluntary local reviews applying the regional guidelines

Deliverables

20.128 Table 20.22 lists all deliverables of the subprogramme.

Table 20.22
Subprogramme 8: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**16**	**16**	**23**	**16**
1. The Committee on Urban Development, Housing and Land Management	11	11	11	11
2. The Working Party on Land Administration	–	–	7	–
3. The Standing Working Group on Ageing	5	5	5	5
Substantive services for meetings (number of three-hour meetings)	**33**	**32**	**33**	**29**
4. The Committee on Urban Development, Housing and Land Management, its Bureau and expert bodies	18	18	14	14
5. The Working Party on Land Administration and its Bureau	6	5	10	6
6. The Standing Working Group on Ageing and its Bureau	9	9	9	9

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**2**	**2**	**2**
7. Country profiles on urban development, housing and land management	2	1	1	1
8. Road maps on mainstreaming ageing	1	1	1	1
Seminars, workshops and training events (number of days)	**10**	**13**	**10**	**10**
9. Workshops, seminars and training on urban development, housing and land management (including real estate)	8	10	8	8
10. Workshops and policy discussions on population ageing issues	2	3	2	2
Publications (number of publications)	**6**	**5**	**6**	**6**
11. Country profiles and studies on urban development, housing and land management	4	4	4	4
12. On population	2	1	2	2
Technical materials (number of materials)	**3**	**3**	**3**	**3**
13. Technical guidelines on urban development, housing and land management	2	2	2	2
14. Tools on mainstreaming ageing	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	**2**	**3**	**2**	**2**
15. Fact-finding missions for policymakers in preparation for and follow-up to the country profiles on urban development, housing and land management	1	1	1	1
16. Fact-finding missions to develop national capacities in designing and implementing ageing-related policies and programmes	1	2	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for up to four countries regarding the country profiles on urban development, housing and land management; “generations and gender programme” advocacy to support evidence-based policymaking; and advisory services for government officials and other stakeholders to develop national capacities in designing and implementing ageing-related policies and programmes.

Databases and substantive digital materials: ageing indicators data set for global access and database on ageing-related policies.

D. Communication deliverables

Outreach programmes, special events and information materials: booklets and fact sheets.

External and media relations: press releases and social media posts.

Digital platforms and multimedia content: websites of the subprogramme.

B. Proposed post and non-post resource requirements for 2026

Overview

20.129 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 20.23 to 20.25.

Table 20.23
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	36 164.4	38 847.4	–	–	–	–	–	38 847.4
Other staff costs	57.6	609.2	–	–	–	–	–	609.2
Hospitality	3.4	5.9	–	–	–	–	–	5.9
Consultants	18.5	141.7	–	–	12.1	12.1	8.5	153.8
Experts	1.6	41.6	–	–	(12.1)	(12.1)	(29.1)	29.5
Travel of staff	37.5	199.3	–	–	–	–	–	199.3
Contractual services	505.4	810.3	–	–	7.7	7.7	1.0	818.0
General operating expenses	36.8	83.7	–	–	–	–	–	83.7
Supplies and materials	3.2	29.6	–	–	–	–	–	29.6
Furniture and equipment	13.1	183.1	–	–	–	–	–	183.1
Total	**36 841.4**	**40 951.8**	**–**	**–**	**7.7**	**7.7**	**–**	**40 959.5**

[a] At the time of reporting, the expenditures presented in this table and subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 20.24
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	188	1 USG, 1 D-2, 8 D-1, 23 P-5, 35 P-4, 39 P-3, 21 P-2/1, 3 GS (PL), 57 GS (OL)
Post changes	–	–
Proposed for 2026	188	1 USG, 1 D-2, 8 D-1, 23 P-5, 35 P-4, 39 P-3, 21 P-2/1, 3 GS (PL), 57 GS (OL)

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

Table 20.25
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	2026 proposed
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	8	–	–	–	–	8
P-5	23	–	–	–	–	23
P-4	35	–	–	–	–	35
P-3	39	–	–	–	–	39
P-2/1	21	–	–	–	–	21
Subtotal	**128**	**–**	**–**	**–**	–	**128**
General Service and related						
GS (PL)	3	–	–	–	–	3
GS (OL)	57	–	–	–	–	57
Subtotal	**60**	**–**	**–**	**–**	–	**60**
Total	**188**	**–**	**–**	**–**	–	**188**

20.130 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 20.26 to 20.28 and figure 20.XX.

20.131 As reflected in tables 20.26 (1) and 20.27 (1), the overall net resources for 2026 amount to $40,959,500, reflecting an increase of $7,700 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 20.26
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
A. Executive direction and management	4 797.6	5 288.9	–	–	–	–	–	5 288.9
B. Programme of work								
1. Environment	6 206.0	6 652.6	–	–	–	–	–	6 652.6
2. Transport	7 004.3	7 638.8	–	–	–	–	–	7 638.8
3. Statistics	5 056.9	5 474.9	–	–	–	–	–	5 474.9
4. Economic cooperation and integration	2 214.3	2 374.3	–	–	–	–	–	2 374.3

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
5. Sustainable energy	2 331.8	2 742.9	–	–	–	–	–	2 742.9
6. Trade	3 542.6	4 107.6	–	–	–	–	–	4 107.6
7. Forests and the forest industry	1 387.3	1 721.2	–	–	–	–	–	1 721.2
8. Housing, land management and population	1 259.7	1 343.7	–	–	–	–	–	1 343.7
Subtotal, B	**29 002.9**	**32 056.0**	**–**	**–**	**–**	**–**	**–**	**32 056.0**
C. Programme support	3 041.0	3 606.9	–	–	7.7	7.7	0.2	3 614.6
Subtotal, 1	**36 841.4**	**40 951.8**	**–**	**–**	**7.7**	**7.7**	**–**	**40 959.5**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Executive direction and management	2 196.1	2 584.0	115.0	4.5	2 699.0
B. Programme of work					
1. Environment	13 390.5	14 652.1	306.0	2.1	14 958.1
2. Transport	2 319.1	2 603.3	(166.1)	(6.4)	2 437.2
3. Statistics	178.2	318.3	9.0	2.8	327.3
4. Economic cooperation and integration	1 290.8	1 053.6	–	–	1 053.6
5. Sustainable energy	1 442.2	1 331.0	(67.0)	(5.0)	1 264.0
6. Trade	717.0	1 061.8	(163.0)	(15.4)	898.8
7. Forests and the forest industry	232.1	334.0	(45.0)	(13.5)	289.0
8. Housing, land management and population	4 545.2	2 199.2	(1 324.0)	(60.2)	875.2
Subtotal, B	**24 115.1**	**23 553.3**	**(1 450.1)**	**(6.2)**	**22 103.2**
C. Programme support	1 514.0	1 727.7	–	–	1 727.7
Subtotal, 2	**27 825.2**	**27 865.0**	**(1 335.1)**	**(4.8)**	**26 529.9**
Total (1+2)	**64 666.6**	**68 816.8**	**(1 327.4)**	**(1.9)**	**67 489.4**

Table 20.27
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	23	–	–	–	–	23
B. Programme of work						
1. Environment	31	–	–	–	–	31
2. Transport	38	–	–	–	–	38
3. Statistics	27	–	–	–	–	27
4. Economic cooperation and integration	11	–	–	–	–	11
5. Sustainable energy	11	–	–	–	–	11
6. Trade	20	–	–	–	–	20
7. Forests and the forest industry	8	–	–	–	–	8
8. Housing, land management and population	7	–	–	–	–	7
Subtotal, B	**153**	**–**	**–**	**–**	**–**	**153**
C. Programme support	12	–	–	–	–	12
Subtotal, 1	**188**	**–**	**–**	**–**	**–**	**188**

(2) *Extrabudgetary*

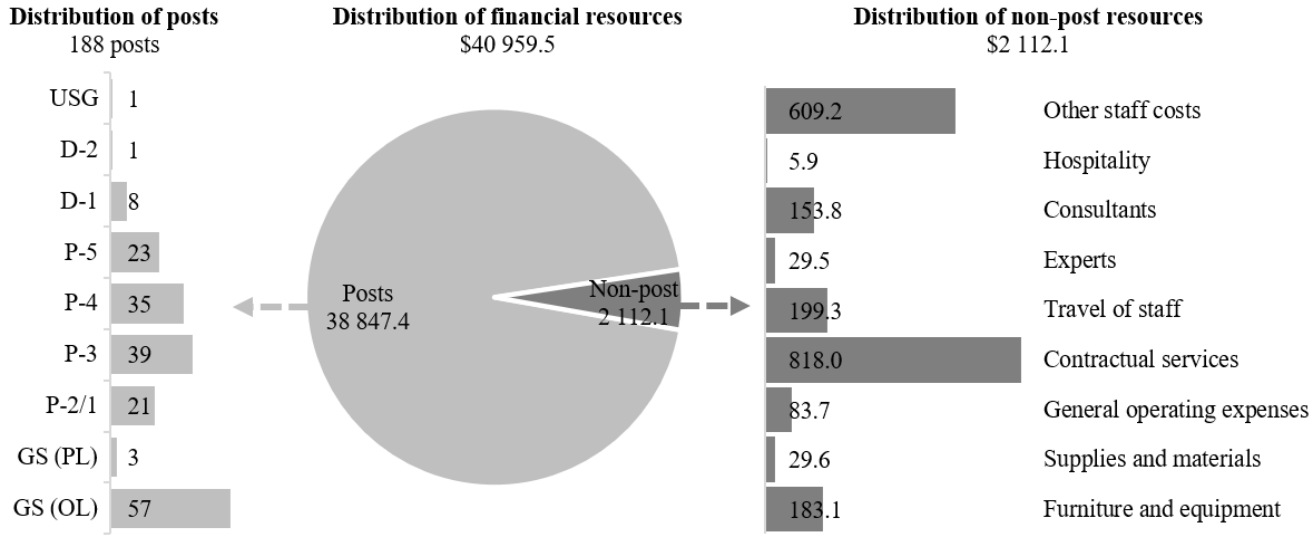
Component/subprogramme	*2025 estimate*[a]	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Environment	–	–	–
2. Transport	–	–	–
3. Statistics	–	–	–
4. Economic cooperation and integration	–	–	–
5. Sustainable energy	–	–	–
6. Trade	–	–	–
7. Forests and the forest industry	–	–	–
8. Housing, land management and population	–	–	–
Subtotal, B	**–**	**–**	**–**
C. Programme support	**7**	–	**7**
Subtotal, 2	**7**	**–**	**7**
Total	**195**	**–**	**195**

[a] The 2025 estimates have been adjusted to exclude project positions that are of a temporary nature.

Table 20.28
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	36 164.4	38 847.4	–	–	–	–	–	38 847.4
Non-post	677.0	2 104.4	–	–	7.7	7.7	0.4	2 112.1
Total	**36 841.4**	**40 951.8**	**–**	**–**	**7.7**	**7.7**	**–**	**40 959.5**
Post resources by category								
Professional and higher		128	–	–	–	–	–	128
General Service and related		60	–	–	–	–	–	60
Total		**188**	**–**	**–**	**–**	**–**	**–**	**188**

Figure 20.XX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

20.132 As shown in table 20.26 (1), resource changes reflect a net increase of $7,700, which relates to an increase under programme support that reflects a higher standard price for the core software package for non-field personnel outside of United Nations Headquarters. Other changes also reflect the within-component cost-neutral redeployment of resources between experts and consultants, mainly within executive direction and management.

Extrabudgetary resources

20.133 As reflected in tables 20.26 (2) and 20.27 (2), extrabudgetary resources amount to $26,529,900. The resources would complement regular budget resources and would be used mainly to provide for 7 posts (1 D-1, 2 P-4, 1 P-3, 3 GS (OL)) to perform mainly the functions required to support the delivery of technical cooperation projects and activities approved by ECE governing bodies. In addition, non-post resources would be used for capacity-building and technical support in relation to the ECE programme of work.

20.134 The extrabudgetary resources under the present section are subject to the oversight of the Executive Committee of ECE and the governing bodies of the conventions.

Executive direction and management

20.135 The executive direction and management component comprises the Office of the Executive Secretary, the Sustainable Development Unit and the Information Unit. It also includes the Programme Management Unit, which falls under the Programme Management and Support Services Division.

20.136 The overall responsibilities of the executive direction and management component include the following functions:

(a) To facilitate the debate among member States on the strategic direction of ECE and to develop a forward-looking strategy for adjusting ECE activities to respond to emerging and foreseeable priorities of its member States;

(b) To provide guidance and direction for the work of the ECE secretariat, and to promote transparency and interdivisional cooperation;

(c) To service meetings of the Commission and its Executive Committee and ensure the follow-up to their decisions;

(d) To provide guidance and overall coordination of ECE programme management and evaluation, including under technical cooperation, and to promote the application of evaluation findings to the subprogrammes' work;

(e) To undertake regional policy reviews relating to major cross-sectoral issues, in particular sustainable development, gender, and the 2030 Agenda and its Sustainable Development Goals;

(f) To contribute to increasing the visibility of ECE and to raising the awareness and use of ECE products through the dissemination of information about its activities;

(g) To promote synergies and cooperation with other United Nations entities active in the ECE region, including with the resident coordinator system at the country level and the United Nations Sustainable Development Group for Europe and Central Asia at the regional level;

(h) To foster and mainstream a gender perspective and disability inclusion into ECE subprogrammes;

(i) To ensure effective financial, human and information and communications technology (ICT) resources management, as well as the implementation of recommendations of oversight bodies and internal controls.

20.137 The Office of the Executive Secretary, which includes the Executive Secretary, the Deputy Executive Secretary and the Secretary of the Commission, has the overall responsibility for providing policy guidance and leadership in the ECE secretariat, including the coordination of the work of the Commission; overseeing and developing relations with Governments; coordination with the United Nations Secretariat; reporting to the General Assembly and the Economic and Social Council; overseeing and developing relations with other United Nations entities and with non-United Nations organizations, civil society and non-governmental organizations; and mainstreaming a gender perspective across all subprogrammes through the development and implementation of the ECE gender policy and action plan and the gender parity strategy.

20.138 The Programme Management Unit, under the Programme Management and Support Services Division, provides guidance and ensures overall coordination of ECE programme management (planning, monitoring, reporting and evaluation). The Unit also ensures the follow-up to and implementation of the recommendations of United Nations oversight bodies, promotes synergies between the normative and operational work of ECE and provides guidance and overall coordination of technical cooperation. The Unit coordinates with other regional commissions and United Nations entities on programmatic and technical cooperation issues in support of the resident coordinator system countries within the ECE region.

20.139 The Sustainable Development Unit provides policy advice, analysis and advocacy on cross-cutting issues relating to the implementation of, follow-up on and review of the 2030 Agenda, in partnership with other United Nations entities and stakeholders, as relevant. The Unit convenes the annual Regional Forum on Sustainable Development for the ECE region, in cooperation with the entities of the regional United Nations system, providing the regional contribution to the global follow-up on and review of the 2030 Agenda. It plays a leading role in carrying out the functions of the regional collaborative platform, which gathers the heads of the regional offices for Europe and Central Asia of the United Nations entities. The Unit leads the internal work on the alignment of ECE activities with the Sustainable Development Goals through a cross-cutting approach.

20.140 The Information Unit is responsible for implementing the ECE information strategy aimed at raising awareness and mobilizing support for the work of ECE. The Unit manages ECE relations with the media, ensures the Commission's presence on social media and provides related monitoring and analysis. It advises the Executive Secretary, senior managers and the staff of ECE on outreach and advocacy.

20.141 In 2026, the executive direction and management component will coordinate the planning of the ECE programme of work leading towards the 2027 session of the Commission and ensure monitoring of progress towards achieving planned results. In 2026 the annual exchange on evaluation will foster the use of evaluation results to improve programme planning and internal processes, which will be documented in the 2025 annual report on evaluation presented to the Executive Committee. To improve data quality and use, the component will guide and support, in cooperation with substantive divisions, the operationalization of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, based on the ECE ICT strategy and substantive divisions' related action plans. The component will support the United Nations reform implementation and accelerated action for implementing the 2030 Agenda and the outcomes of the 2024 Sustainable Development Goals Summit and of the 2024 Summit of the Future, as applicable, by improving system-wide coherence and coordination of programme delivery at the regional and country levels. This will be done, among others, through the facilitation of the implementation of the 2026 workplan of the Regional Collaborative Platform for Europe and Central Asia, ensuring a successful meeting of the Regional Forum on Sustainable Development for the ECE Region and continuing active engagement in the 17 programme countries in partnership with resident coordinator offices and United Nations country teams, including in the preparation of United Nations Sustainable Development Cooperation Frameworks, to be signed in 2026. Structured around the Goals, the 2025 technical cooperation report, to be presented to the Executive Committee, will include all the technical assistance provided to member States. The component will also continue to foster and mainstream a gender perspective by coordinating the implementation of the ECE gender action plan for 2025–2026, which will continue to act as the primary vehicle for implementation of the ECE policy for gender equality and the empowerment of women (2021–2025). In line with the United Nations Disability Inclusion Strategy, executive direction and management will continue to mainstream disability inclusion into ECE work, by reporting on the implementation of the ECE disability inclusion action plan for 2025 and planning for 2027.

20.142 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ECE is integrating environmental management practices into its

operations. ECE will continue to collaborate with the United Nations Office at Geneva on sustainability reporting and will highlight its sustainable practices in its formal reports.

20.143 Information on the timely submission of documentation and advance booking for air travel is reflected in table 20.29. The compliance rate of 97 per cent in 2024 for the timely submission of documentation relates to ECE meetings organized through the Division of Conference Management of the United Nations Office at Geneva and marks a slight increase compared with the prior period. The compliance rate of 71 per cent for air tickets purchased at least two weeks before the commencement of travel relates to all travel requests, including of staff, experts and consultants, and participants, the latter funded exclusively through extrabudgetary resources, processed by ECE in 2024 through the Travel and Logistics Unit of the United Nations Office at Geneva, and represents an increase when compared with 2023. ECE will continue to work closely with the travel and logistics counterparts on early planning to improve compliance rates in 2025 and 2026.

Table 20.29
Compliance rate
(Percentage)

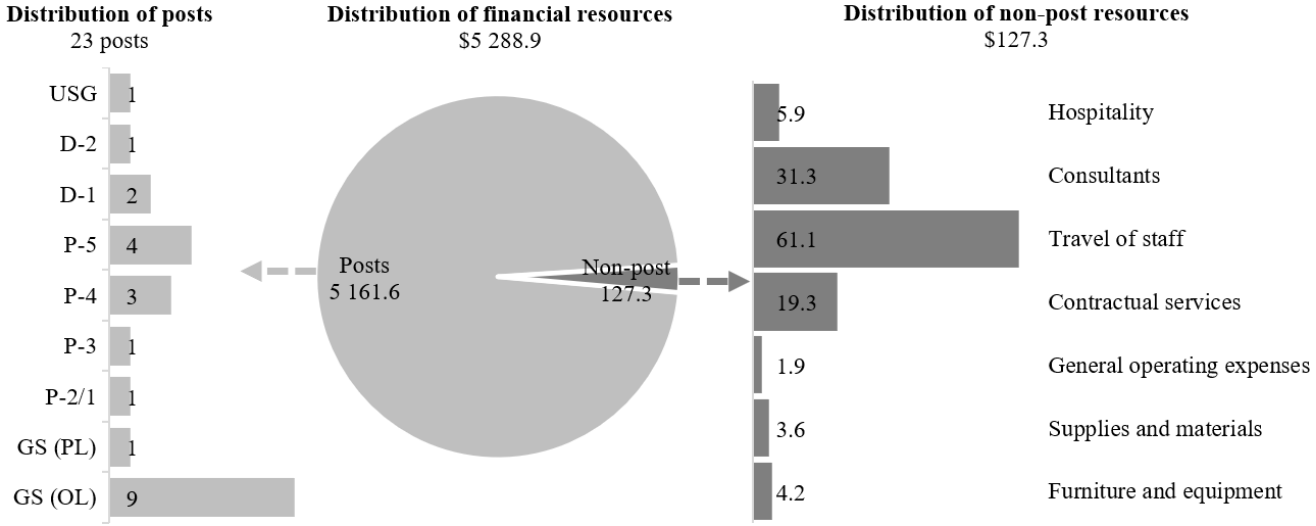
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	98	96	97	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	52	67	71	100	100

20.144 The proposed regular budget resources for 2026 amount to $5,288,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.30 and figure 20.XXI.

Table 20.30
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 752.1	5 161.6	–	–	–	–	–	5 161.6
Non-post	45.5	127.3	–	–	–	–	–	127.3
Total	**4 797.6**	**5 288.9**	**–**	**–**	**–**	**–**	**–**	**5 288.9**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		10	–	–	–	–	–	10
Total		**23**	**–**	**–**	**–**	**–**	**–**	**23**

Figure 20.XXI
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

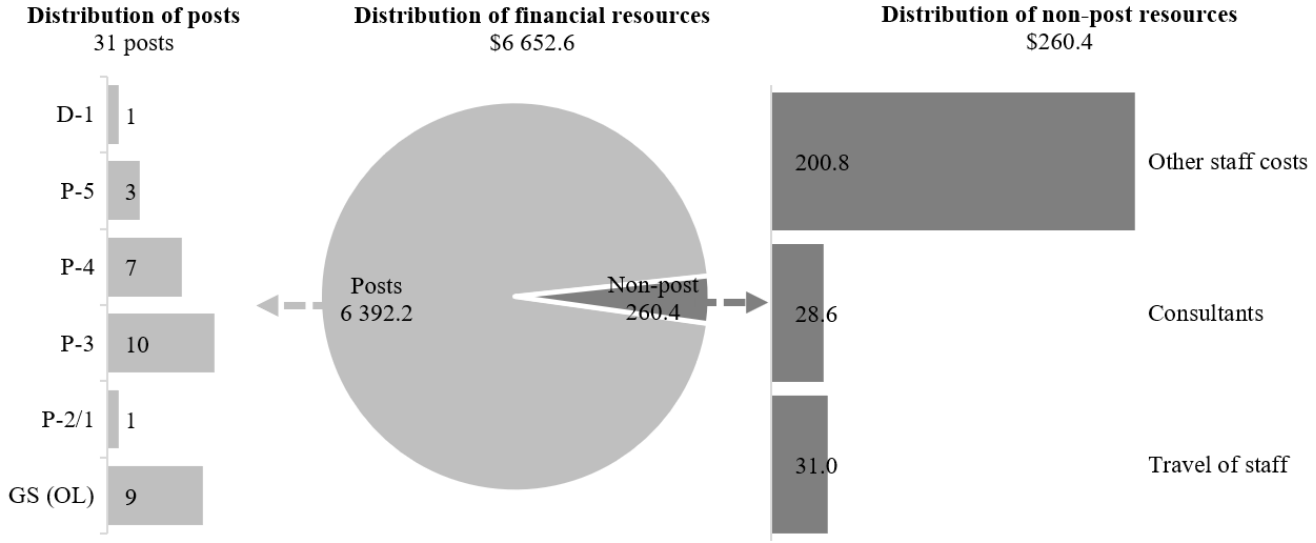
Subprogramme 1
Environment

20.145 The proposed regular budget resources for 2026 amount to $6,652,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.31 and figure 20.XXII.

Table 20.31
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 203.2	6 392.2	–	–	–	–	–	6 392.2
Non-post	2.7	260.4	–	–	–	–	–	260.4
Total	**6 206.0**	**6 652.6**	**–**	**–**	**–**	**–**	**–**	**6 652.6**
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		9	–	–	–	–	–	9
Total		**31**	**–**	**–**	**–**	**–**	**–**	**31**

Figure 20.XXII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



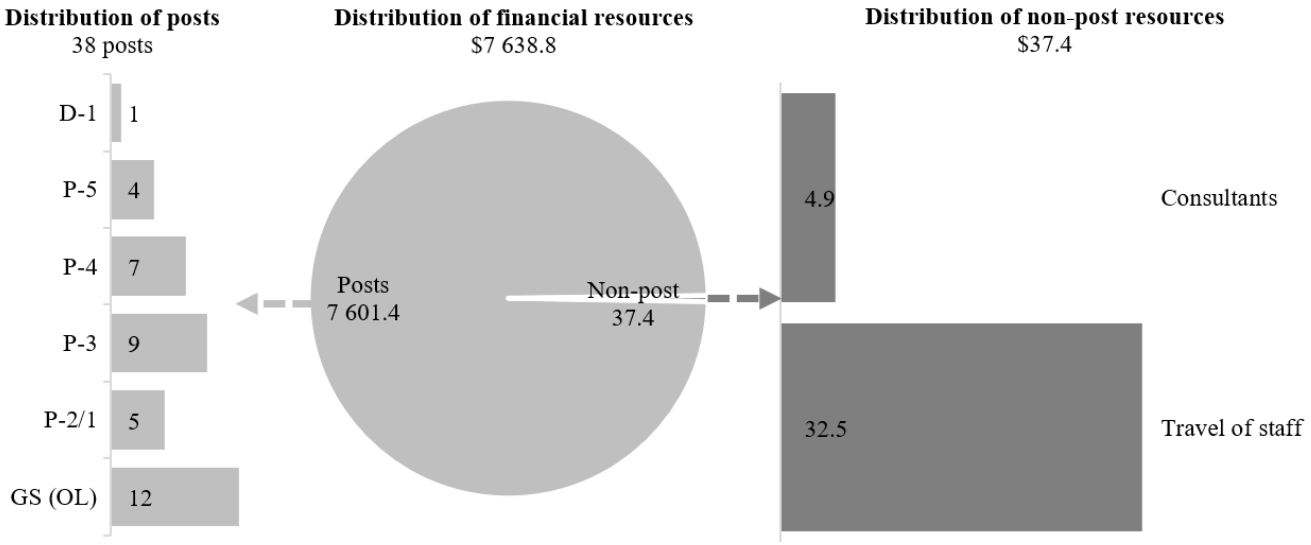
Subprogramme 2
Transport

20.146 The proposed regular budget resources for 2026 amount to $7,638,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.32 and figure 20.XXIII.

Table 20.32
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 999.2	7 601.4	–	–	–	–	–	7 601.4
Non-post	5.1	37.4	–	–	–	–	–	37.4
Total	**7 004.3**	**7 638.8**	**–**	**–**	**–**	**–**	**–**	**7 638.8**
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		12	–	–	–	–	–	12
Total		**38**	**–**	**–**	**–**	**–**	**–**	**38**

Figure 20.XXIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



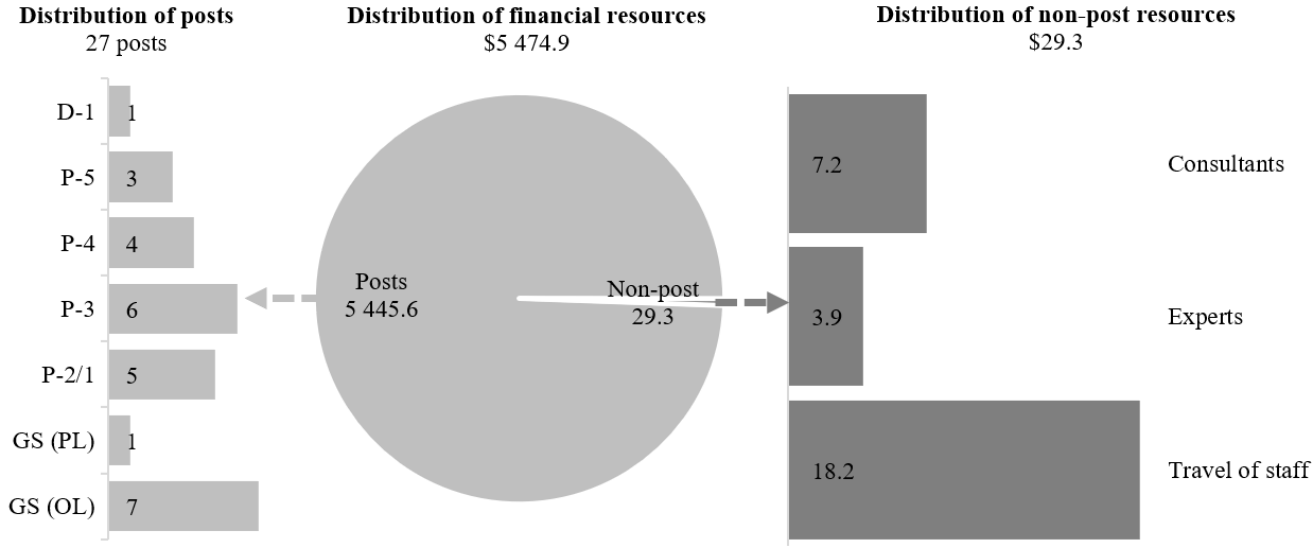
Subprogramme 3
Statistics

20.147 The proposed regular budget resources for 2026 amount to $5,474,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.33 and figure 20.XXIV.

Table 20.33
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 052.6	5 445.6	–	–	–	–	–	5 445.6
Non-post	4.3	29.3	–	–	–	–	–	29.3
Total	**5 056.9**	**5 474.9**	**–**	**–**	**–**	**–**	**–**	**5 474.9**
Post resources by category								
Professional and higher		19	–	–	–	–	–	19
General Service and related		8	–	–	–	–	–	8
Total		**27**	**–**	**–**	**–**	**–**	**–**	**27**

Figure 20.XXIV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



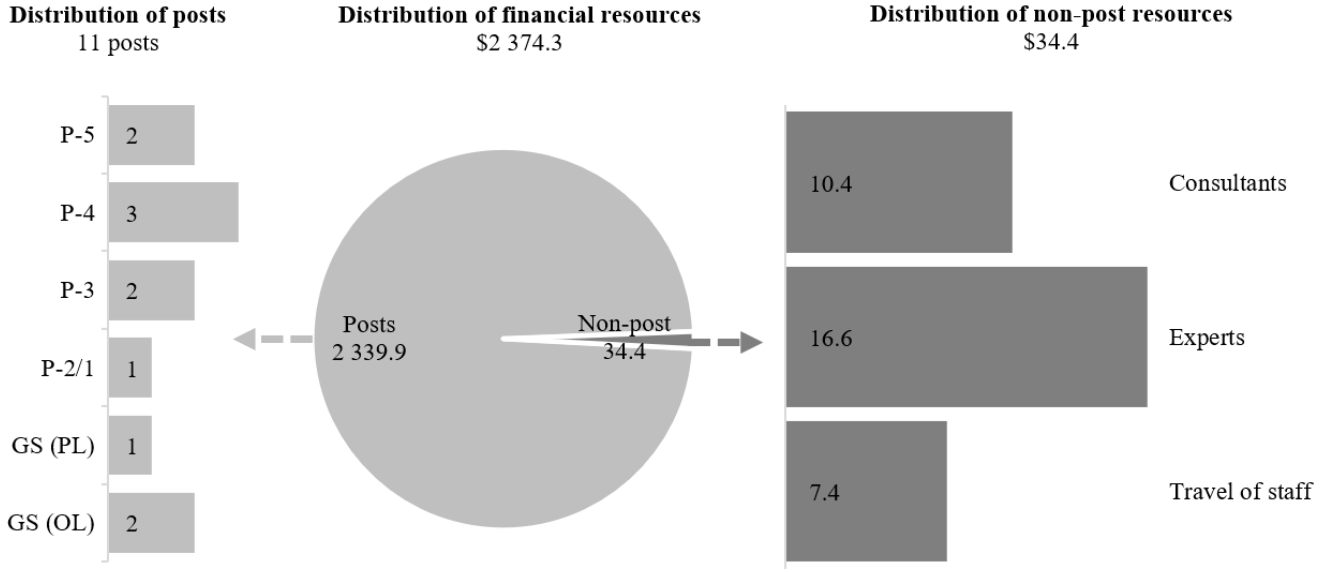
Subprogramme 4
Economic cooperation and integration

20.148 The proposed regular budget resources for 2026 amount to $2,374,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.34 and figure 20.XXV.

Table 20.34
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 212.7	2 339.9	–	–	–	–	–	2 339.9
Non-post	1.6	34.4	–	–	–	–	–	34.4
Total	**2 214.3**	**2 374.3**	**–**	**–**	**–**	**–**	**–**	**2 374.3**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		3	–	–	–	–	–	3
Total		**11**	**–**	**–**	**–**	**–**	**–**	**11**

Figure 20.XXV
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



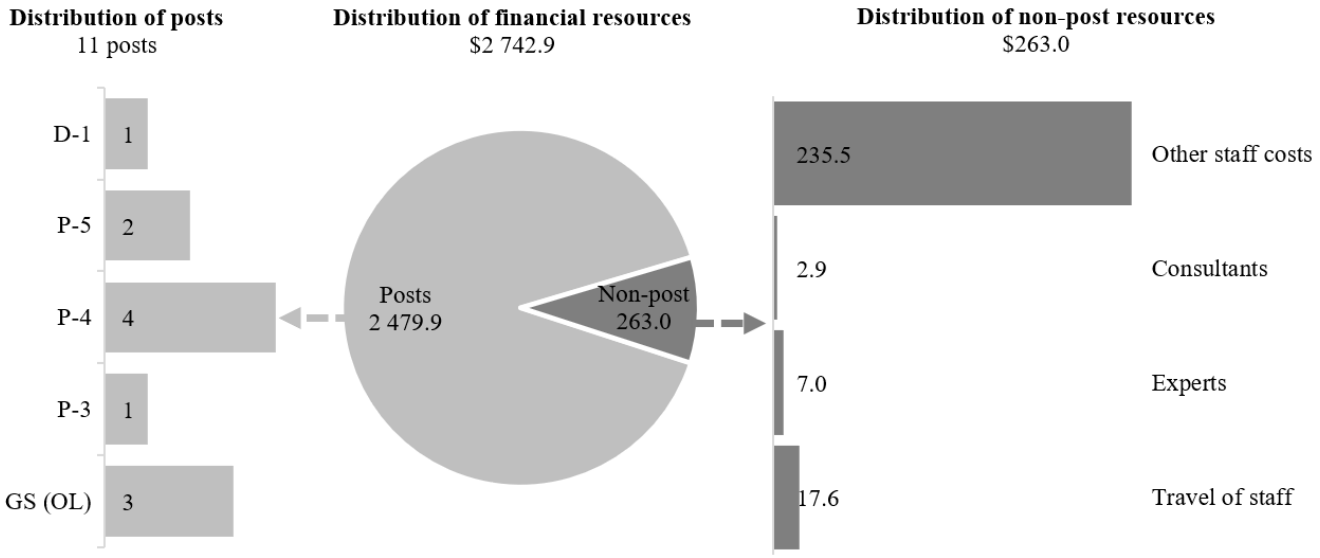
Subprogramme 5
Sustainable energy

20.149 The proposed regular budget resources for 2026 amount to $2,742,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.35 and figure 20.XXVI.

Table 20.35
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 331.8	2 479.9	–	–	–	–	–	2 479.9
Non-post	–	263.0	–	–	–	–	–	263.0
Total	**2 331.8**	**2 742.9**	**–**	**–**	**–**	**–**	**–**	**2 742.9**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		3	–	–	–	–	–	3
Total		**11**	–	–	–	–	–	**11**

Figure 20.XXVI
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



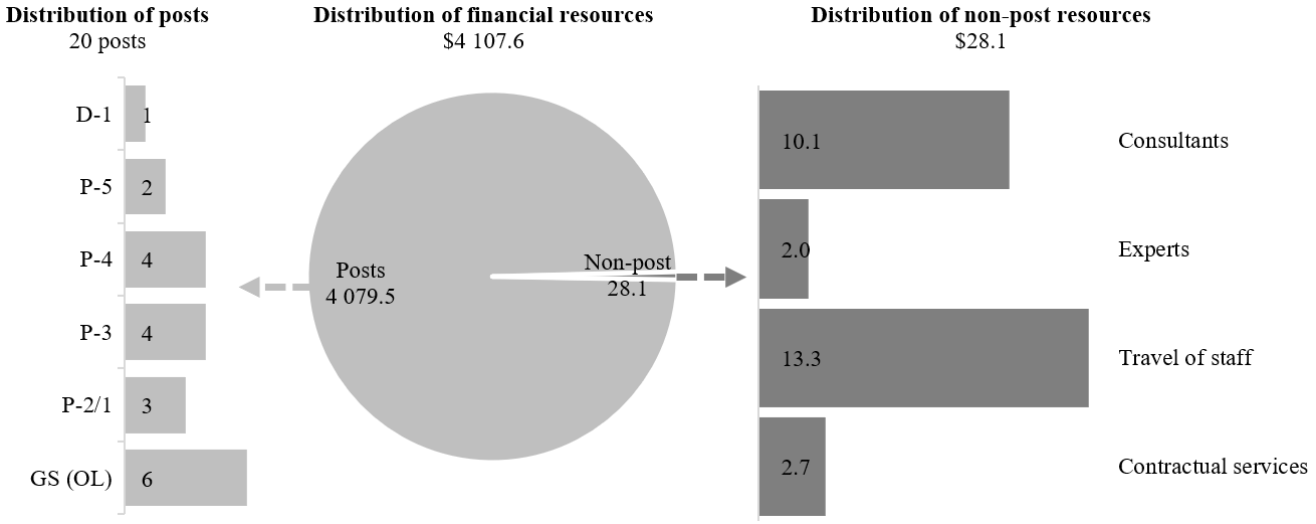
Subprogramme 6
Trade

20.150 The proposed regular budget resources for 2026 amount to $4,107,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.36 and figure 20.XXVII.

Table 20.36
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 539.3	4 079.5	–	–	–	–	–	4 079.5
Non-post	3.3	28.1	–	–	–	–	–	28.1
Total	**3 542.6**	**4 107.6**	–	–	–	–	–	**4 107.6**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		6	–	–	–	–	–	6
Total		**20**	–	–	–	–	–	**20**

Figure 20.XXVII
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



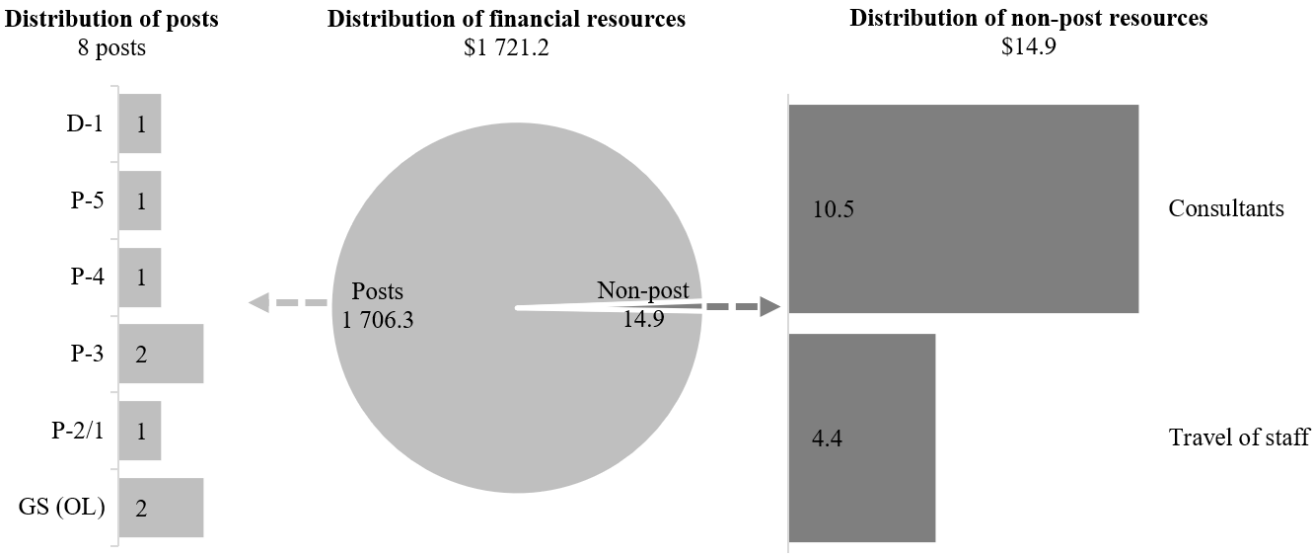
Subprogramme 7
Forests and the forest industry

20.151 The proposed regular budget resources for 2026 amount to $1,721,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.37 and figure 20.XXVIII.

Table 20.37
Subprogramme 7: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 387.3	1 706.3	–	–	–	–	–	1 706.3
Non-post	–	14.9	–	–	–	–	–	14.9
Total	**1 387.3**	**1 721.2**	**–**	**–**	**–**	**–**	**–**	**1 721.2**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		2	–	–	–	–	–	2
Total		**8**	**–**	**–**	**–**	**–**	**–**	**8**

Figure 20.XXVIII
Subprogramme 7: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



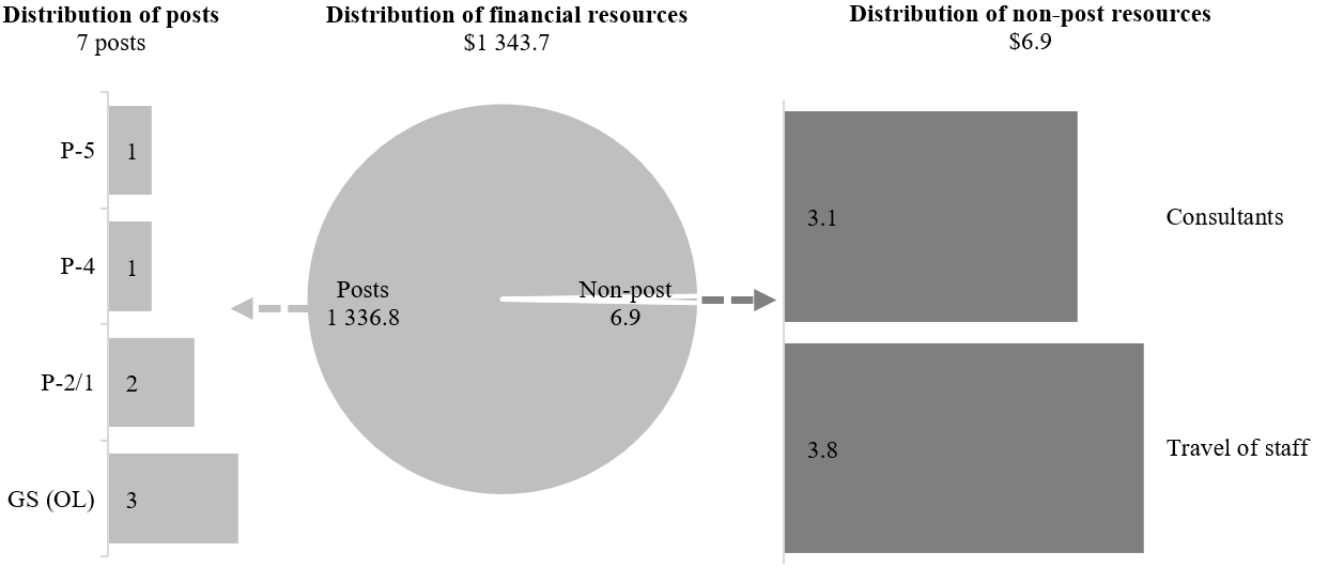
Subprogramme 8
Housing, land management and population

20.152 The proposed regular budget resources for 2026 amount to $1,343,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.38 and figure 20.XXIX.

Table 20.38
Subprogramme 8: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 259.7	1 336.8	–	–	–	–	–	1 336.8
Non-post	–	6.9	–	–	–	–	–	6.9
Total	**1 259.7**	**1 343.7**	**–**	–	–	–	–	**1 343.7**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		3	–	–	–	–	–	3
Total		**7**	–	–	–	–	–	**7**

Figure 20.XXIX
Subprogramme 8: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

20.153 The Programme Management and Support Services Division carries out activities related to programme planning, oversight, technical cooperation support, administration and common services such as budget and financial management, human resource management and information systems management and technology services for ECE. It also ensures compliance with organizational policies in these areas and liaises with United Nations Headquarters and the United Nations Office at Geneva, the designated service provider for ECE. The Division comprises the Office of the Director, which manages all aspects of programme planning, oversight and administration; the Programme Management Unit, under executive direction and management (explained in paragraph 20.138 above); and the Executive Office, which oversees and manages all aspects of administration, budget, finance, human resources and information systems.

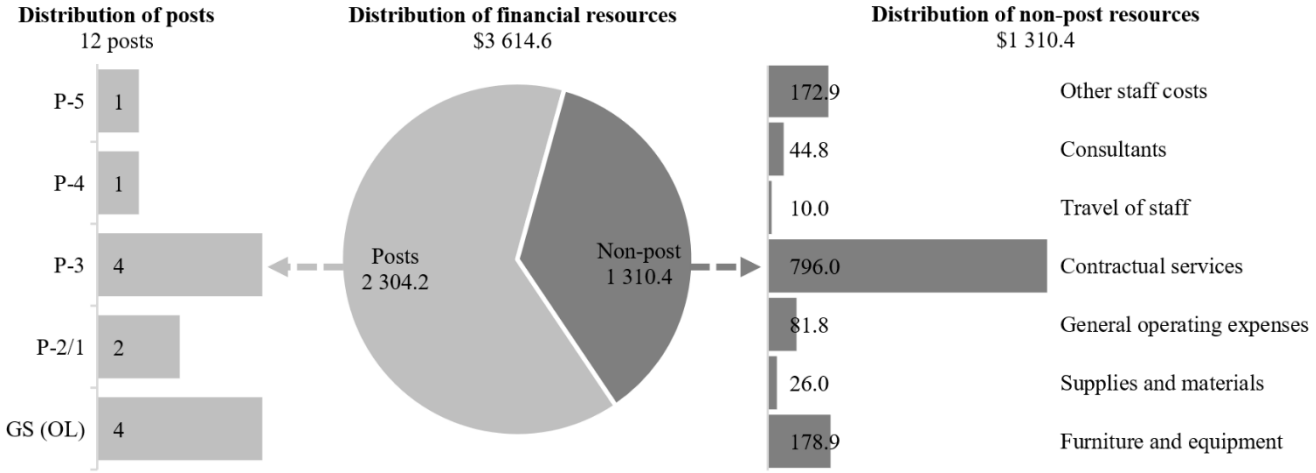
20.154 The proposed regular budget resources for 2026 amount to $3,614,600 and reflect an increase of $7,700 compared with the approved budget for 2025. The proposed increase is explained in paragraph 20.132. Additional details on the distribution of the proposed resources for 2026 are reflected in table 20.39 and figure 20.XXX.

Table 20.39
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 426.4	2 304.2	–	–	–	–	–	2 304.2
Non-post	614.6	1 302.7	–	–	7.7	7.7	0.6	1 310.4
Total	**3 041.0**	**3 606.9**	**–**	**–**	**7.7**	**7.7**	**0.2**	**3 614.6**

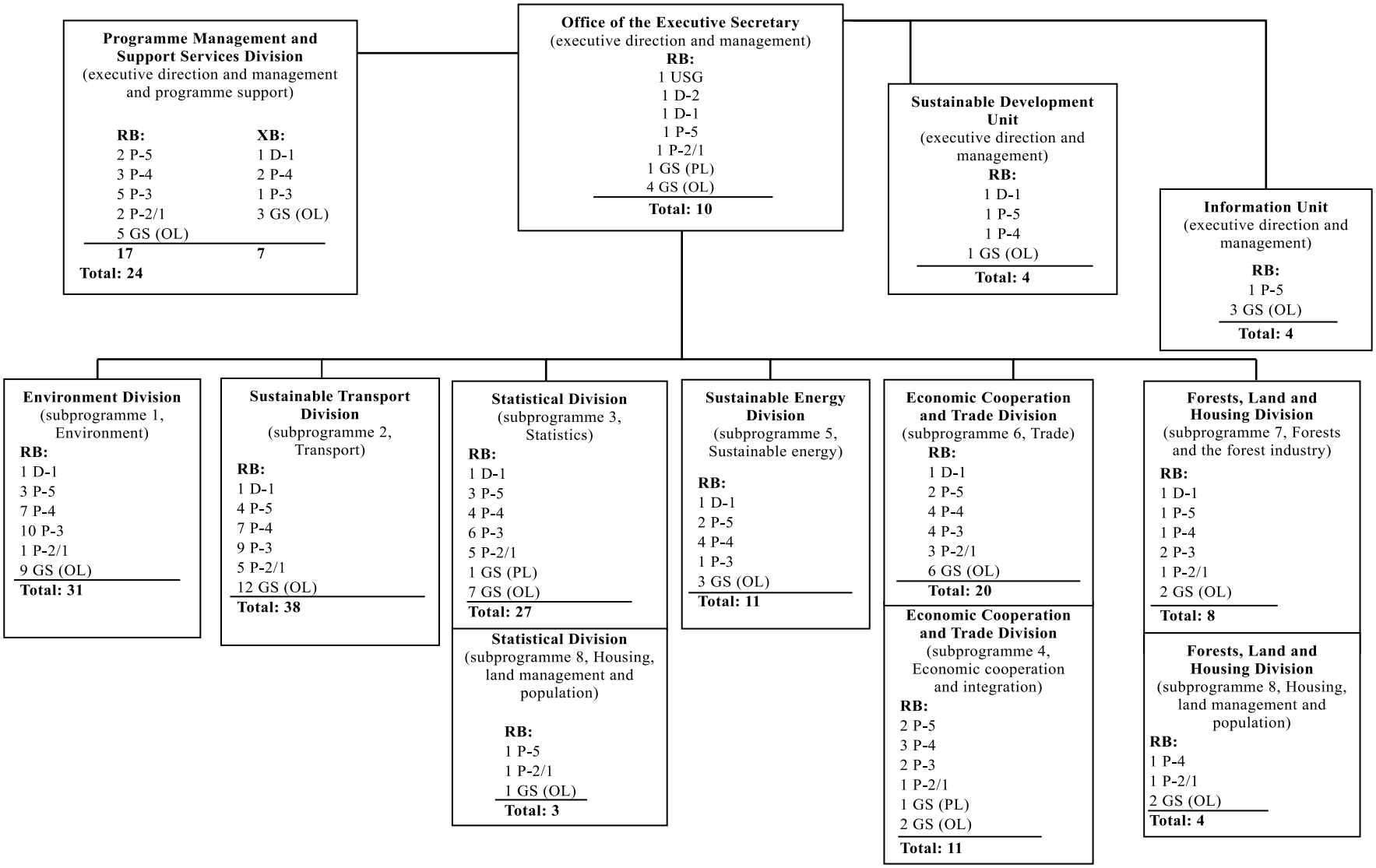
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 20.XXX
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2026



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

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Programme planning

Proposed programme budget for 2026

Part V
Regional cooperation for development

Section 21
Economic and social development in Latin America and the Caribbean

Programme 18
Economic and social development in Latin America and the Caribbean

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

21.1 The Economic Commission for Latin America and the Caribbean (ECLAC) is responsible for fostering the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation, by undertaking applied research and evidence-based comparative analysis of development processes, by providing normative and operational capacity development, and by providing capacity-building, technical cooperation and advisory services in support of regional development efforts. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, as well as Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of Latin America and the Caribbean and with other regions of the world. In 1996, pursuant to ECLAC resolution 553 (XXVI), the Commission decided, inter alia, to collaborate with member States in the comprehensive analysis of development processes geared towards the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination. The support delivered by the Commission to member States is also provided through the regular programme of technical cooperation and Development Account projects. In Assembly resolution 79/1 on the Pact for the Future, Member States reiterated their commitment to the 2030 Agenda for Sustainable Development and recognized that all developing countries required assistance to implement the Agenda. The Commission remains uniquely positioned to support its member States in this regard.

Strategy and external factors for 2026

21.2 The Commission will continue to support the development pillar of the United Nations, to foster economic integration at the subregional and regional levels, to support member States in the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals, the Pact for the Future, the Global Digital Compact and the international agreements stemming from the major summits and conferences in the development field, as well as to facilitate sustainable development by helping to bridge economic, social and environmental gaps within and among countries of the region and with other regions of the world.

21.3 The Commission's overall strategy for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes that are to be implemented using a multidisciplinary and integrated approach. The present proposed programme budget is also aimed at being responsive to the priorities, policy needs and emerging challenges of member States against a backdrop of increasing challenges and uncertainties.

21.4 To make progress towards more productive, inclusive and sustainable development and address the challenges faced by Latin America and the Caribbean, countries of the region would need to overcome three development traps: (a) low capacity for growth; (b) high inequality, low social mobility and weak social cohesion; and (c) low institutional capacities and ineffective governance. If the region is to achieve stronger growth, then productive development policies for growth, investment, productivity and broader policy space are necessary, as well as strengthened governance and technical, operational, political and prospective capabilities in the region.

21.5 At the fortieth session of the Commission, held in Lima in 2024, ECLAC presented to its member States the document *Development Traps in Latin America and the Caribbean: Vital Transformations and How to Manage Them*, in which it put forward a new proposal to analyse three transformations that can assist in the move towards a new development model: (a) productive transformation for higher, sustained, inclusive and sustainable growth; (b) transformation to reduce inequality and foster inclusion and social mobility; and (c) transformation to boost sustainability and combat climate change. The document includes various proposals for carrying out these transformations.

21.6 At the same time, the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals in Latin American and Caribbean countries has been affected by global instability, changing globalization trends and technological changes that are transforming the production paradigm. A more ambitious approach can help to drive the structural transformations required to sustain the path towards the fulfilment of the 2030 Agenda and the Goals. To accelerate progress towards achieving the Goals, ECLAC will use key entry points such as food systems, energy access and affordability, digital connectivity, education, jobs and social protection, and climate change, biodiversity loss and pollution.

21.7 ECLAC will continue to offer its value proposition to member States by combining its think-tank and thought leadership role; its convening role through its intergovernmental platforms and subsidiary bodies; and its operational role by providing technical cooperation, peer learning, and advisory and capacity-building services, anchored in data and evidence-based analysis and understanding of the realities of the region. The Commission will continue to foster a multisectoral approach to development and to give a voice to countries in special situations, such as the one least developed country in the region, landlocked developing countries and Caribbean small island developing States and middle-income countries.

21.8 The Commission will continue to offer its intergovernmental architecture for consensus-building and regional dialogues, to analyse the key means of implementation of the 2030 Agenda and share experiences in this area, and will continue to perform its role as technical secretariat for ECLAC subsidiary bodies and intergovernmental meetings. ECLAC will continue to provide integrated and comprehensive follow-up to world summits from a regional perspective and coordinate the region's approach to the implementation of the 2030 Agenda. It will also continue to act as the secretariat of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, supporting the follow-up and review process of the implementation of the 2030 Agenda at the regional level, and the reporting by the Forum to the high-level political forum on sustainable development at the global level, thereby linking the national, regional and global dimensions of the process.

21.9 With regard to cooperation with other entities at the global, regional, national and local levels, ECLAC will continue to work closely with the Governments of the region and other stakeholders, including the business community, academia and civil society, to reinforce links between national experiences and regional perspectives, comparability and exchange of good practices, and to provide effective technical cooperation services for transboundary issues. Furthermore, the Commission will continue its close coordination and collaboration with United Nations agencies, funds and programmes in the region and with the resident coordinator system, including through the Regional Collaborative Platform.

21.10 Collaboration will also continue with the Bretton Woods institutions, in particular the International Monetary Fund and the World Bank, and with other relevant organizations, such as the Organization of American States, the Inter-American Development Bank, the Ibero-American General Secretariat and the Development Bank of Latin America and the Caribbean. ECLAC will reinforce its close cooperation with various subregional integration mechanisms and strengthen its collaboration with private sector associations, non-governmental and civil society organizations, think tanks and academia to encourage policy dialogue and engagement in the implementation of the 2030 Agenda, which is driven primarily by member States. The Commission will continue its active participation to foster substantive global coordination among all participating entities in the United Nations Sustainable Development Group.

21.11 ECLAC will continue to enhance its bilateral and multilateral collaboration with partners within and outside the United Nations system, to strengthen its strategic partnerships and mobilize additional extrabudgetary resources to enhance the implementation of the programme of work and maximize its impact in beneficiary countries and at the regional level. The Commission will consolidate development partners' trust and confidence by undertaking strategic dialogues with them on a regular basis, ensuring the efficient delivery of mandates, showing concrete achievements and providing comprehensive information on the use of their contributions.

21.12 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) The international community continues to be committed to implementing the 2030 Agenda and achieving the Sustainable Development Goals;

(b) The countries of Latin America and the Caribbean continue to support and attach high priority to multilateralism, regional and subregional cooperation and the gradual convergence of integration schemes with a view to broadening the opportunities for achieving economic, social and environmentally sustainable development;

(c) The regional and international communities support the member States of ECLAC and respond to their specific needs and concerns.

21.13 The Commission integrates a gender perspective into its operational activities, deliverables and results, as appropriate, and will continue to ensure that gender focal points (see General Assembly resolution 78/182) are consulted in programme formulation and that gender analysis (see Assembly resolution 77/181) is integrated into all areas under the Commission's mandate.

21.14 In line with the United Nations Disability Inclusion Strategy and the ECLAC Disability Inclusion Strategy 2021–2025, the Commission will continue to implement inclusive and comprehensive measures regarding accessibility, security and improvements in audiovisual technology in conference rooms, and reasonable adaptation of office spaces and furniture to facilitate the full participation of persons with disabilities in the daily work of the Commission, with a view to further advancing their inclusion.

Legislative mandates

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

General Assembly resolutions

58/269	Strengthening of the United Nations: an agenda for further change
59/57	A Fair Globalization: Creating Opportunities for All – report of the World Commission on the Social Dimension of Globalization
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
63/260	Development-related activities
64/172; 66/155; 68/158; 71/192; 73/166; 75/182; 77/212; 78/203; 79/170	The right to development
64/200; 70/204	International Strategy for Disaster Reduction
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/289	System-wide coherence
66/71; 79/87	International cooperation in the peaceful uses of outer space

66/84; 79/96	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
66/125; 73/141; 75/151; 77/188; 78/174; 79/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
66/161; 70/159; 71/197	Globalization and its impact on the full enjoyment of all human rights
66/165; 68/180	Protection of and assistance to internally displaced persons
66/166; 70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/172; 68/179; 70/147; 74/148; 76/172; 78/217	Protection of migrants
66/200; 71/228; 75/217; 76/205; 77/165; 79/206	Protection of global climate for present and future generations of humankind
66/210; 70/211; 77/175; 79/216	Role of the United Nations in promoting development in the context of globalization and interdependence
66/213	Fourth United Nations Conference on the Least Developed Countries
66/216; 70/219; 77/181; 79/223	Women in development
66/217; 68/228; 72/235; 79/224	Human resources development
66/288	The future we want
67/12; 75/14; 77/117; 79/13	Cooperation between the United Nations and the Latin American and Caribbean Economic System
67/148; 69/151; 70/133; 74/128; 76/142; 78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/164; 69/183; 71/186; 73/163; 75/175; 79/178	Human rights and extreme poverty
67/205; 75/214; 77/163; 79/204	Towards the sustainable development of the Caribbean Sea for present and future generations
67/215; 69/225	Promotion of new and renewable sources of energy
67/217; 73/240; 75/225; 77/174; 79/215	Towards a New International Economic Order
67/218	Promoting transparency, participation and accountability in fiscal policies
67/226; 71/243; 75/233; 79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/230; 69/202	The role of the United Nations in promoting a new global human order
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/4	Declaration of the High-level Dialogue on International Migration and Development
68/134; 69/146; 71/164; 74/125; 75/152; 76/138; 77/190; 78/177	Follow-up to the Second World Assembly on Ageing
68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
68/160; 70/153; 79/166	Enhancement of international cooperation in the field of human rights
68/192; 70/179; 78/228	Improving the coordination of efforts against trafficking in persons
68/198	Information and communications technologies for development
68/201; 73/220; 75/204; 76/192; 77/152; 79/196	International financial system and development
68/202; 71/216; 72/204; 73/221; 75/205; 76/193; 77/153; 78/137; 79/197	External debt sustainability and development
68/204	Follow-up to the International Conference on Financing for Development
68/210; 71/223; 73/227; 74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/220; 72/228	Science, technology and innovation for development
68/222; 70/215; 72/230; 74/231; 76/215; 78/162	Development cooperation with middle-income countries
68/230; 70/222; 71/244; 72/237; 73/249; 74/239; 75/234; 76/221; 77/185; 78/167; 79/236	South-South cooperation

68/234; 73/254; 79/228	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/177; 71/191; 73/171; 75/179; 76/166; 77/217; 79/171	The right to food
69/187	Migrant children and adolescents
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/126; 72/142; 74/120; 76/136; 78/178	Promoting social integration through social inclusion
70/127; 74/121; 76/137; 78/179	Policies and programmes involving youth
70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/132; 74/126; 76/140; 78/181	Improvement of the situation of women and girls in rural areas
70/138; 76/146; 78/188	The girl child
70/140; 73/262; 75/237; 77/205	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
70/163	National institutions for the promotion and protection of human rights
70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons
70/189; 72/206; 76/195; 78/139	Financial inclusion for sustainable development
70/217; 72/232; 75/228; 77/246; 78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries
70/223; 71/245; 73/253; 75/235; 77/186; 78/168; 79/227	Agriculture development, food security and nutrition
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
71/177; 73/155; 76/147; 78/187	Rights of the child
71/178; 74/135; 75/168; 76/148; 77/203; 78/189; 79/159	Rights of Indigenous Peoples
71/180	International Convention on the Elimination of All Forms of Racial Discrimination
71/190; 72/172; 79/168	Promotion of a democratic and equitable international order
71/225; 75/215; 76/203; 77/245; 78/232; 79/203	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
71/229; 75/218; 79/207	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
71/230; 75/219; 77/167; 79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
71/233; 73/236; 74/225; 75/221; 76/210; 77/170; 78/157; 79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all
72/222; 74/223; 76/209; 78/156	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
73/142; 75/154; 77/189; 79/149	Inclusive development for and with persons with disabilities
73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
73/179; 75/176; 79/175	The right to privacy in the digital age
73/219; 74/201; 75/203; 76/190; 77/151; 78/134; 79/195	International trade and development
73/223; 75/208; 76/198; 77/156; 78/231; 79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
73/225; 75/211; 77/160; 79/201	Entrepreneurship for sustainable development
73/239; 75/224; 79/214	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
73/246; 75/230; 77/179; 79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
73/247; 75/231; 77/180; 79/222	Industrial development cooperation

73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
73/347; 75/323; 77/337	Cooperation between the United Nations and the Caribbean Community
74/197; 75/202; 76/189; 78/132; 79/194	Information and communications technologies for sustainable development
74/199; 75/207; 76/197; 77/155; 79/198	Promoting investments for sustainable development
74/229; 76/213	Science, technology and innovation for sustainable development
74/230; 76/214	Culture and sustainable development
74/237; 75/232; 76/219; 77/183; 79/225	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
74/307	United response against global health threats: combating COVID-19
75/131	United Nations Decade of Healthy Ageing (2021–2030)
75/157	Women and girls and the response to the coronavirus disease (COVID-19)
75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls
75/170	International Day for People of African Descent
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
75/213; 76/202; 77/162; 79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
75/216; 76/204; 77/164; 78/152; 79/205	Disaster risk reduction
75/226; 77/176; 79/217	International migration and development
75/269; 77/21	Cooperation between the United Nations and the Organisation for Economic Co-operation and Development (OECD)
76/154	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: participation
77/178; 79/220	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection
77/242; 78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
77/282	Building global resilience and promoting sustainable development through regional and interregional infrastructure connectivity
78/145	Sustainable and resilient tourism and sustainable development in Central America and the Dominican Republic
78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
79/1	The Pact for the Future

Economic and Social Council resolutions and decisions

Decision 2004/310	Implementation of and follow-up to major United Nations conferences and summits
2008/18	Promoting full employment and decent work for all
2009/5	Recovering from the crisis: a Global Jobs Pact
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education
2012/9	Poverty eradication
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2013/44; 2014/11	Follow-up to the International Conference on Financing for Development
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean
2016/8	Rethinking and strengthening social development in the contemporary world
2016/12	Establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development

2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2018/21	Admission of French Guiana as an associate member of the Economic Commission for Latin America and the Caribbean
2019/2; 2020/9; 2021/7; 2022/18; 2023/11; 2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2019/15	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2019/24; 2021/28	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2020/7	Affordable housing and social protection systems for all to address homelessness
2020/13; 2021/29; 2023/4; 2024/14	Science, technology and innovation for development
2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2021/31	Follow-up to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
2022/7	Inclusive and resilient recovery from COVID-19 for sustainable livelihoods, well-being and dignity for all: eradicating poverty and hunger in all its forms and dimensions to achieve the 2030 Agenda
2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2023/29; 2024/18	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031
2024/4	Promoting care and support systems for social development: resolution/adopted by the Economic and Social Council

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
615 (XXXI)	International migration
650 (XXXIII)	Brasilia resolution
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
655 (XXXIII); 746 (XXXVIII); 764 (XXXIX)	Caribbean Development and Cooperation Committee
657 (XXXIII); 670 (XXXIV)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
666 (XXXIV)	San Salvador resolution
690 (XXXV)	Lima resolution
697 (XXXVI)	Horizons 2030 resolution
699 (XXXVI); 719 (XXXVII); 739 (XXXVIII); 756 (XXXIX); 771 (XL)	Regional Conference on Women in Latin America and the Caribbean
700 (XXXVI)	Mexico resolution on the establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development
717 (XXXVII)	Havana resolution
722 (XXXVII); 742 (XXXVIII); 759 (XXXIX); 774 (XL)	Regional Conference on Social Development in Latin America and the Caribbean
737 (XXXVIII)	San José resolution
748 (XXXVIII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2022
751 (PLEN.36)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2023
754 (XXXIX)	Buenos Aires resolution
762 (XXXIX)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2024
767 (PLEN.37)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2025
769 (XL)	Lima resolution
777 (XL)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean

Subprogramme 1
International trade, integration and infrastructure

General Assembly resolutions

64/255; 66/260; 74/299	Improving global road safety	78/138	Commodities
76/229	Report of the United Nations Commission on International Trade Law on the work of its fifty-fourth session	79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034

Economic Commission for Latin America and the Caribbean resolutions

608 (XXX)	Promotion of coordination in studies and activities concerning South America	711 (XXXVI)	Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024

Subprogramme 2
Production and innovation

General Assembly resolutions

70/198; 74/215; 76/200	Agricultural technology for sustainable development	78/259	International Day of Science, Technology and Innovation for the South

Economic and Social Council resolution

2011/37	Recovering from the world financial and economic crisis: a Global Jobs Pact

Economic Commission for Latin America and the Caribbean resolutions

672 (XXXIV)	Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean	750 (XXXVIII)	Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean
729 (XXXVII); 747 (XXXVIII); 776 (XL)	Ministerial Conference on the Information Society in Latin America and the Caribbean		

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

63/229	Role of microcredit and microfinance in the eradication of poverty	73/222; 75/206; 76/196; 77/154	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	77/244; 78/230; 79/235	Promotion of inclusive and effective international tax cooperation at the United Nations
65/146	Innovative mechanisms of financing for development	78/271	Further modalities of the Fourth International Conference on Financing for Development

Economic and Social Council resolutions

2008/16	Committee of Experts on International Cooperation in Tax Matters
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts
2017/3	United Nations code of conduct on cooperation in combating international tax evasion
2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem
2023/14	Creating full and productive employment and decent work for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development

Economic Commission for Latin America and the Caribbean resolution

713 (XXXVI)	Regional follow-up to the outcomes of conferences on financing for development

Subprogramme 4
Social development and equality

General Assembly resolutions

66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human rights and Fundamental Freedoms
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief
74/2	Political declaration of the high-level meeting on universal health coverage
75/130	Global health and foreign policy: strengthening health system resilience through affordable health care for all
76/1	United against racism, racial discrimination, xenophobia and related intolerance
78/164	Eradication of poverty and other development issues: implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
78/261	“World Social Summit” under the title “Second World Summit for Social Development”

Economic and Social Council resolutions

2012/11	Mainstreaming disability in the development agenda
2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2024/6	Fostering social development and social justice through social policies to accelerate progress on the implementation of the 2030 Agenda for Sustainable Development and to achieve the overarching goal of poverty eradication

Subprogramme 5
Gender equality and women’s autonomy

General Assembly resolutions

67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human rights and Fundamental Freedoms: protecting women human rights defenders
68/191; 70/176	Taking action against gender-related killing of women and girls

69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/236	World Survey on the Role of Women in Development
70/130; 76/141; 78/180	Violence against women migrant workers
71/170	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: domestic violence
72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
73/146; 75/158; 77/194; 79/154	Trafficking in women and girls
73/153; 75/167; 77/202; 79/158	Child, early and forced marriage
73/154; 75/166; 77/201	Protecting children from bullying
73/294	Twenty-fifth anniversary of the Fourth World Conference on Women
73/302; 75/321; 76/303; 78/331	United Nations action on sexual exploitation and abuse
76/7	2021 Political Declaration on the Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
77/193	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals
78/279	International Year of the Woman Farmer, 2026
78/288	Twenty-fifth anniversary of the International Day for the Elimination of Violence against Women

Economic and Social Council resolutions

2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
2009/15; 2022/4	Future organization and methods of work of the Commission on the Status of Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
2012/16	Promoting efforts to eliminate violence against migrants, migrant workers and their families
2015/21	Taking action against gender-related killing of women and girls
2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2020/15	Multi-year programme of work of the Commission on the Status of Women
2022/5	Thirtieth anniversary of the Fourth World Conference on Women

Subprogramme 6
Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
61/295	United Nations Declaration on the Rights of Indigenous Peoples
73/195	Global Compact for Safe, Orderly and Regular Migration
75/314	Establishment of the Permanent Forum of People of African Descent
76/266	Progress Declaration of the International Migration Review Forum

Economic and Social Council decisions

2022/332	Cycle for the review and appraisal of the implementation of the Programme of Action of the International Conference on Population and Development
2022/354	Report of the Permanent Forum on Indigenous Issues on its twenty-first session and provisional agenda of its twenty-second session
2023/341	Report of the Permanent Forum on Indigenous Issues on its twenty second session and provisional agenda of its twenty-third session
2024/327	Report of the Commission on Population and Development on its fifty-seventh session and provisional agenda for its fifty-eighth session

Economic Commission for Latin America and the Caribbean resolutions

569 (XXVII)	Latin American and Caribbean Demographic Centre-Population Division of ECLAC	681 (XXXV); 723 (XXXVII); 743 (XXXVIII); 760 (XXXIX)	Regional Conference on Population and Development in Latin America and the Caribbean

Subprogramme 7
Sustainable development and human settlements

General Assembly resolutions

48/189	United Nations Framework Convention on Climate Change	71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
63/281	Climate change and its possible security implications		
64/203	Convention on Biological Diversity		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	71/256	New Urban Agenda
		76/300	The human right to a clean, healthy and sustainable environment
71/231; 79/209	Report of the United Nations Environment Assembly of the United Nations Environment Programme		

Economic and Social Council resolution

2017/24	Human settlements

Economic Commission for Latin America and the Caribbean resolutions

594 (XXIX)	World Summit on Sustainable Development	725 (XXXVII); 744 (XXXVIII)	Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
686 (XXXV); 693 (PLEN.30); 706 (XXXVI)	Application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean		

United Nations Environment Assembly resolutions

1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
		5/12	Environmental aspects of minerals and metals management

Subprogramme 8
Natural resources

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session	76/129	International Year of Sustainable Mountain Development, 2022
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	76/153; 78/206	The human rights to safe drinking water and sanitation
70/235; 77/248; 78/69; 79/144	Oceans and the law of the sea	78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development
71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028		

Economic and Social Council resolutions and decisions

2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources	2006/49	Outcome of the sixth session of the United Nations Forum on Forests

Economic Commission for Latin America and the Caribbean resolution

669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 9
Planning and public management for development

General Assembly resolutions

69/327	Promoting inclusive and accountable public services for sustainable development	71/327	The United Nations in global economic governance

Economic and Social Council resolutions

2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session	2022/9	Report of the Committee of Experts on Public Administration on its twenty-first session
2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session	2023/28	Report of the Committee of Experts on Public Administration on its twenty second session
2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session	2024/16	Report of the Committee of Experts on Public Administration on its twenty third session
2021/12	Report of the Committee of Experts on Public Administration on its twentieth session		

Economic Commission for Latin America and the Caribbean resolutions

701 (XXXVI); 740 (XXXVIII); 757 (XXXIX); 772 (XL)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

Subprogramme 10
Statistics

General Assembly resolution

68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions and decisions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission
2006/6	Strengthening statistical capacity	2016/27	Strengthening institutional arrangements on geospatial information management
2013/21	Fundamental Principles of Official Statistics		

Economic Commission for Latin America and the Caribbean resolutions

649 (XXXIII); 668 (XXXIV); 678 (XXXVI); 702 (XXXVI); 721 (XXXVII); 741 (XXXVIII); 758 (XXXIX); 773 (XL)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	712 (XXXVI)	Regional integration of statistical and geospatial information

Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

General Assembly resolutions

69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	77/177; 78/233; 79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
71/101 A; 78/80 A; 79/93 A	Questions relating to information: information in the service of humanity		

Economic and Social Council resolutions

2004/52	Long-term programme of support for Haiti	2022/19	Programme of action for the least developed countries for the decade 2022–2031
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women	2024/20	Ad Hoc Advisory Group on Haiti

Economic Commission for Latin America and the Caribbean resolution

624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti

Subprogramme 12
Subregional activities in the Caribbean

General Assembly resolutions

68/304	Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes	73/104; 76/86; 77/130; 78/82; 79/95	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	73/292	2020 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
70/128; 76/135	Cooperatives in social development	75/122; 77/149; 78/101; 79/114	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
70/263	Cooperation between the United Nations and the International Organization for Migration	75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
70/296	Agreement concerning the Relationship between the United Nations and the International Organization for Migration	77/283	Strengthening Voluntary National Reviews through Country-led Evaluation
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	77/289	Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030
73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases		

77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
78/327	Modalities of the 2026 United Nations Water Conference to accelerate the implementation of Sustainable Development Goal 6: ensure availability and sustainable management of water and sanitation for all

Economic and Social Council resolutions

2015/10	2020 World Population and Housing Census Programme
2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2021/2 A and B; 2022/21; 2023/33; 2024/21	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2021/11	Report of the Committee for Development Policy on its twenty-third session
2021/27; 2024/17	United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases
2022/8	Report of the Committee for Development Policy on its twenty-fourth session
2023/10	Report of the Committee for Development Policy on its twenty-fifth session
2023/12	Future organization and methods of work of the Commission for Social Development

Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

General Assembly resolutions

65/177; 78/166	Operational activities for development of the United Nations system
66/223	Towards global partnerships
71/318	Second High-level United Nations Conference on South-South Cooperation
77/29; 78/120; 79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic Commission for Latin America and the Caribbean resolutions

730 (XXXVII); 749 (XXXVIII)	Committee on South-South Cooperation
731 (XXXVII)	Seventieth anniversary of the Economic Commission for Latin America and the Caribbean
752 (PLEN.36)	Establishment of the Regional Conference on South-South Cooperation in Latin America and the Caribbean
781(XL)	Regional Conference on South-South Cooperation in Latin America and the Caribbean

Deliverables

21.16 Table 21.1 lists all cross-cutting deliverables of the programme.

Table 21.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**5**	**5**	**3**	**5**
1. Draft of the programme of work of the ECLAC system	1	1	1	1
2. Report on the activities of the Commission	1	1	1	1
3. Report on the session of the Commission	1	1	–	1
4. Report on the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	1	1	1	1
5. Main substantive document to be discussed at the session of the Commission	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	**32**	**32**	**19**	**32**
Meetings of:				
6. The Commission	15	15	–	15
7. The Committee of the Whole	–	–	2	–
8. The Forum of the Countries of Latin America and the Caribbean on Sustainable Development	10	10	10	10
9. The Regional Collaborative Platform	2	2	2	2
10. The Committee for Programme and Coordination	1	1	1	1
11. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
12. The Fifth Committee	2	2	2	2
B. Generation and transfer of knowledge				
Publications (number of publications)	**5**	**5**	**5**	**5**
13. *CEPAL Review*	3	3	3	3
14. On the implementation of the 2030 Agenda and the Sustainable Development Goals in Latin America and the Caribbean	1	1	1	1
15. On the joint activities with agencies, funds and programmes with a presence in the region	1	1	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, fact sheets, wall charts and information kits; the *ECLAC Notes* electronic newsletter; and public information materials related to events and special observances.				
External and media relations: tours of ECLAC premises; photographic coverage of meetings and activities, and audiovisual products on the work of ECLAC; press conferences and media events for flagship publications and other relevant documents; and press releases and interviews with United Nations/ECLAC spokespersons by national and international news media.				
Digital platforms and multimedia content: regional inter-agency knowledge and data platform on the achievement of the Sustainable Development Goals; ECLAC digital repository; and social media campaigns.				

Evaluation activities

21.17 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) The Office of Internal Oversight Services synthesis review of evaluation results for regional economic commissions – contributions to economic development;

(b) Evaluation of a project on Caribbean small island developing States' relevant climate change and disasters indicators (subprogrammes 10 and 12).

21.18 In response to the results of the evaluations referenced above, ECLAC has revised its offer of e-learning courses and is exploring the creation of opportunities with partner institutions to identify opportunities to sustain and scale project benefits.

21.19 The following evaluations are planned for 2026:

(a) Evaluation of the ECLAC strategy for gender mainstreaming;

(b) Evaluation of a project on inclusive public management systems for sustainable development (subprogramme 9).

Programme of work

Subprogramme 1
International trade, integration and infrastructure

Objective

21.20 The objective, to which this subprogramme contributes, is to strengthen the role of Latin America and the Caribbean in international trade and the global economy by deepening regional integration and enhancing logistics and infrastructure as a means to foster sustainable development.

Strategy

21.21 To contribute to the objective, the subprogramme will:

(a) Propose adjustments to national and regional trade policies to address emerging challenges and harness new opportunities regarding innovation and technological progress; export diversification opportunities related to nearshoring initiatives; cross-border digital trade; trade in services; global and regional value chains and internationalization of small and medium-sized enterprises; new public and private standards; gender mainstreaming; environmental sustainability; and links with other emerging issues;

(b) Evaluate the negotiation, implementation and administration of trade agreements at the bilateral, regional and multilateral levels, with a focus on regional integration initiatives and trade relations with Asia and the Pacific;

(c) Advocate for export diversification, enhancement of inter-agency coordination and public-private cooperation, institutional modernization and trade facilitation;

(d) Foster integrated logistics and mobility policies and their coordination at the subregional level, considering regional integration initiatives, including the sharing of good practices and lessons learned, to address the infrastructure investment gap in the region;

(e) Analyse logistics, trade facilitation and infrastructure development at the national and transboundary levels, in particular in landlocked developing countries and countries with special needs.

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

(a) National policies that promote more sustained, inclusive and sustainable economic growth through sustainable consumption and production patterns;

(b) The formulation and negotiation of trade policies by countries and implementation and administration of trade agreements at the bilateral, regional, plurilateral and multilateral levels, while ensuring special and differentiated treatment for developing countries;

(c) More effective participation by countries in the region in global and regional value chains, including through reduced logistics overcost and increased sustainable trade.

Programme performance in 2024

Free trade agreement between China and Ecuador

21.23 Decision-making regarding changes in trade policy benefit from economic and social impact assessments, which, together with proper coordination between the public and private sectors, can help to reduce the

trap of low growth capacity, minimize social costs that exacerbate the trap of low social mobility and support institutional strengthening. In this context, the subprogramme provided technical support to Ecuador in assessing the impact of a potential trade agreement between it and China. In 2023, high-level meetings were held with negotiators and ministers, and the subprogramme produced a document with findings and policy recommendations. The subprogramme's knowledge products and capacity-building activities contributed to the negotiating process and the ratification of a trade agreement.

21.24 Progress towards the objective is presented in the performance measure below (see table 21.2).

Table 21.2
Performance measure: support for trade policy decision-making of Ecuador

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Ecuador has at its disposal simulations of the possible effects of a potential trade agreement between it and China	Ecuador and China sign a trade agreement	The National Congress of Ecuador ratified a trade agreement with China, and it comes into effect

Planned results for 2026

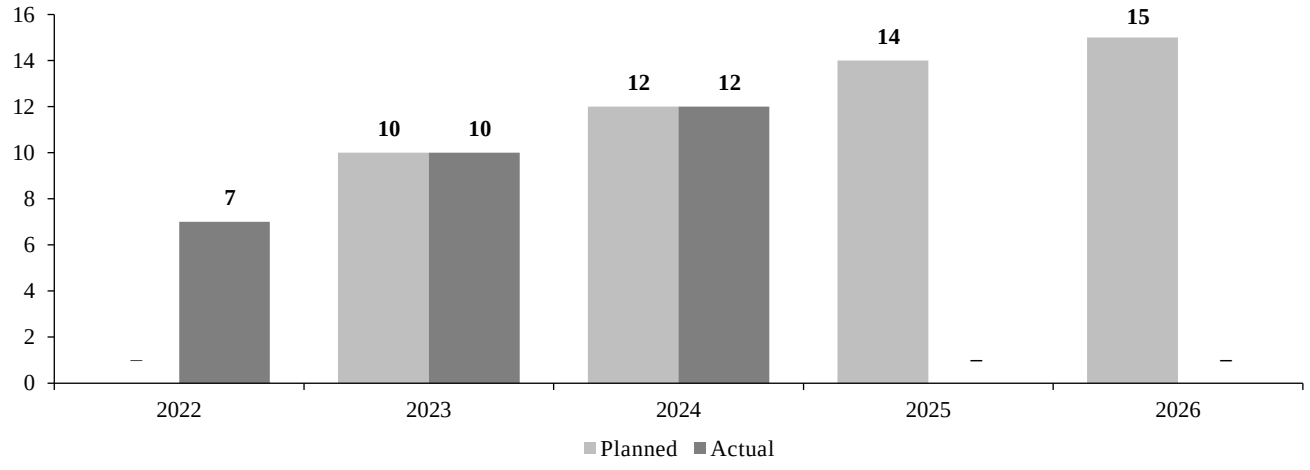
Result 1: member States promote the participation of small and medium-sized enterprises in cross-border e-commerce

Programme performance in 2024 and target for 2026

21.25 The subprogramme's work contributed to two additional national institutions implementing new policy measures to foster the digital transformation of small and medium-sized enterprises and their participation in cross-border e-commerce, which met the planned target.

21.26 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.I).

Figure 21.I
Performance measure: number of Latin American and Caribbean national institutions implementing new policy measures to foster the digital transformation of small and medium-sized enterprises and their participation in cross-border e-commerce (cumulative)



Result 2: improved coordination of policies on sustainable and resilient food trade, transport systems and logistics for better regional food security

Programme performance in 2024 and target for 2026

21.27 The subprogramme's work contributed to countries having access to analyses of gaps and opportunities in food security related to trade flows, transport and logistics systems. The planned target was not met owing to delays in technical assistance activities.

21.28 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.3).

Table 21.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Countries of the region proposed to establish a regional working group to support the implementation of a regional food security plan	Countries of the region agreed on strategic issues to improve coordination in agrifood trade	Countries have access to analysis and insights on gaps and opportunities in food security related to trade flows, transport and logistics systems	Countries develop policy measures to strengthen transport and logistics systems aimed at increasing resilience in food supply	Countries strengthen bilateral cooperation to support sustainable and resilient food trading and transport systems and logistics

Result 3: policies enhancing comprehensive and accessible physical integration, infrastructure, transport and logistics

Proposed programme plan for 2026

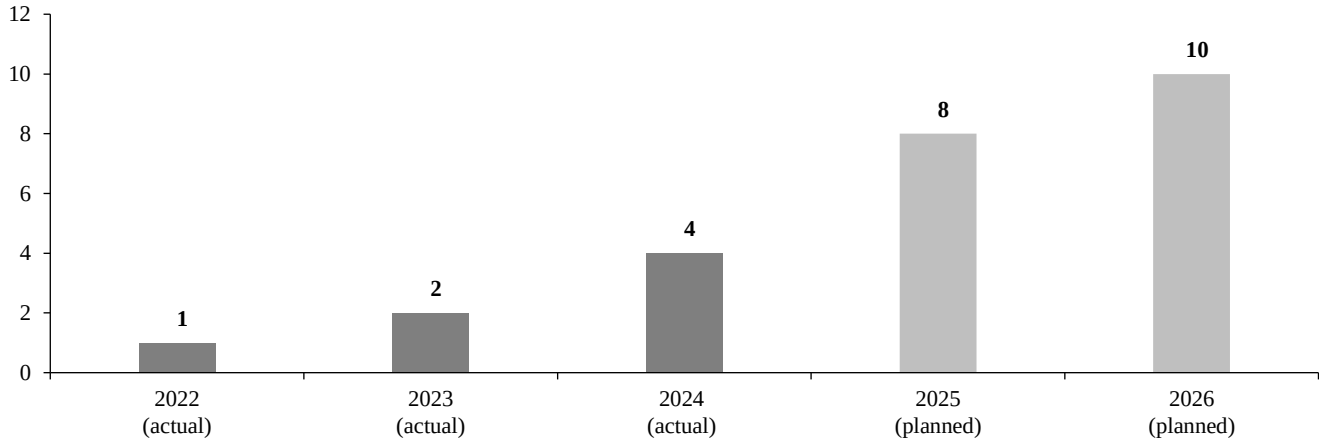
21.29 The subprogramme has made progress in developing a comprehensive database that includes infrastructure, transport and logistics data from countries of the region. This database helps with tracking and analysing key economic indicators, which can support policy recommendations and strategic initiatives and further strengthen the regional capacity to monitor and improve transport and logistics networks. Through collaboration with countries, the subprogramme has enhanced data collection on a diverse array of transport infrastructure, covering modes such as road, rail, inland waterways, ports, airports, intermodal terminals, logistics centres and border crossing points. These data are available on an accessible platform.

Lessons learned and planned change

21.30 The lesson for the subprogramme was that persistent data gaps could hinder the effective identification of challenges and the development of tailored support to member States. In applying the lesson, the subprogramme will support the development of a more comprehensive and coordinated data-collection process in close coordination with member States and will support the identification of infrastructure gaps to better tailor its offer of more targeted and timely support to member States.

21.31 Expected progress towards the objective is presented in the performance measure below (see figure 21.II).

Figure 21.II
Performance measure: number of new policy proposals related to regional physical integration, infrastructure, transport and logistics (cumulative)



Deliverables

21.32 Table 21.4 lists all deliverables of the subprogramme.

Table 21.4
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
1. Provision of infrastructure and logistics services that promote economic efficiency, social equality and environmental sustainability and increase the integration of physical infrastructure in the region	1	1	1	1
Seminars, workshops and training events (number of days)	**8**	**8**	**8**	**9**
2. Workshops and seminars on the relationship between regional trade policy and the attainment of the Sustainable Development Goals; comparative strategies for deepening regional value chains; new challenges in the region related to resilient infrastructure policies; strengthening international trade and regional integration for sustainable development; links between trade and other public policies in the light of developments in the global economy and international trade; cooperation and trade facilitation initiatives in the region; and enhanced integration in foreign trade in Brazil	8	8	8	9
Publications (number of publications)	**20**	**20**	**19**	**19**
3. *International Trade Outlook for Latin America and the Caribbean*	1	1	1	1
4. On economic relations with the United States of America; capital flows to the region; emerging trade; and financial issues in the global economy and the achievement of the Sustainable Development Goals in Latin America and the Caribbean	8	8	7	7
5. On trade and development; maritime transport, sustainable logistics, mobility and infrastructure policies and regional integration; and value chains, modern services and e-commerce in the region	11	11	11	11
Technical materials (number of materials)	**10**	**10**	**10**	**10**
6. Bulletin on the facilitation of transport and trade in Latin America and the Caribbean	6	6	6	6
7. On international trade in goods in Latin America and the Caribbean	4	4	4	4

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on value chains, trade policy, integration, sustainable logistics, mobility and infrastructure policies, and social and sustainability issues.

Databases and substantive digital materials: databases on trade data and disputes, including the Interactive Graphic System for International Trade Data, bond issuance, spreads and credit ratings, the Maritime and Logistics Profile of Latin America and the Caribbean data tool, and other data on infrastructure services.

D. Communication deliverables

Outreach programmes, special events and information materials: *CEPAL News* newsletter.

Subprogramme 2
Production and innovation

Objective

21.33 The objective, to which this subprogramme contributes, is to enhance the diversification and structural transformation of productive structures through investment, innovation and the diffusion of new technology and to strengthen links and networks between firms.

Strategy

21.34 To contribute to the objective, the subprogramme will:

(a) Promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development, with a view to encouraging diversification and structural change among stakeholders at the regional, national and local levels through meetings, seminars and virtual forums, including the provision of technical cooperation services, such as specific training courses and workshops;

(b) Focus on the integration of innovation and new, low-carbon and low-emission technologies in production processes, with an emphasis on technology convergence (i.e., the integration of the Internet of things, 5G, big data, artificial intelligence, information technology, cognitive science, nanotechnology and biotechnologies) and new manufacturing processes (e.g., the industrial Internet and biomanufacturing); on capacity-building in convergent technologies; and on mainstreaming a gender perspective on structural change, with regard to productivity, digital, employment and skills gaps;

(c) Conduct economic analyses and research on the basis of the generation, processing and analysis of information and indicators, disseminate the results of those studies and submit policy recommendations to governments, regional bodies and other relevant stakeholders;

(d) Facilitate the connection of micro-, small and medium-sized enterprises with larger firms that use advanced technologies so as to integrate them into the process of learning and competition in foreign and domestic markets and increase the dissemination of technology in dynamic sectors that ECLAC identifies as drivers of productivity growth;

(e) Analyse and measure the impact of foreign direct investment so as to devise productive development policies that will have positive effects on the diversification of production and export structures; and provide technical assistance, upon request, on the assessment, development and implementation of productive development policies and strategies, thus contributing to the attainment of Sustainable Development Goal 9;

(f) Continue to provide analysis of firms and sectors in the region and further support member States in mitigating fragilities and imbalances in the productive structure, with specific attention given to the digitalization of the productive sector;

(g) Conduct analyses and applied research on issues relevant to productive diversification and the sustainability and social inclusiveness of agriculture and bioeconomy development;

(h) Promote the coherence, integration and coordination of national and regional policies and institutions in agricultural development and provide technical assistance on issues related to sustainable agriculture, bioeconomy development and the sustainable use of genetic resources, helping member States to make progress towards the achievement of Sustainable Development Goals 2, 8, 9, 12, 13, 14 and 15.

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

(a) The design and implementation of productive development and technology policies by governments and regulators aimed at diversifying the productive structure and building capacities in Latin American and Caribbean countries;

(b) The incorporation of innovation and new convergent technologies into production processes;

(c) The design and implementation of policies by governments and regulators that heighten local innovation and adaptation, helping to leverage the potential of foreign direct investment;

(d) Member States moving towards more sustainable patterns of consumption and production;

(e) A diversification process associated with the creation of new opportunities for formal jobs and productivity growth;

(f) Increased resilience of the productive sectors through a significant increase in the digitalization of firms, including micro-, small and medium-sized enterprises;

(g) The incorporation of new concepts and technologies into the design and implementation of evidence-based bioeconomy- and digitization-related policies and strategies for sustainable and inclusive agriculture, food systems and rural development;

(h) The design and implementation of productive and technology policies in agriculture and bioeconomy aimed at diversifying the productive structure and increasing value addition.

Programme performance in 2024

Improved policy for closing connectivity gaps in Chile

21.36 Closing Internet access gaps is a priority in digital transformation policies in order to ensure that no one is left behind. The subprogramme supported the Senate of Chile in the development of a connectivity strategy through the generation of input, the exchange of experiences with the private sector and academia and the coordination of working groups with relevant actors in the digital arena.

21.37 Progress towards the objective is presented in the performance measure below (see table 21.5).

Table 21.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Policymakers received input and exchanged experiences with stakeholders on connectivity issues in Chile	A digital connectivity policy was developed and presented by the Senate of Chile

Planned results for 2026

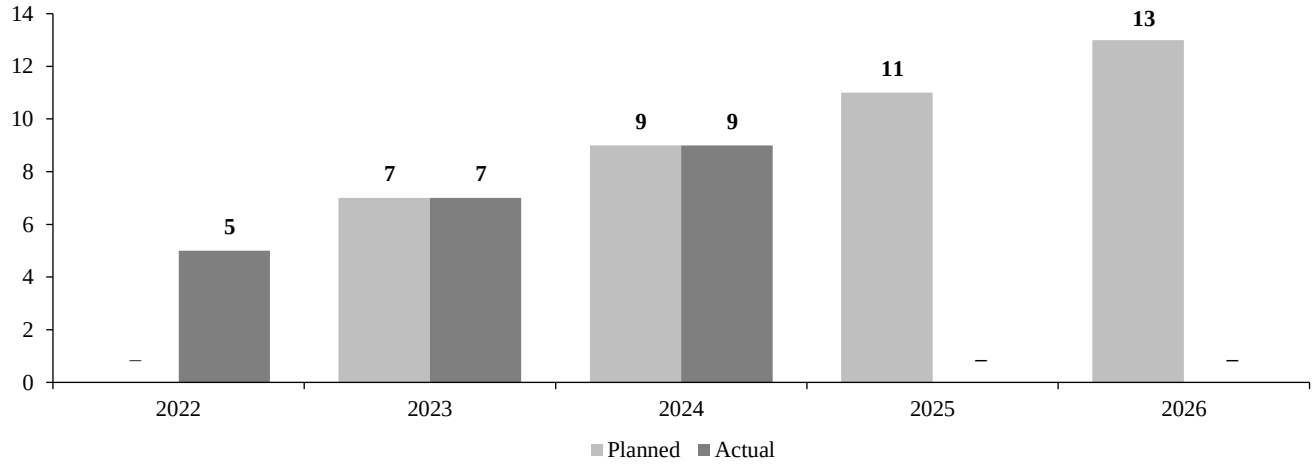
Result 1: improved policies to promote productive development in Latin America and the Caribbean

Programme performance in 2024 and target for 2026

21.38 The subprogramme's work contributed to the development of two additional public policies for local productive development, which met the planned target.

21.39 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.III).

Figure 21.III
Performance measure: number of policy measures implemented by government institutions to promote productive development in areas related to business strategies, investment and territorial economic development (cumulative)



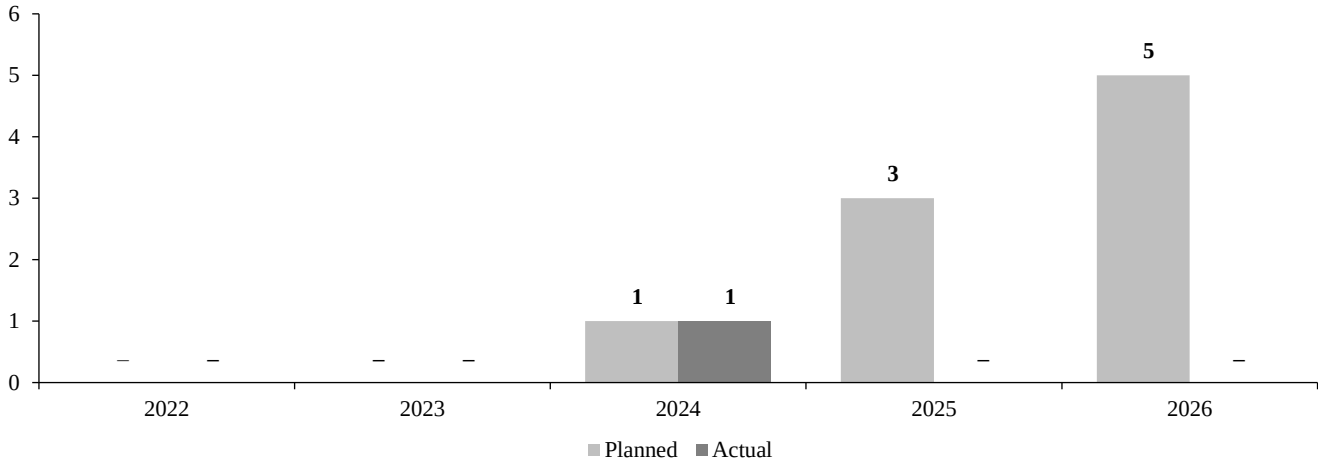
Result 2: increased and enhanced cluster initiatives and other territorial productive articulation initiatives

Programme performance in 2024 and target for 2026

21.40 The subprogramme's work contributed to the development of one additional public policy for cluster development, which met the planned target.

21.41 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.IV).

Figure 21.IV
Performance measure: number of new policy measures adopted by productive development governmental institutions aimed at promoting cluster initiatives or other territorial productive articulation initiatives (cumulative)



Result 3: enhanced productive development policies to drive productivity growth across key sectors

Proposed programme plan for 2026

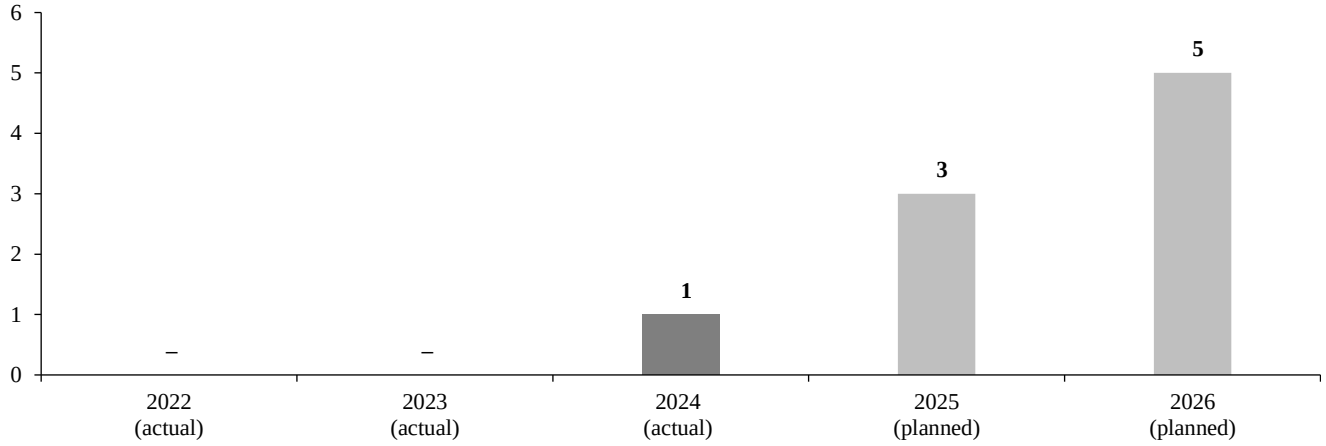
21.42 The subprogramme supports member States in addressing economic development issues such as low investment, stagnating and uneven productivity and a poor business environment by helping to strengthen institutional capacities and governance in order to improve the design and implementation of development policies. It also supports the scaling up of policies that promote innovation and technology adoption, with a focus on small-scale businesses.

Lessons learned and planned change

21.43 The lesson for the subprogramme was that policies aimed at reducing productivity disparities across sectors, regions and firm sizes could help to foster equitable economic growth and be more effective when developed and implemented through multi-stakeholder collaboration. In applying the lesson, the subprogramme will promote stronger partnerships between the public and private sectors and engage actively with stakeholders involved in policymaking to ensure inclusive and sustainable productivity growth.

21.44 Expected progress towards the objective is presented in the performance measure below (see figure 21.V).

Figure 21.V
Performance measure: number of new and/or improved productive development policies adopted by national or subnational governments to drive productivity growth across key sectors (cumulative)



Deliverables

21.45 Table 21.6 lists all deliverables of the subprogramme.

Table 21.6
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**6**	**12**	**6**	**6**
1. Meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	–	6	6	–
2. Preparatory meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	6	6	–	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**2**	**3**
3. On the region's production structure, foreign direct investment, new and emerging technologies and policy; and on issues related to agriculture	1	1	2	3
Seminars, workshops and training events (number of days)	**47**	**47**	**54**	**53**
4. Training and seminars on foreign direct investment and small and medium-sized enterprises, new and emerging technologies and productive structure diversification; diversification and structural transformation of productive structures to foster a productive, inclusive and sustainable future; and productive development in agriculture, the bioeconomy and the rural economy	6	6	9	10
5. Training courses on innovation policy management and economies of the region	35	35	35	35
6. Meeting of experts to analyse recent structural changes, study the trends and progress of the digital economy, and examine recent trends in the behaviour of economic agents in sectors and countries in the region; and meeting of experts to analyse productive development policies for sustainable agriculture, sustainable food systems, the bioeconomy or digitalization in agriculture	6	6	10	8

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Publications (number of publications)	**7**	**7**	**11**	**11**
7. *The Outlook for Agriculture and Rural Development in the Americas*	–	–	1	1
8. *Foreign Direct Investment in Latin America and the Caribbean*	1	1	1	1
9. *Panorama of Productive Development Policies in Latin America and the Caribbean*	–	–	1	1
10. Position document for the Conference on Science, Innovation and Information and Communications Technologies	–	–	1	–
11. On the production structure of the region, foreign investment, industrial policies, digital technologies and innovation; and on structural, social, institutional or environmental challenges in agriculture	5	5	6	6
12. On technological, productive or trade performance in Argentina	1	1	1	1
13. On capabilities for the management of productive sustainable transformation	–	–	–	1

C. **Substantive deliverables**

Consultation, advice and advocacy: advice to member States, upon request, on policies and strategies for productive development and competitiveness, sustainable agriculture, sustainable food systems, bioeconomy, and digitalization in agriculture; public-private partnerships; foreign direct investment; small and medium-sized enterprises; and innovation systems and new and emerging technologies.

Databases and substantive digital materials: databases on economic activity in specific sectors; software for the analysis of the competitiveness of nations; and statistical information on the main economic agents in the region.

Subprogramme 3
Macroeconomic policies and growth

Objective

21.46 The objective, to which this subprogramme contributes, is to foster sustainable and inclusive growth in Latin America and the Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues and to evaluate, design and implement development-centred macroeconomic and development financing policies that incorporate a gender perspective and are based on comparative policy analysis.

Strategy

21.47 To contribute to the objective, the subprogramme will:

(a) Prepare the annual *Economic Survey of Latin America and the Caribbean, the Preliminary Overview of the Economies of Latin America and the Caribbean, the Fiscal Panorama of Latin America and the Caribbean* and other reports focusing on Latin America and the Caribbean to support member States in responding to current and emerging macroeconomic and financing for development trends;

(b) Conduct applied analysis to support member States in the evaluation and formulation of macroeconomic and financing for development policies that promote equitable economic growth in line with the Sustainable Development Goals;

(c) Facilitate South-South interaction of policymakers and dialogue with regional and international organizations through seminars, including the annual Regional Seminar on Fiscal Policy, and through workshops on macroeconomic and financing for development policies;

(d) Foster the establishment and operation of networks of key stakeholders, including policymakers, academics, private sector analysts, members of civil society organizations and the public at large, to enable regional discussion of key macroeconomic and financing for development issues;

(e) Provide technical cooperation and advisory services, upon request, in the areas of macroeconomic, labour and financing for development policies.

21.48 These workstreams will help member States to make progress towards achieving the Sustainable Development Goals, with an emphasis on Goals 8, 16 and 17.

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

(a) Enhanced analysis of current and emerging macroeconomic and development finance issues by policymakers and other stakeholders in the region;

(b) Strengthened evaluation, design and implementation by policymakers of macroeconomic and development financing policies that mainstream a gender perspective and are based on comparative policy analysis.

Programme performance in 2024

Regional push for progressive global taxation to finance sustainable development

21.50 The subprogramme has supported countries in developing common positions on domestic and international tax issues in order to bolster resource mobilization efforts to finance the development and climate investment needed to achieve the Sustainable Development Goals. As the technical secretariat of the Regional Platform for Tax Cooperation in Latin America and the Caribbean, the subprogramme provided analytical input to the progressive taxation working group as it reviewed policy options, in particular for income and wealth taxes. Building on those discussions, Brazil presented a proposal for a global minimum wealth tax to the Group of 20 during its presidency.

21.51 Progress towards the objective is presented in the performance measure below (see table 21.7).

Table 21.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Regional Platform for Tax Cooperation in Latin America and the Caribbean was launched and ECLAC was designated the technical secretariat	Brazil presented a proposal for a global minimum wealth tax to the Group of 20

Planned results for 2026

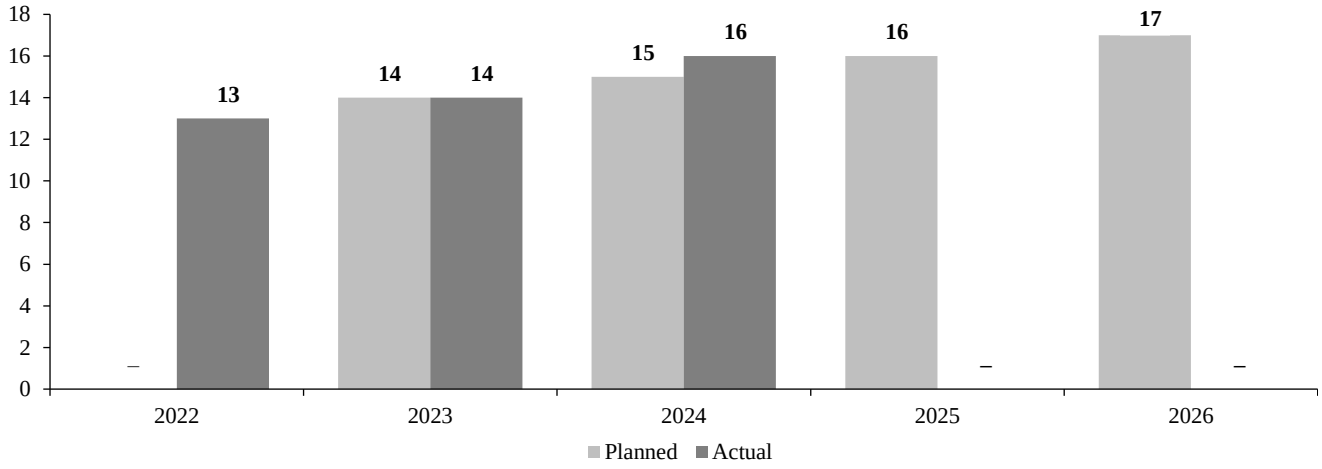
Result 1: strengthened resource mobilization to support sustainable development and the achievement of the Sustainable Development Goals in Latin America and the Caribbean

Programme performance in 2024 and target for 2026

21.52 The subprogramme's work contributed to two additional national resource mobilization, policies and strategies, in the Dominican Republic and Guatemala, which exceeded the planned target.

21.53 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.VI).

Figure 21.VI
Performance measure: resource mobilization policies and strategies to support sustainable development and the achievement of the Sustainable Development Goals (cumulative)



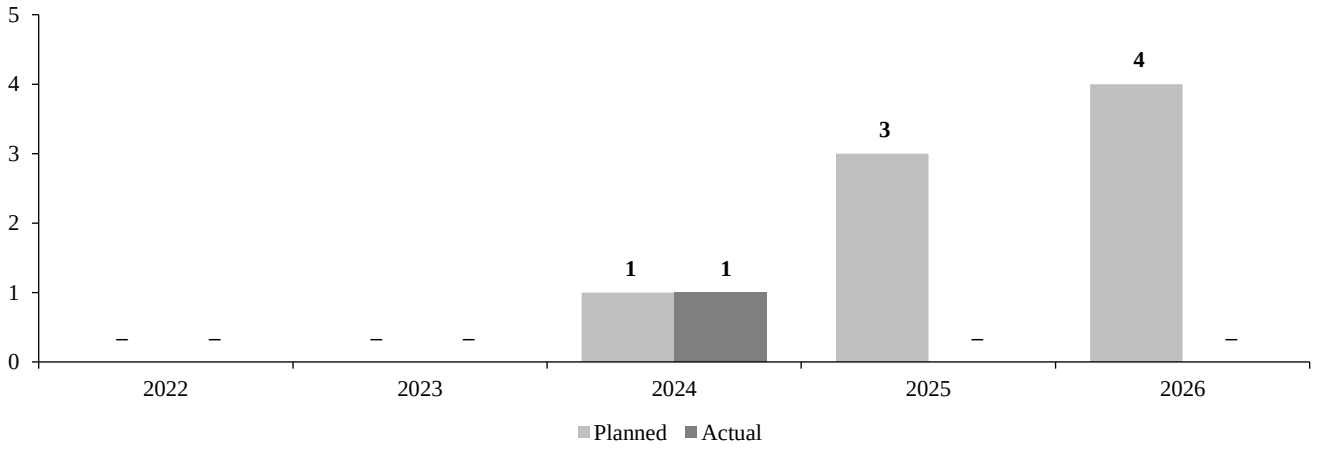
Result 2: macroeconomic and financing for development policies for economic growth, investment, fiscal sustainability and climate resilience

Programme performance in 2024 and target for 2026

21.54 The subprogramme's work contributed to the adoption of the Income Tax (Amendment) Act in Jamaica, which met the planned target.

21.55 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.VII).

Figure 21.VII
Performance measure: number of growth, investment or financing strategies adopted in line with objectives outlined during the United Nations climate change conferences starting in 2023 (cumulative)



Result 3: strengthened tax expenditure policymaking to support the Sustainable Development Goals

Proposed programme plan for 2026

21.56 Tax expenditure, or revenue foregone owing to preferential tax treatments, is used widely in the region and can have an impact on the resources that countries can deploy to finance the Sustainable

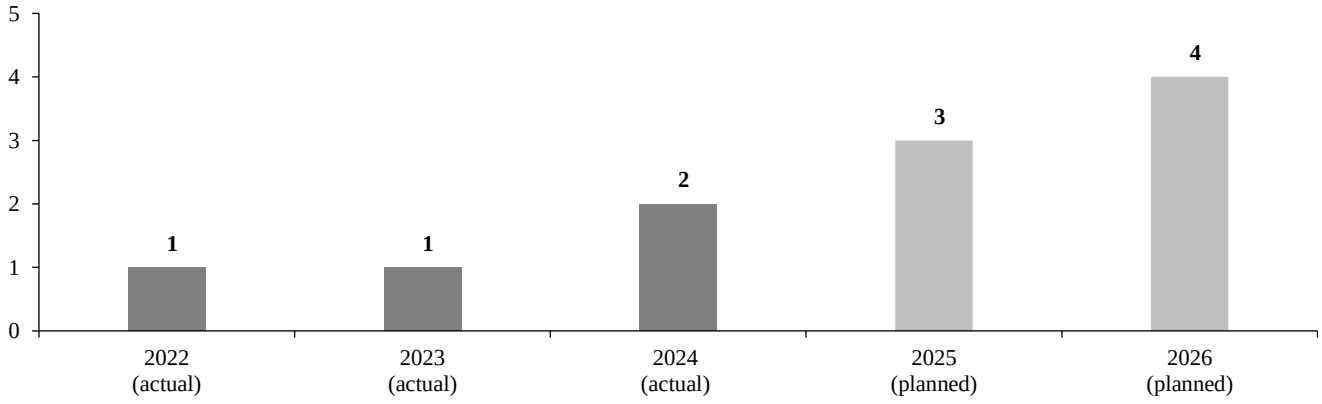
Development Goals. ECLAC estimates that revenue losses due to tax expenditure in 2021 averaged 3.7 per cent of gross domestic product in the region, equivalent to 19 per cent of average central government budgetary expenditure. The subprogramme is providing member States with technical reports and capacity-building workshops to improve the quantification of tax expenditure and the evaluation of preferential tax treatments.

Lessons learned and planned change

21.57 The lesson for the subprogramme was that countries could benefit from workshops in which they can share their experiences and learn from other countries, combined with the discussion of analytical material on emerging policy topics. In applying the lesson, the subprogramme will expand knowledge-sharing spaces in technical workshops to strengthen the capacity of policymakers to analyse and review tax expenditure with the aim of aligning them with the requirements to achieve the Sustainable Development Goals.

21.58 Expected progress towards the objective is presented in the performance measure below (see figure 21.VIII).

Figure 21.VIII
Performance measure: number of countries estimating and evaluating tax expenditure in line with the objectives of the Sustainable Development Goals (cumulative)



Deliverables

21.59 Table 21.8 lists all deliverables of the subprogramme.

Table 21.8
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**6**	**6**	**6**	**6**
1. Seminars, meetings of experts, workshops and training events on macroeconomic, fiscal and financing policies in Latin America and the Caribbean	6	6	6	6
Publications (number of publications)	**13**	**13**	**13**	**12**
2. *Economic Survey of Latin America and the Caribbean*	1	1	1	1
3. *Fiscal Panorama of Latin America and the Caribbean*	1	1	1	1
4. *Preliminary Overview of the Economies of Latin America and the Caribbean*	1	1	1	1
5. On macroeconomic, sectoral, fiscal and financing policies in Latin America and the Caribbean	7	7	7	7

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
6. On specific economic issues in Uruguay	1	1	1	1
7. On a high-priority issue concerning macroeconomic and development policies in Colombia	1	1	1	–
8. On current and emerging macroeconomic and development finance issues in Brazil to foster sustainable and inclusive growth	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on macroeconomic, fiscal and monetary policy analysis and formulation, macroeconomic analysis and systems for monitoring economic development, and on the design and implementation of financing for development schemes and policies geared towards financial and productive development and/or social protection; technical cooperation services, upon request, in the fields of social policy, equality and structural change in Uruguay; and technical cooperation services to public agencies of Colombia, at their request.

Databases and substantive digital materials: statistical information for policymakers, academia and private sector analysts on economic, monetary and financial variables for countries in the region; and statistical data sets covering government operations, public debt, tax revenue and revenue from non-renewable natural resources.

Subprogramme 4
Social development and equality

Objective

21.60 The objective, to which this subprogramme contributes, is to improve the overall well-being of the people of the region and achieve greater social and economic equality in line with the 2030 Agenda and with full respect for human rights.

Strategy

21.61 To contribute to the objective, the subprogramme will focus on addressing the multiple dimensions of poverty, inequality and well-being; bridging gaps in well-being and addressing inequalities; ensuring access to universal, comprehensive and sustainable social protection; promoting social and labour inclusion policies; promoting health, pensions and educational policies as key elements of inclusive social development; and improving the capacity of social policy to adapt to new and emerging challenges related to topics such as demographic transition, migration, changes in the labour market, new technologies and climate change. In implementing these priorities, the subprogramme will:

(a) Support countries in implementing the Regional Agenda for Inclusive Social Development, in line with the outcomes and agreements reached at the Regional Conference on Social Development in Latin America and the Caribbean, by conducting applied research, generating analyses, disseminating results, providing training and advisory services, and formulating policy recommendations, as well as by promoting policy dialogue for inclusive social development among policymakers, academia, civil society organizations and other stakeholders, and by facilitating the exchange of experiences and good practices;

(b) Assist countries in the design, implementation, monitoring and evaluation of strategies, policies and programmes. Research and advisory services will emphasize social protection systems with full respect for human rights, taking an equality-oriented and sustainable approach; the protection and promotion of the rights of vulnerable groups; social investment; and education and public health systems. Doing so will therefore help member States to make progress towards the achievement of Sustainable Development Goals 1, 2, 3, 4, 8, 10 and 16;

(c) Assist governments in addressing the socioeconomic consequences of crises through advisory services and knowledge-sharing activities in affected social policy areas.

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

(a) Deeper understanding by policymakers of the structural social challenges and disparities that characterize the region;

(b) Measures and public policies promoting greater social and economic equality and overall well-being of the people of the region;

(c) Expanded and improved social protection systems that take into consideration the social impacts that arise from crises, emerging challenges and catastrophic events and the need to build greater resilience over time.

Programme performance in 2024

Regional agreement for a sustainable, inclusive and efficient investment in education

21.63 The subprogramme, with the support of the World Bank and the United Nations Educational, Scientific and Cultural Organization, developed a document on the financial sustainability of education, which supported the discussions at the extraordinary meeting of ministers of education in Latin America and the Caribbean, held in Santiago in January 2024. In its final declaration, member States requested the creation of an ad hoc working group to develop a proposal on educational financing, which ECLAC was invited to lead and coordinate.

21.64 Progress towards the objective is presented in the performance measure below (see table 21.9).

Table 21.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	28 countries adopted the Santiago Declaration and committed themselves to promoting efficient, equitable and inclusive educational financing with financial sustainability, improving resource management and maintaining or increasing educational investment

Planned results for 2026

Result 1: strengthened comprehensive and universal social protection systems

Programme performance in 2024 and target for 2026

21.65 The subprogramme's work contributed to 23 countries identifying obstacles and challenges to achieving universal and comprehensive social protection systems, which met the planned target.

21.66 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.10).

Table 21.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Countries agreed on the importance of addressing social protection gaps to achieve universal and comprehensive social protection systems	Resolution 5 (V) of the Regional Conference on Social Development in Latin America and the Caribbean adopted by 18 countries, in which they reaffirmed their commitment to achieve universal and comprehensive social protection systems	Countries identified obstacles and challenges to achieving universal and comprehensive social protection systems	Countries draft strategies or programmes to achieve universal social protection systems	Countries advance plans to implement strategies or programmes to achieve universal and comprehensive social protection systems

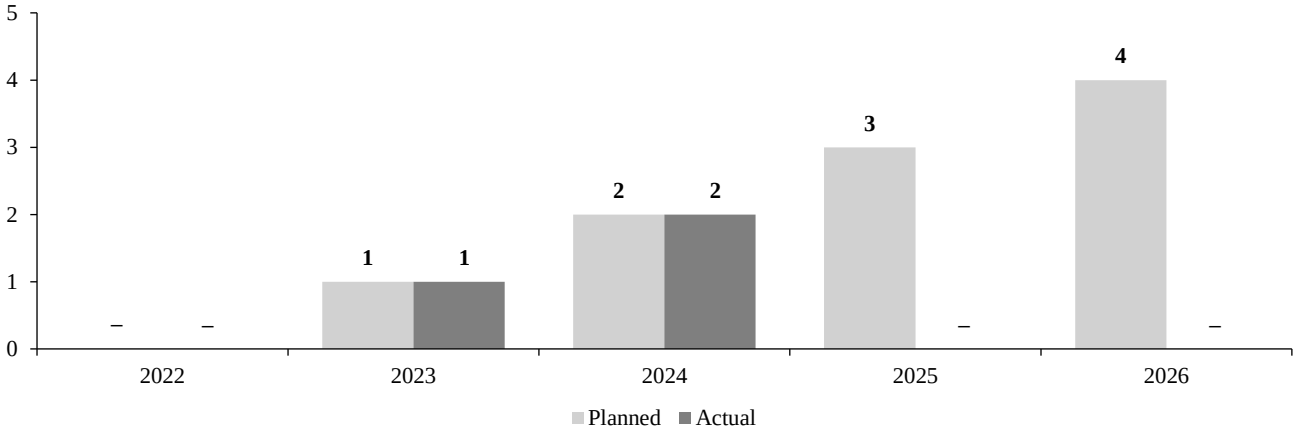
Result 2: expanding social protection systems to include informal and independent workers

Programme performance in 2024 and target for 2026

21.67 The subprogramme's work contributed to one additional national policy or strategy, which met the planned target.

21.68 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.IX).

Figure 21.IX
Performance measure: number of national policies or strategies that include actions for the expansion of social protection measures oriented to informal and independent workers (cumulative)



Result 3: better policies for labour inclusion, including the impacts of climate change

Proposed programme plan for 2026

21.69 The subprogramme has worked on the development of knowledge products on labour inclusion and its effects on poverty and inequality, and progress has been made on discussion on the new risk structure for social protection systems, including the impacts of climate change.

Lessons learned and planned change

21.70 The lesson for the subprogramme was that there was greater demand from member States for technical support to develop strategies and policies for labour inclusion, including the impacts of climate change. In applying the lesson, the subprogramme will tailor its technical assistance to better address the challenges related to the development of labour inclusion policies, including the impacts of climate change, prepare knowledge products with policy recommendations and promote spaces to advance technical discussions in this area.

21.71 Expected progress towards the objective is presented in the performance measure below (see table 21.11).

Table 21.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	At least one country in the region identifies gaps to advance strategies for labour inclusion, including the impacts of climate change	In at least one country, multisectoral actors collaborate to address the gaps identified to advance labour inclusion, including the impacts of climate change

Deliverables

21.72 Table 21.12 lists all deliverables of the subprogramme.

Table 21.12
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**1**	**1**	**9**	**1**
1. Session of the Regional Conference on Social Development in Latin America and the Caribbean	–	–	9	–
2. Meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
3. On social protection, social and labour inclusion policies, human capacities and full respect for human rights in social protection systems; social investment and emerging challenges for social policies; education, health and pension systems; and assessing social issues such as poverty, vulnerability, inequality, access to social rights, and social inclusion and cohesion	2	2	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**14**	**14**	**14**	**14**
4. Meetings of experts to examine mechanisms that contribute to increasing coverage, sufficiency and sustainability within national social protection systems with a rights and equality approach and to discuss trends in social issues and challenges for social policy institutions	8	8	8	8
5. Training activities on poverty reduction, equality and well-being and access to social protection networks	6	6	6	6
Publications (number of publications)	**8**	**8**	**9**	**8**
6. *Social Panorama of Latin America and the Caribbean*	1	1	1	1
7. Position document for the Regional Conference on Social Development in Latin America and the Caribbean	–	–	1	–
8. Country office studies	2	2	2	1
9. On topics including social rights among specific population groups, social protection, productive and inclusive labour policies, pension systems, health, education, and social institutions, policies and programmes	5	5	5	6
Technical materials (number of materials)	**1**	**1**	**–**	**–**
10. On social development policies; and on analytical and methodological proposals to foster the universal implementation of social policies, including on social protection, and enhance their impact on equality gaps, to enhance intersectoral and interinstitutional cooperation and increase the effectiveness and efficiency of social policies	1	1	–	–

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on social policies for equality, social investment and policies; analytical and methodological proposals to enhance intersectoral and interinstitutional cooperation aimed at improving effectiveness and efficiency; and the design, implementation and evaluation of social policies for the needs of the most vulnerable.

Databases and substantive digital materials: Observatory on Social Development in Latin America and the Caribbean, which includes databases on social development, young people, non-contributory social protection, social institutions and regional commitments.

D. Communication deliverables

Digital platforms and multimedia content: knowledge management tools, including on the strengthening of the Latin American and Caribbean Network on Social Development; and infographics or other material to disseminate research findings and policy recommendations.

Subprogramme 5
Gender equality and women's autonomy

Objective

21.73 The objective, to which this subprogramme contributes, is to strengthen gender equality and women's autonomy in sustainable development strategies of the Latin American and Caribbean countries.

Strategy

21.74 To contribute to the objective, the subprogramme will:

(a) Produce knowledge and develop gender statistics and indicators, expanding the scope and improving the quality of data and indicators available from the Gender Equality Observatory for Latin America and the Caribbean;

(b) Provide technical support to mainstream a gender perspective into the work of the Statistical Conference of the Americas of ECLAC and its working groups;

(c) Provide technical assistance to the countries in the region in developing policies to promote gender equality, and strengthen the capacities of national mechanisms for the advancement of women and those of national statistical offices;

(d) Foster the increased dissemination of publications and research findings among policymakers and other relevant stakeholders, including through the Gender Equality Observatory for Latin America and the Caribbean. Specific attention will be devoted to the economic autonomy of women in an integrated framework, connected to physical autonomy and to decision-making autonomy.

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

(a) Enhanced production of gender statistics by national statistical offices;

(b) Strengthened capacities of member States in building policies for gender equality along with the implementation of the 2030 Agenda;

(c) Advancement of gender equality across the region.

Programme performance in 2024

Latin American and Caribbean countries address the unequal distribution of unpaid care and domestic work

21.76 According to official statistics provided by ECLAC member States that are published in the Gender Equality Observatory for Latin America and the Caribbean, women undertake, on average, three times more unpaid care work compared with men. The subprogramme has delivered technical assistance to member States regarding the aspects of time-use measurements and the development of care policies. The subprogramme has also been advocating, through research, technical assistance and its contributions in support of the deliberations and agreements of the Regional Conference on Women in Latin America and the Caribbean, for the establishment of national care systems that can address the unfair distribution of unpaid care and domestic work between men and women.

21.77 Progress towards the objective is presented in the performance measure below (see table 21.13).

Table 21.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
At the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean, member States adopted the Buenos Aires Commitment, in which they agreed to take steps towards a care society and comprehensive care systems	Colombia approved Law No. 2281, which created the Ministry of Equality and a national care system	Brazil approved Law No. 15,069, which created the national care policy, and the President of Chile signed a draft law to create the national care system “Chile Cuida”

Planned results for 2026

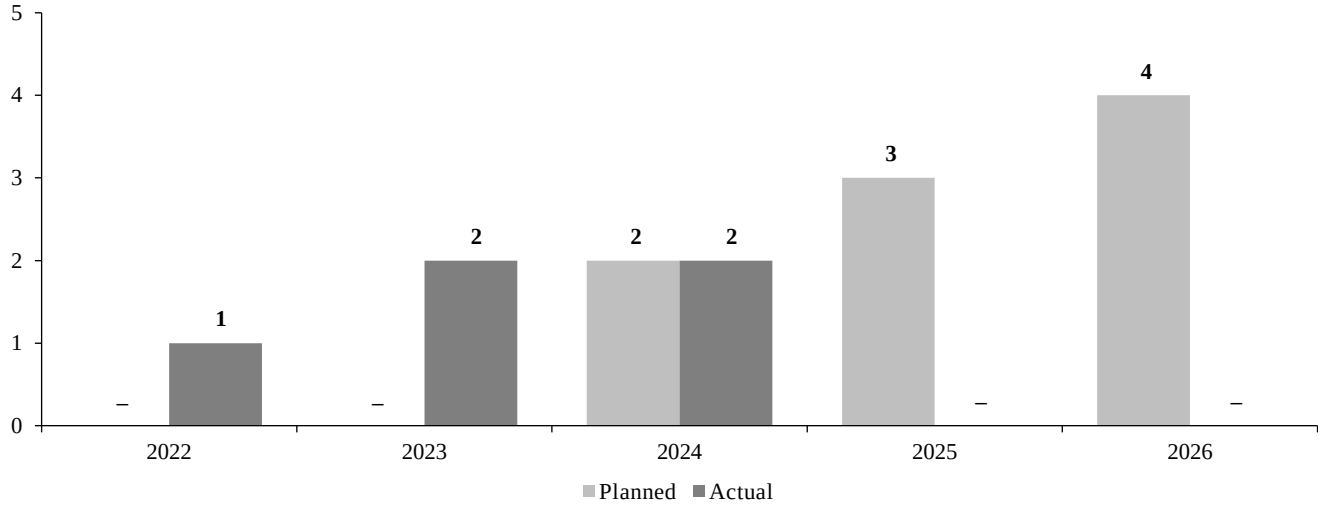
Result 1: increased use of new technologies and digital tools to design, implement and monitor care policies

Programme performance in 2024 and target for 2026

21.78 The subprogramme's work to date contributed to two national and subnational governments using new technologies for the design and implementation of care policies, which met the planned target.

21.79 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.X).

Figure 21.X
Performance measure: number of national or subnational governments that use new technologies for the design and implementation of care policies (cumulative)



Result 2: advances in the production of gender statistics on time use and unpaid care work

Programme performance in 2024 and target for 2026

21.80 The subprogramme's work contributed to two countries carrying out time-use surveys, which met the planned target.

21.81 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.14).

Table 21.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Countries of the region agreed to create a community of practice to advance time-use measurements	The community of practice for measuring the care society was launched within the framework of the Statistical Conference of the Americas	Chile carried out its new time-use survey Uruguay presented results from its 2022 time-use survey	Two countries present the results of time-use surveys carried out in 2024–2025	Countries are able to report on indicator 5.4.1 of the Sustainable Development Goals to the regional data bank for statistical follow-up to the Goals in Latin America and the Caribbean and to the Gender Equality Observatory for Latin America and the Caribbean

Result 3: gender mainstreaming in foreign policies and international cooperation

Proposed programme plan for 2026

21.82 Gender mainstreaming in foreign policies and international cooperation can help to address structural gender inequalities. The subprogramme has laid the groundwork for this through the establishment of partnerships, such as the collaboration among Chile, Colombia, Germany, Mexico and ECLAC in the community of practice on feminist foreign policies.

Lessons learned and planned change

21.83 The lesson for the subprogramme was the need for tailored capacity-building initiatives and accessible knowledge-sharing platforms to further advance the workstream. In applying the lesson, the subprogramme will prioritize the co-design of the community of practice with member States to ensure its relevance and inclusivity. The subprogramme will create a virtual knowledge-sharing platform hosted by ECLAC, develop model guidelines for institutionalizing these policies and provide enhanced training to government representatives.

21.84 Expected progress towards the objective is presented in the performance measure below (see table 21.15).

Table 21.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Mexico is the first Latin American country to adopt a feminist foreign policy	Chile launches a feminist foreign policy	Colombia adopts a feminist foreign policy	Countries have access to information on best practices for gender mainstreaming in foreign policy	At least three countries in the region begin to develop instruments for gender mainstreaming in foreign policy

Deliverables

21.85 Table 21.16 lists all deliverables of the subprogramme.

Table 21.16
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**6**	**4**	**11**	**1**
1. Session of the Regional Conference on Women in Latin America and the Caribbean	–	–	10	–
2. Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	6	4	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
3. On unpaid work and social protection of women; gender equality and sustainable development policies; and the economic and physical autonomy of women	1	1	1	1
Seminars, workshops and training events (number of days)	**9**	**9**	**9**	**8**
4. Training programme on public policies for gender equality for government agencies, the economic autonomy of women, planning for development with a gender perspective and gender statistics for government agencies	5	5	5	5
5. Meetings to consider priority issues emerging from the fourteenth and fifteenth sessions of the Regional Conference on Women in Latin America and the Caribbean, and in preparation for the sixteenth session of the Conference, on best practices and challenges in the implementation of policies related to gender equality, the promotion of an economic agenda for gender equality, the monitoring of the Sustainable Development Goals and the analysis of policies on gender equality and the autonomy of women; a meeting with organizations participating in the Gender Equality Observatory for Latin America and the Caribbean; and an inter-agency meeting with United Nations agencies, funds and programmes	4	4	4	3
Publications (number of publications)	**5**	**5**	**5**	**5**
6. Gender Equality Observatory for Latin America and the Caribbean studies and series on gender analysis, including on gender mainstreaming policies, the economic and physical autonomy of women and poverty from a gender perspective	5	5	4	5
7. For the sixteenth session of the Regional Conference on Women in Latin America and the Caribbean	–	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on matters relating to the fulfilment of regional and international agreements on gender equality.				
Databases and substantive digital materials: Gender Equality Observatory for Latin America and the Caribbean; and gender statistics with data from household and time-use surveys and other sources.				

Subprogramme 6
Population and development

Objective

21.86 The objective, to which this subprogramme contributes, is to fully integrate population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean.

Strategy

21.87 To contribute to the objective, the subprogramme will:

(a) Provide training on demographic analysis, population estimates and projections; and generate knowledge on population and demographic trends to underpin evidence-based policymaking and improve the use of census data, vital statistics, administrative records and surveys through the development of procedures, computer programmes and information systems, thus helping member States to make progress towards the achievement of Sustainable Development Goals 1, 3, 5, 8, 10, 11 and 17;

(b) Provide technical support in the follow-up to international agreements, including the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing, 2002, and the Global Compact for Safe, Orderly and Regular Migration, with gender-sensitive, disability and ethnic analysis, and in the follow-up of the population-related targets of the 2030 Agenda;

(c) Provide technical assistance in the planning, design, implementation and dissemination of population and housing censuses and in the inclusion of a sociodemographic perspective in the design and implementation of policies at the national and local levels, and organize workshops and seminars to facilitate South-South cooperation, networking and the sharing of best practices;

(d) Conduct and disseminate applied research and analysis on issues such as population ageing, adolescent fertility, persons with disabilities, international migration, Indigenous Peoples, Afrodescendent populations and the socioeconomic impact of demographic transition, including recommendations on how to reduce inequalities;

(e) Play a leading role for the region in the United Nations Network on Migration and in other networks relevant to population issues, such as the National Transfer Accounts network.

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

(a) Enhanced monitoring of population trends by local and national authorities;

(b) Increased use of demographic analysis, population estimates and other evidence for policymaking.

Programme performance in 2024

Advancement of the population and development agenda and the rights of persons with disabilities in Latin America and the Caribbean

21.89 During the fifth session of the Regional Conference on Population and Development in Latin America and the Caribbean, the subprogramme, in its role as technical secretariat of the Conference and in coordination with Colombia, as Chair, organized a panel on persons with disabilities and the population and development agenda to analyse the achievements and challenges related to the realization of their rights since the adoption of the Programme of Action of the International Conference on Population and Development. The subprogramme also supported the initiation of work, in collaboration with member States, to examine possible strategies to advance the inclusion of persons with disabilities.

21.90 Progress towards the objective is presented in the performance measure below (see table 21.17).

Table 21.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	The issue of disability is addressed at the fifth meeting of the Presiding Officers of the Regional Conference on Population and Development	The fifth session of the Regional Conference on Population and Development establishes, in resolution 5 (V), the Cartagena group on the rights of persons with disabilities and the population and development agenda

Planned results for 2026

Result 1: countries of the region analyse the impact of population ageing on inclusive and sustainable economic growth using national transfer accounts

Programme performance in 2024 and target for 2026

21.91 The subprogramme's work contributed to strengthened national capacities on methodologies to produce national transfer accounts and national inclusion accounts in three countries, which did not meet the planned target of four countries producing updated national transfer accounts and conducting studies to examine inequalities between socioeconomic groups. The target was not met owing to delays in the availability of the United Nations national inclusion accounts manual, which underpins methodological guidance on disaggregating national transfer accounts by socioeconomic group.

21.92 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.18).

Table 21.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Colombia and Jamaica developed national studies based on national transfer accounts Colombia updated its national transfer account estimates	Guatemala published a study on national transfer accounts Representatives of Brazil, Colombia, Costa Rica, Guatemala, Jamaica and Mexico participated in technical discussions on the impact of changes in population growth and age structures on macroeconomic performance, gender equality and generational equality	Strengthened national capacities in Colombia, Costa Rica and Jamaica to produce national transfer accounts and national inclusion accounts	Two additional countries produce updated national transfer accounts and conduct studies to examine inequalities between socioeconomic groups	Two countries present at the sixth session of the Regional Conference of Population and development their progress in the use of the national transfer accounts methodology

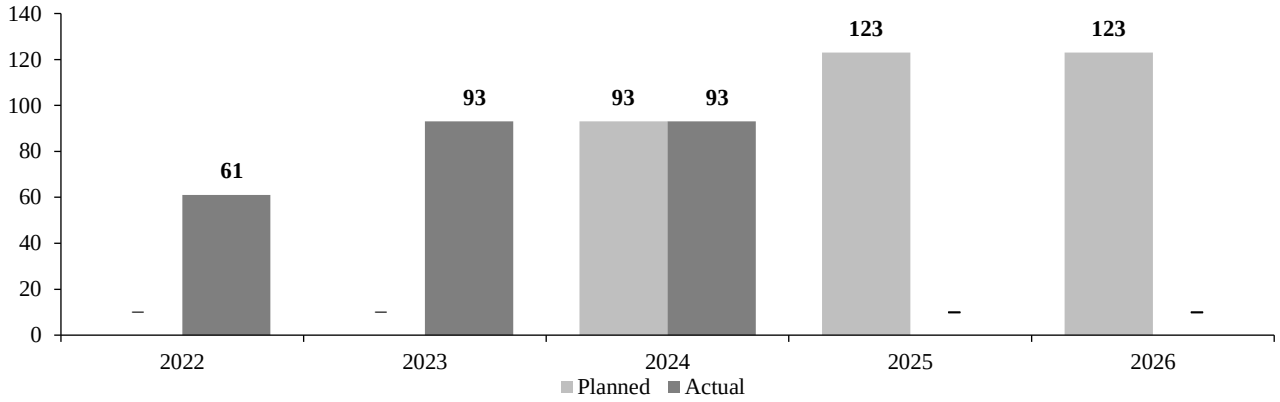
Result 2: strengthened demographic analysis for public policy

Programme performance in 2024 and target for 2026

21.93 The subprogramme's work to date contributed to 93 participants from institutions in the region certified in demographic analysis for sustainable development, which met the planned target for 2024.

21.94 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XI).

Figure 21.XI
Performance measure: number of participants from institutions in the region certified in demographic analysis for sustainable development (cumulative)



Result 3: Madrid International Plan on Ageing implemented at the country level

Proposed programme plan for 2026

21.95 In Latin America and the Caribbean, people over the age of 60 are projected to comprise approximately 25 per cent of the population in 2050, up from 14.3 per cent in 2024.[1] Adjustments to various public policies are required to address these changes. To support this, the subprogramme, as technical secretariat for the Regional Intergovernmental Conference on Ageing and the Rights of Older Persons in Latin America and the Caribbean, has supported countries in the preparation of national voluntary reports on the implementation of Madrid International Plan of Action on Ageing and provided technical assistance on matters related to ageing and the rights of older persons.

Lessons learned and planned change

21.96 The lesson for the subprogramme was that there was unmet demand from Caribbean countries for technical support. In applying the lesson, the subprogramme will tailor its technical assistance and increase services provided to Caribbean countries in support of the preparation of voluntary national reports on the implementation of the Madrid International Plan of Action on Ageing.

21.97 Expected progress towards the objective is presented in the performance measure below (see table 21.19).

[1] See United Nations, Department of Economic and Social Affairs. *World Population Prospects 2024*.

Table 21.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
16 Latin American countries prepared voluntary national reports on the implementation of the Madrid International Plan of Action on Ageing	–	–	Countries have access to an updated guide for the preparation of the voluntary national reports	At least 20 countries in the region, including Caribbean countries, prepare voluntary national reports on the implementation of Madrid International Plan of Action on Ageing

Deliverables

21.98 Table 21.20 lists all deliverables of the subprogramme.

Table 21.20
Subprogramme 6: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**9**	**9**	**5**	**9**
1. Session of the Regional Conference on Population and Development in Latin America and the Caribbean	9	9	–	9
2. Meetings of the Presiding Officers of the Regional Conference on Population and Development in Latin America and the Caribbean	–	–	5	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
3. On migration; the socioeconomic impact of population dynamics; Indigenous Peoples and people of African descent; and ageing, including gender-sensitive analysis	1	1	1	1
Seminars, workshops and training events (number of days)	**29**	**29**	**70**	**29**
4. Meetings of experts on demographic change and its consequences for development, including issues related to Indigenous Peoples and people of African descent; ageing-related issues, persons with disabilities and migrants; the implementation of recommendations of the Regional Conference on Population and Development; and population censuses	5	5	2	5
5. Workshops on demographic analysis and projections; REDATAM[a] (information system on censuses); sociodemographic variables and emerging issues in development policies, programmes and projects; and population and development	20	20	20	20
6. Training course on demographic analysis with gender-sensitive analysis	–	–	44	–
7. Training courses on quantitative analytical methods and techniques	4	4	4	4
Publications (number of publications)	**8**	**8**	**9**	**9**
8. On demography and on population and development	3	3	3	4
9. On demography and a gender perspective; demographic trends of Indigenous Peoples and people of African descent; sociodemographic trends of persons with disabilities; and population and development	5	5	5	5
10. On socioeconomic development of the provinces in Argentina	–	–	1	–

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Technical materials (number of materials)	**3**	**3**	**3**	**3**
11. On population projection and censuses	1	1	1	1
12. On ageing and development and on REDATAM	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on population and development, including REDATAM-related computer applications, population and housing censuses and data collection, demographic analysis and methodologies for population projections and estimates, on the incorporation of sociodemographic variables into development policies, programmes and projects, with a gender perspective and considering specific groups, on the implementation of the Montevideo Consensus on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, the 2030 Agenda and the Global Compact for Safe, Orderly and Regular Migration; and advocacy at intergovernmental forums in the region on population and development issues.

Databases and substantive digital materials: guidelines on the production of demographic estimates and population projections at the national and subnational levels; a regional databank of censuses on population and housing, and vital statistics; databases on demographic trends and population projections, spatial distribution and urbanization; databases on Indigenous Peoples and people of African descent and on maternity and migration; REDATAM software for the processing, analysis and dissemination of census data; and a platform to follow up on the implementation of the Montevideo Consensus on Population and Development.

D. Communication deliverables

Digital platforms and multimedia content: subprogramme's pages on the ECLAC website.

[a] REDATAM is an acronym that stands for "retrieval of data for small areas by microcomputer".

Subprogramme 7
Sustainable development and human settlements

Objective

21.99 The objective, to which this subprogramme contributes, is to ensure the integration and due consideration of environmental, climate and urban management concerns and opportunities into policymaking and policy implementation, with a rights-based approach and ensuring that no one is left behind.

Strategy

21.100 To contribute to the objective, the subprogramme will:

(a) Enhance knowledge of the region's economic, social and environmental profiles and continue to convene and involve national and subnational governments, academia, civil society and other stakeholders to foster participatory decision-making;

(b) Assess the advances made by countries in integrating sustainability criteria into public policies, including monitoring the implementation of principle 10 of the Rio Declaration on Environment and Development, as established in the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement), and providing support to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development;

(c) Strengthen national capacities to design and implement public policies for the sustainability of human settlements and the implementation of the 2030 Agenda, the New Urban Agenda, the nationally determined contributions under the Paris Agreement and the decisions taken within the framework of the Conference of the Parties to the United Nations Framework Convention on Climate Change;

(d) Conduct the above-mentioned activities through research, knowledge products, the organization of expert group meetings, seminars and workshops, and the provision of technical

assistance to member States, upon request, helping member States to make progress towards the achievement of Sustainable Development Goals 11, 12, 13, 15 and 16;

(e) Promote the creation of networks with a wide range of stakeholders in the environmental, economic and social sectors relevant to sustainable development, including government institutions, academia, civil society, the private sector and relevant sectoral bodies;

(f) Support the formulation of public policies to transform the development model, with a focus on driving sustainable growth and strengthening environmental institutions and governance.

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

(a) Better-designed policies for sustainable development and environmental performance, policies to address the economics of climate change and policies that support sustainable and inclusive human settlements;

(b) Sustainable development and climate change criteria effectively mainstreamed into more areas of government;

(c) The design of guidelines for the implementation of economic plans towards a low-carbon, low-emission and more resilient economy that creates more employment and economic well-being.

Programme performance in 2024

Escazú Agreement advances gender mainstreaming and the protection of human rights defenders in environmental matters

21.102 The subprogramme supports the Parties to the Escazú Agreement through the provision of technical assistance and guidance. At the third meeting of the Conference of the Parties, the subprogramme prepared background documents that supported the discussions and provided support to the coordinators of the open-ended ad hoc working group on human rights defenders in environmental matters (decision I/6) and to the Presiding Officers by offering expert advice in consultations and negotiations.

21.103 Progress towards the objective is presented in the performance measure below (see table 21.21).

Table 21.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
First meeting of the Conference of the Parties to the Escazú Agreement led to the adoption of rules of procedure and to the decision to develop an action plan on human rights defenders in environmental matters	Second meeting of the Conference of the Parties to the Escazú Agreement elected the committee to support implementation and compliance	Third meeting of the Conference of the Parties to the Escazú Agreement adopts decision III/2, which entails four priority areas and 22 strategic lines of action, and decision III/4, in which the Parties are urged to continue to promote the full and effective participation of women in all their diversity, including Indigenous women, and the incorporation of a gender perspective into their national implementation plans and road maps for the implementation of the Agreement

Planned results for 2026

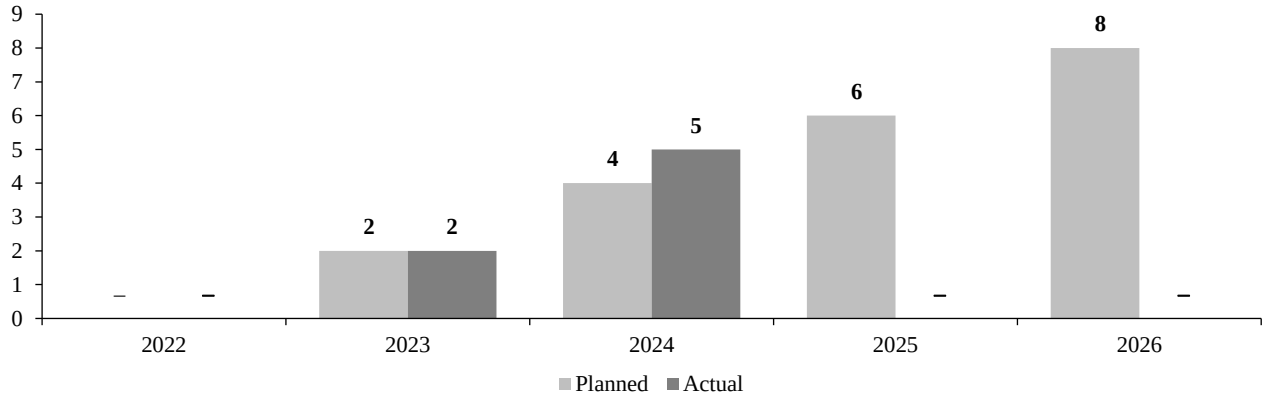
Result 1: national implementation plans aimed at strengthening environmental access rights

Programme performance in 2024 and target for 2026

21.104 The subprogramme's work contributed to the preparation of implementation plans on environmental access rights in three additional countries (Chile, Saint Lucia and Uruguay), which exceeded the planned target of two additional countries.

21.105 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XII).

Figure 21.XII
Performance measure: number of national implementation plans on environmental access rights in place (cumulative)



Result 2: development of strategies on sustainable consumption and production patterns, including circular economy, for better environmental performance

Programme performance in 2024 and target for 2026

21.106 The subprogramme's work contributed to the development of strategies on sustainable consumption and production patterns for better environmental performance in Argentina, Chile and Uruguay, which exceeded the target of two additional countries.

21.107 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.22).

Table 21.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Uruguay produced a national strategy on sustainable consumption and production patterns, including circular economy	Buenos Aires (Argentina) developed a diagnosis on production chains and adopted a strategy on sustainable consumption and production patterns,	Two additional countries in the region adopt regulatory or financial instruments for sustainable consumption and production patterns,	Two additional countries in the region embrace regulatory or financial instruments for sustainable consumption and production patterns,

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
		including circular economy Chile and Uruguay developed a regulatory framework for recycling and second life requirements for batteries from electromobility	including circular economy	including circular economy

Result 3: improved simulations of the possible impacts of climate change to inform policy formulation and investment options

Proposed programme plan for 2026

21.108 National authorities and subregional institutions in the region increasingly demand technical support to build and strengthen capacities to incorporate climate change into economic and risk analysis and into the economic modelling of the possible impacts of climate change. The subprogramme has been technically supporting central banks, ministries of finance and ministries of planning, among others, in this regard.

Lessons learned and planned change

21.109 The lesson for the subprogramme was that it could help to further foster collaboration between authorities and academia to build a broader and more robust community of practice in scenario-based analysis. In applying the lesson, the subprogramme will design and implement training sessions aimed at developing a stable capacity of local teams to use a set of analytical tools for simulating climate-related scenarios through integrated economic modelling. Along with its partners, the subprogramme will also leverage new digital tools to more effectively achieve capacity-building objectives. This effort is intended to support policymaking and decision-making processes and guide investment decisions.

21.110 Expected progress towards the objective is presented in the performance measure below (see table 21.23.)

Table 21.23
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	–	The Network of Public Investment Systems and the council of ministers of finance of Central America and the Dominican Republic decided to develop scenario modelling for climate change	Two countries have installed capacities to develop analytical tools to produce economic scenarios of the possible impacts of climate change	Two additional countries have installed capacities to develop analytical tools to produce economic scenarios of the possible impacts of climate change

Deliverables

21.111 Table 21.24 lists all deliverables of the subprogramme.

Table 21.24
Subprogramme 7: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**21**	**21**	**21**	**21**
1. Meetings of the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean	6	6	6	6
2. Meetings to strengthen regional cooperation and implementation on topics under the Escazú Agreement	6	6	6	6
3. Sessions of the Conference of the Parties to the Escazú Agreement	9	9	9	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**2**	**2**
4. On adaptation to climate change and mitigation of its impact; and sustainable cities	1	1	2	2
Seminars, workshops and training events (number of days)	**9**	**8**	**9**	**9**
5. Meetings of experts on policies for the sustainable development of human settlements and climate change; climate change mitigation and adaptation; the Conference of the Parties to the United Nations Framework Convention on Climate Change; environmental and urban dimensions of the 2030 Agenda; and experiences in implementing policies related to sustainable development in the region	4	4	4	4
6. Training courses on sustainable development and/or environmental economics; climate change mitigation and adaptation assessment and policies; human settlement issues; and strategies for the implementation of the intended nationally determined contributions	5	4	5	5
Publications (number of publications)	**8**	**8**	**8**	**8**
7. On topics that include climate change, sustainable development, the environmental impact of public policies, instruments for the reduction in and control of greenhouse gases, low-carbon and low-emission economies, sustainable recovery policies, urban areas, the reduction in waste generation, the needs of the countries of the region for the achievement of the Sustainable Development Goals and for climate change adaptation, the needs of the countries of the region in the efforts to combat plastic pollution, sustainable consumption and production patterns, including circular economy, the integration of public policies for sustainable development and institution-building, the implementation of the New Urban Agenda with a gender perspective, and greenhouse gas emissions and related public policies	8	8	8	8
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on environmental public policies related to sustainable development and urban sustainability, risk reduction and adaptation to climate change, and strengthening national capacities.				
Databases and substantive digital materials: input for the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean; and databases on sustainable development, climate change and urban issues.				

Subprogramme 8
Natural resources

Objective

21.112 The objective, to which this subprogramme contributes, is to improve the governance and enhance the sustainable use and exploitation of natural resources in Latin America and the Caribbean,

focusing on water resources management, affordable, inclusive and clean energy, extractive resources efficiency and biodiversity.

Strategy

21.113 To contribute to the objective, the subprogramme will:

(a) Support countries of the region in the design of policies related to the energy transition, including greater use of renewable sources of energy and increased energy efficiency, and to the water sustainable management transition, helping member States to make progress towards the achievement of Sustainable Development Goals 6 and 7;

(b) Carry out studies on the governance of fossil and mineral resources, taking into consideration issues and challenges relating to the collection and use of resource rents, material efficiency and decoupling, helping member States to make progress towards the achievement of Sustainable Development Goal 12;

(c) Provide technical assistance and support multi-stakeholder dialogue, within the framework of more sustainable governance of the extractive industries, focusing on critical minerals for the energy transition to make progress towards the achievement of Sustainable Development Goal 13;

(d) Reinforce the coherence, integration and coordination of national and regional biodiversity policies and provide technical assistance, upon request, to member States on issues related to conservation and the sustainable use of biodiversity, helping member States to make progress towards the achievement of Sustainable Development Goals 14 and 15.

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

(a) Improved management of clean and affordable energy and water;

(b) Better conservation and sustainable use of biodiversity;

(c) More sustainable extractive industries.

Programme performance in 2024

Advances in mainstreaming a gender perspective into the formulation of public policies in the mining sector

21.115 The subprogramme has been providing technical support to the Ministry of Mining and Metallurgy of the Plurinational State of Bolivia to promote gender equality in the mining sector, driving a transformative shift in the Ministry’s priorities. This support informed a multi-stakeholder dialogue process that gathered insights into priority action, enhancing communication among line ministries and establishing channels of dialogue among diverse actors in the mining sector. It also supported the formulation of a road map for gender equity in mining, presenting strategic guidelines, including equal participation and a culture of equity, as a mechanism for more inclusive, sustainable and socially responsible mining.

21.116 Progress towards the objective is presented in the performance measure below (see table 21.25).

Table 21.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	The Ministry of Mining and Metallurgy of the Plurinational State of Bolivia and the Vice-Ministry of Equal Opportunities of the Ministry of Justice agreed on a proposal for a joint agenda for gender mainstreaming of public policies into the mining sector

Planned results for 2026

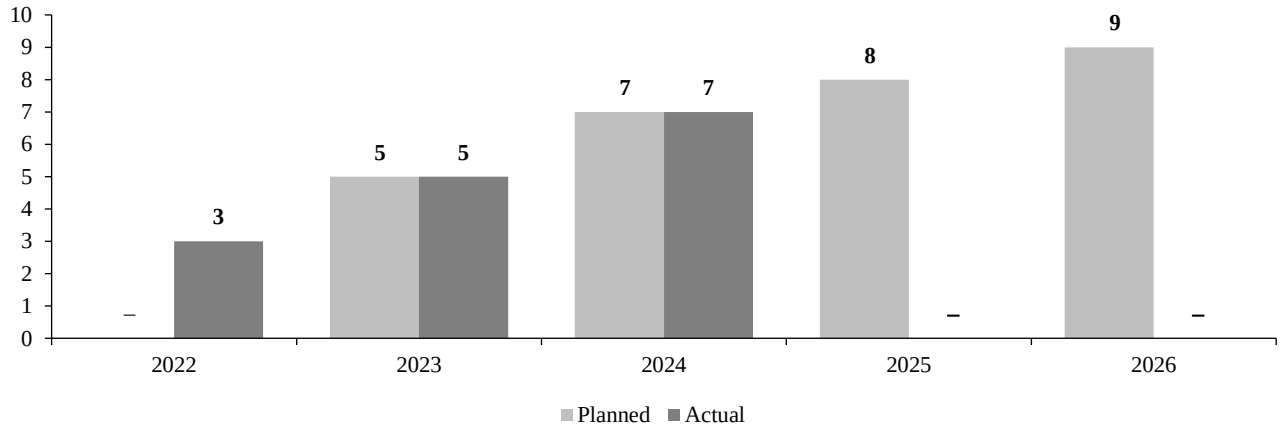
Result 1: digitalization in agriculture

Programme performance in 2024 and target for 2026

21.117 The subprogramme's work contributed to two additional initiatives to support digital agriculture based on low-cost solutions and the coordination of public and private actors, which met the planned target.

21.118 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XIII).

Figure 21.XIII
Performance measure: number of initiatives implemented by countries in the region to support digital agriculture based on low-cost solutions and the coordination of public and private actors (cumulative)



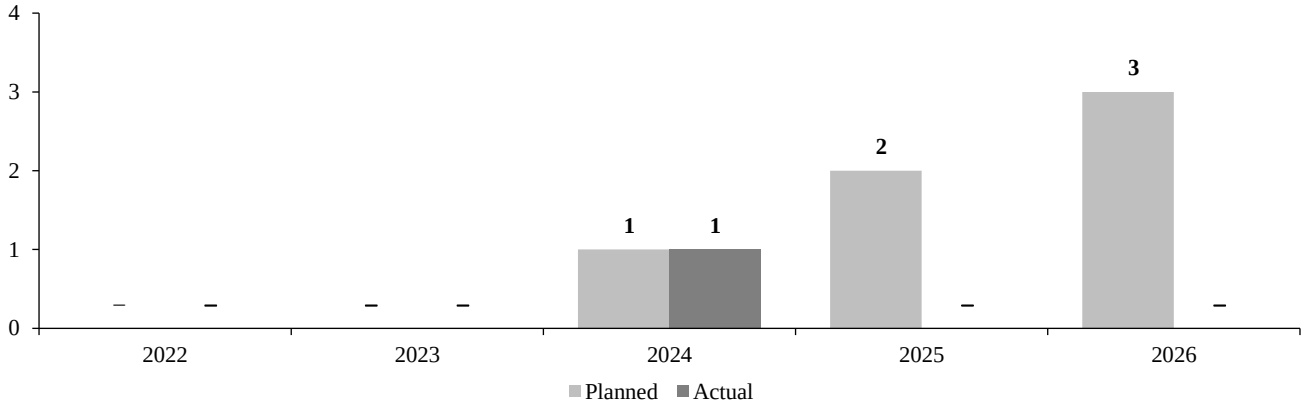
Result 2: countries in the region supply critical minerals for the energy transition with increased economic, social and environmental sustainability

Programme performance in 2024 and target for 2026

21.119 The subprogramme's work contributed to the approval of the second Biennial Action Plan of the Permanent Forum for Technical Dialogue on Innovation, Technological Development and Value Addition to lithium in the triangle countries and Mexico, which met the planned target.

21.120 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XIV).

Figure 21.XIV
Performance measure: number of new initiatives developed by countries in the region to promote the sustainable supply of critical minerals (cumulative)



Result 3: new initiatives to promote the energy transition in Latin America and the Caribbean

Proposed programme plan for 2026

21.121 Latin America and the Caribbean is the region with the highest renewable electricity mix in the world,[2] but challenges that negatively affect electricity access and affordability remain. The subprogramme has carried out policy dialogues that have identified the main obstacles to universalize electricity access, increase the use of renewable energy in transport and industries and foster greater energy efficiency. In addition, there are institutional and governance issues that hinder current technical and political capacities to advance at the national level.

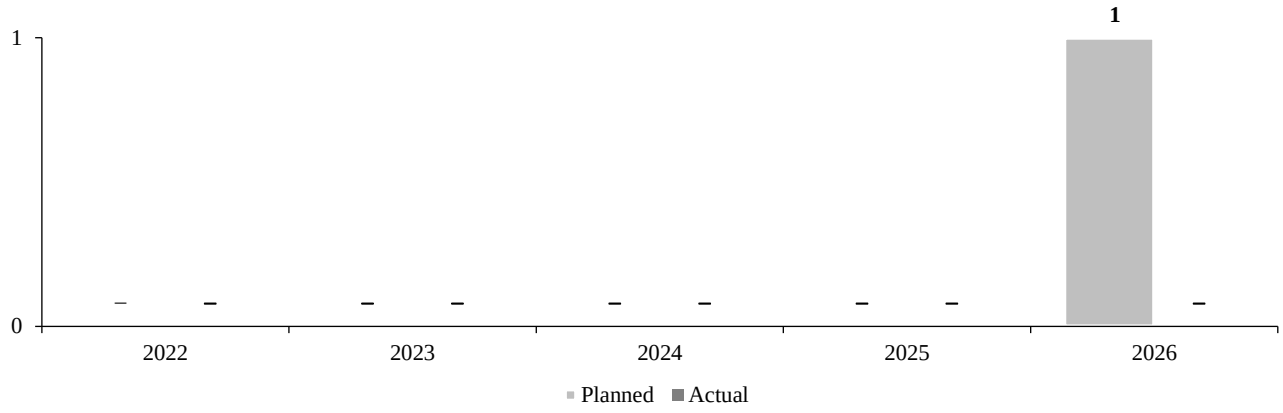
Lessons learned and planned change

21.122 The lesson for the subprogramme was that there was a demand for increased knowledge on ways to design and deploy strategies to accelerate energy transition, as well as to transform the productive and development model by producing and retaining the value added of new value chains, creating jobs in sustainable industries and leaving no one behind. In applying the lesson, the subprogramme will tailor its technical support to strengthen national capacities to accelerate the energy transition through the promotion of national initiatives such as policies and instruments, energy planning, the assessment of investment needs and methodologies that can be replicated or scaled up. The subprogramme will also promote technical, operative, political and prospective capacities, strengthen multi-stakeholder dialogues and produce evidence about the multi-dimensional benefits of the energy transition paths to support new initiatives in energy transition in the countries of the region.

21.123 Expected progress towards the objective is presented in the performance measure below (see figure 21.XV).

[2] See ECLAC, *Development Traps in Latin America and the Caribbean: Vital Transformations and How to Manage Them* (Santiago, 2024).

Figure 21.XV
Performance measure: number of new initiatives developed by countries of the region to promote the energy transition (cumulative)



Deliverables

21.124 Table 21.26 lists all deliverables of the subprogramme.

Table 21.26
Subprogramme 8: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**3**	**2**	**2**
1. On energy, natural resources governance, the interlinkages between water, energy and food and non-renewable natural resources; water and energy transitions; environmental sustainability; agrifood systems; and bioeconomy, ecosystem-based solutions and biodiversity	3	3	2	2
Seminars, workshops and training events (number of days)	**22**	**22**	**17**	**17**
2. Meetings of experts on sustainable water and energy management; public policies linked to the governance of natural and extractive resources; environmental sustainability; agrifood systems; digitalization in agriculture and associated value chains; and bioeconomy, ecosystem-based solutions and biodiversity	10	10	8	8
3. Training and courses for public officials on agriculture, bioeconomy, ecosystem-based solutions and biodiversity, water, renewable energy, the management of natural and non-renewable resources and sustainable and inclusive energy transition	12	12	9	9
Publications (number of publications)	**10**	**10**	**6**	**6**
4. *Natural Resources and Development in Latin America and the Caribbean*	1	1	–	–
5. *The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean*	–	–	–	–
6. On issues relating to water resources and the interlinkages with other sectors; energy integration; governance of natural resources and the environment; natural resources and development; extractive industries; environmental sustainability; agrifood systems; bioeconomy, ecosystem-based solutions and biodiversity; and effects of technology and digitalization on agriculture value chains	9	9	6	6
Technical materials (number of materials)	**1**	**1**	**1**	**1**
7. Bulletin on natural resources for sustainable development in Latin America and the Caribbean	1	1	1	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on natural resources, on the design and implementation of policies and strategies for sustainable agricultural and rural development and bioeconomy, and in areas related to water, energy and non-renewable natural resources.				

Subprogramme 9
Planning and public management for development

Objective

21.125 The objective, to which this subprogramme contributes, is to enhance planning and public management processes in the region for the advancement of equitable and sustainable development.

Strategy

21.126 To contribute to the objective, the subprogramme will:

(a) Promote the application of new methodologies, instruments and conceptual frameworks to strengthen national capacities in the entire cycle of public management, including foresight, strategic and territorial planning, digital and open government, and the monitoring and evaluation of plans and policies for participatory planning and public management, while fostering public investment and links between development and sector-based plans and budgets;

(b) Encourage cooperation, peer-to-peer learning, innovation and the sharing of experiences and good practices in planning and public management through the provision of technical cooperation services and training and by conducting applied research in areas such as increasing public sector workforce diversity and the use of artificial intelligence, thereby helping countries in the region to make progress towards the achievement of Sustainable Development Goals 5, 11, 13, 16 and 17;

(c) Enhance regional capacities for building institutional resilience to cope with challenges posed by internal and external crises produced by natural disasters and/or human activities, such as pandemics, climate change impacts, social and political disruption and economic shocks.

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

(a) Effective, inclusive, smart and strategic institutions and planning processes that prioritize comprehensive development through medium- and long-term visions;

(b) Reduced structural gaps by enhancing citizens' participation, deliberation and accountability, and the strengthening of territorial governance, planning and management in public policy processes;

(c) Strengthened capacities in Latin American and Caribbean institutions to withstand deep disruption and ensure the continuity of basic services while enhancing preparedness and responsive, adaptive and transformational institutional capacities, including digital solutions, at both the national and subnational levels.

Programme performance in 2024

State of Guanajuato, Mexico, approved the 2025 state development plan, created with wide participation to ensure that no one is left behind

21.128 On the basis of ECLAC recommendations to strengthen public participation in the building of a long-term vision for the State of Guanajuato, technical support requested for the implementation of a participatory co-creation approach in the design of the state's 2050 development plan was provided. The subprogramme provided methodological design and training to a team of facilitators and organized workshops in several municipalities with specific groups, including young people, persons with disabilities and women. Workshops were also held in each of the four subregions of the state to present the information gathered and to validate the results. Those activities helped to expand the participation of new stakeholders in the process of the co-creation of the state development plan.

21.129 Progress towards the objective is presented in the performance measure below (see table 21.27).

Table 21.27
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The Guanajuato planning institute requested that the subprogramme carry out a midterm review of the state development plan 2040	–	The state development plan 2050, which presents a road map to move towards a more inclusive and sustainable society, was agreed and published

Planned results for 2026

Result 1: member States develop more efficient, collaborative and participatory public policies

Programme performance in 2024 and target for 2026

21.130 The subprogramme's work contributed to one additional country, Honduras, preparing a draft policy through a participatory process, which met the planned target.

21.131 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.28).

Table 21.28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Planning authorities in Nuevo León, Mexico, made advancements in the co-creation of public policies by government together with civil society As part of a midterm review of the state's development plan, planning authorities of Guanajuato, Mexico, identified	Argentina implemented participatory planning processes in Catamarca, Salta and Jujuy Provinces for the sustainable management of mineral resources	Honduras prepared a draft policy on young people with the wide participation of young people	One additional country formulates or implements participatory public policies or participatory planning processes	One additional country formulates or implements participatory public policies or participatory planning processes

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
recommendations for improving public participation in future planning processes				

Result 2: integrated development policies to build more resilient territories to accelerate the implementation of the 2030 Agenda

Programme performance in 2024 and target for 2026

21.132 The subprogramme's work contributed to one additional country, Argentina, assessing an integrated approach to territorial development, which met the planned target.

21.133 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.29).

Table 21.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	A toolbox for the elaboration of integrated territorial development policies was piloted and applied by Costa Rica, the Dominican Republic and Panama	Santa Fe Province in Argentina assessed an integrated approach to territorial development when designing its "Metropolitan commitment Santa Fe 2040" long-term road map	At least two countries develop integrated development policies at the regional or national levels to build more resilient territories	At least one additional county develops integrated development policies at the regional or national levels to build more resilient territories

Result 3: improved technical, operational, political and prospective capacities in public institutions to manage transformations and address complex challenges in changing environments

Proposed programme plan for 2026

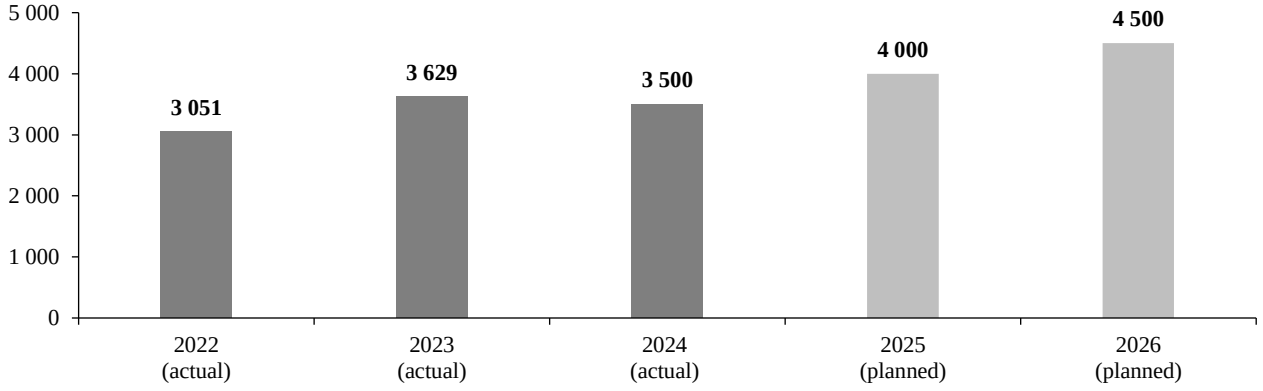
21.134 Low institutional capacity and ineffective governance can limit the implementation of transformative public policies and weakens the ability of States to respond to present and future challenges. The subprogramme provides training, capacity-building, advisory services and research to member States on planning and public administration.

Lessons learned and proposed change

21.135 The lesson for the subprogramme was that there was a need to tailor its technical support to better strengthen technical, operational, political and prospective institutional capacities. In applying the lesson, the subprogramme will work jointly with planning authorities at the national and subnational levels to improve institutional capacities in these areas in line with the work carried out in the context of the Regional Council for Planning.

21.136 Expected progress towards the objective is presented in the performance measure below (see figure 21.XVI).

Figure 21.XVI
Performance measure: number of people certified in Latin American and Caribbean Institute for Economic and Social Planning training activities towards improved technical, operational, political and prospective capacities (annual)



Deliverables

21.137 Table 21.30 lists all deliverables of the subprogramme.

Table 21.30
Subprogramme 9: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**6**	**6**	**6**	**6**
1. Meetings of the Regional Council for Planning	–	–	6	–
2. Meetings of the Presiding Officers of the Regional Council for Planning	6	6	–	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
3. On development planning and public management for development	1	1	1	1
Seminars, workshops and training events (number of days)	**53**	**55**	**53**	**53**
4. Training courses on public management systems and practices, budgeting, evaluation and public investment; foresight and scenario planning techniques; multiscale and territorial governance, planning and management; planning, public value and public administration/management in cross-cutting and emerging issues; and public policies and programmes	50	52	50	50
5. Meetings of experts on foresight and planning; evaluation of public policies and programmes; multiscale and territorial governance; planning and development systems and institutions; and public value, public administration and open government policies	3	3	3	3
Publications (number of publications)	**5**	**5**	**6**	**5**
6. On planning and public management for development	5	5	5	5
7. Position document for the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	–	–	1	–
Technical materials (number of materials)	**1**	**1**	**1**	**1**
8. On planning and public management for development	1	1	1	1

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on the strengthening of planning for development systems and institutions and integrated public management systems and practices, public policies and programmes, project formulation and evaluation, national systems for public investment, foresight for development, multilevel governance and planning, mainstreaming of a gender perspective and open government; and on assessing progress towards better planning, budgeting and implementation of government policies.

Databases and substantive digital materials: Regional Observatory of Planning for Development in Latin America and the Caribbean; technical manuals and software that support training (in situ and e-learning) and technical assistance activities; and databases on planning and public management for development in Latin America and the Caribbean.

Subprogramme 10
Statistics

Objective

21.138 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of statistics for evidence-based decision-making in the region.

Strategy

21.139 To contribute to the objective, the subprogramme will:

(a) Deliver technical assistance, training and capacity-building on the development of statistics and institutional coordination mechanisms in national accounts and economic and price statistics; environmental and climate change and disaster risk reduction statistics; poverty and inequality measurement, household survey design and the integration of data sources; the integration of statistical and geospatial information systems; the development of digital platforms and data portals to disseminate official statistics; and national coordination mechanisms for the follow-up and review of the Sustainable Development Goals;

(b) Compile and harmonize statistical indicators and geospatial data from selected primary data sources, including household surveys, economic surveys and other non-traditional data sources, to produce regional economic, environmental and social statistics and indicators;

(c) Develop and maintain the ECLAC statistical data portal (CEPALSTAT), the geospatial data portal (CEPALGEO), the regional household survey data bank (BADEHOG) and other regional statistical dissemination platforms, as well as the *Statistical Yearbook for Latin America and the Caribbean* and other publications;

(d) Provide secretariat services to the Statistical Conference of the Americas, its various working groups and the Regional Committee on United Nations Global Geospatial Information Management for the Americas;

(e) Encourage the use of administrative records and non-traditional data sources and the adoption of new methodologies for the integration of different data sources.

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

(a) Production of reliable economic, social and environmental statistics, geospatial data and new indicators in emerging areas and the improvement of non-traditional sources of information;

(b) Increased availability of regionally comparable data, required as a benchmark for regional statistical development;

(c) Greater regional coordination, leading to increased use of statistics at the regional and national levels.

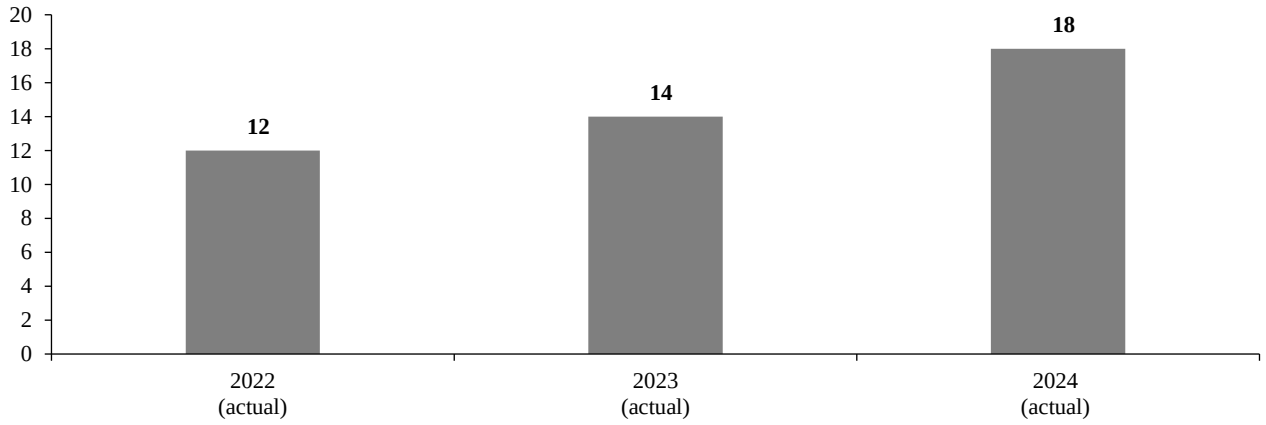
Programme performance in 2024

More accurate national accounts in Latin American and Caribbean countries

21.141 Updating the base year of national accounts helps to ensure that economic statistics are more accurate and relevant at the national and international levels and therefore more useful for decision-making. To help with accurate and timely national accounts, the subprogramme has been providing capacity-building activities and organizing workshops and seminars, including on updating the base year, contributing to four countries in the region publishing their results in 2024.

21.142 Progress towards the objective is presented in the performance measure below (see figure 21.XVII).

Figure 21.XVII
Performance measure: number of Latin American and Caribbean countries with a base year of their national accounts ranging from 2013 to 2018 (cumulative)



Planned results for 2026

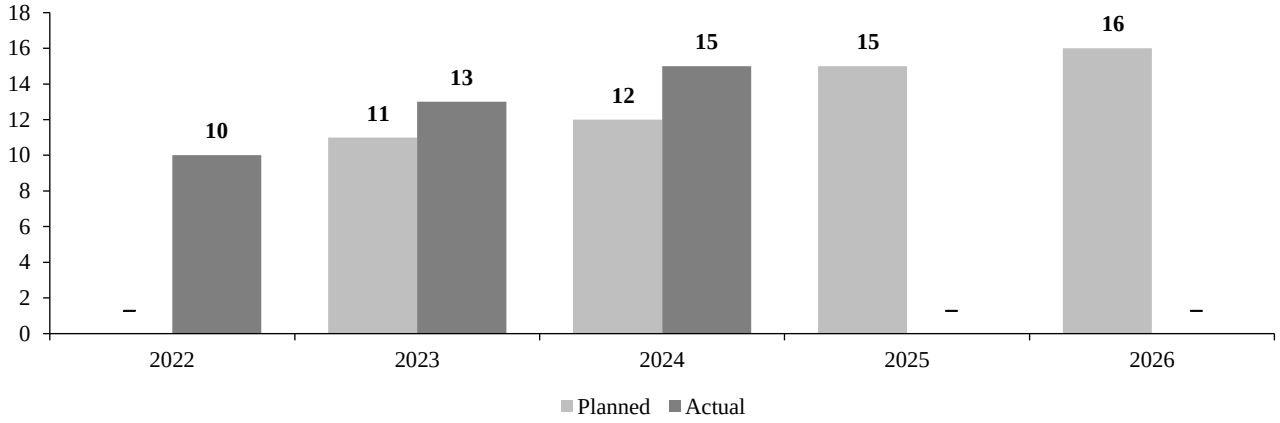
Result 1: improved data collection on prices to better inform policymaking

Programme performance in 2024 and target for 2026

21.143 The subprogramme's work contributed to 15 countries with coordinated consumer price index and International Comparison Program data-collection activities, which exceeded the planned target of 12 countries.

21.144 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XVIII).

Figure 21.XVIII
Performance measure: number of Latin American and Caribbean countries with coordinated consumer price index and International Comparison Program data-collection activities (cumulative)



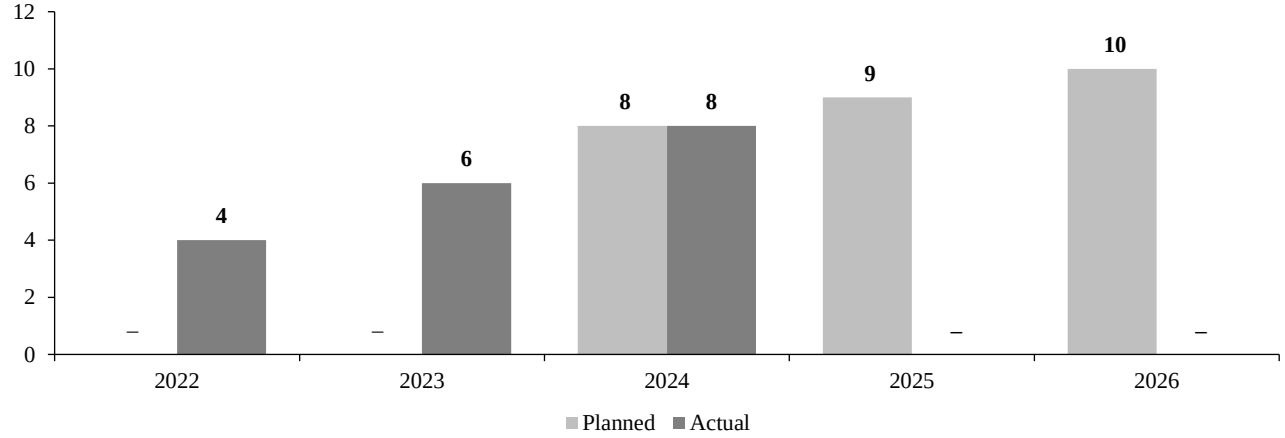
Result 2: increased implementation of the United Nations Integrated Geospatial Information Framework at the national level

Programme performance in 2024 and target for 2026

21.145 The subprogramme's work to date contributed to eight countries having taken action to implement the United Nations Integrated Geospatial Information Framework, which met the planned target.

21.146 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XIX).

Figure 21.XIX
Performance measure: number of Latin American and Caribbean countries having taken action to implement the United Nations Integrated Geospatial Information Framework (cumulative)



Result 3: enhanced use of administrative registers for statistical production

Proposed programme plan for 2026

21.147 Administrative registers can complement census and household survey data, improving accuracy, cost-efficiency and timeliness. However, national statistical offices may face challenges in integrating administrative registers, including limited data access, lack of standardization, data

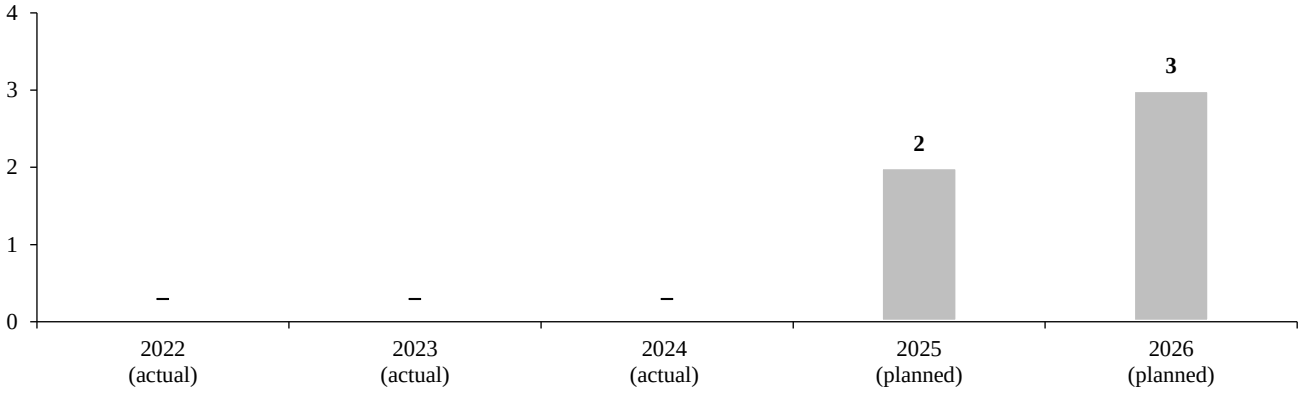
quality issues and insufficient expertise and infrastructure. The subprogramme has supported countries in the development of regional guidelines that address some of these challenges.

Lessons learned and planned change

21.148 The lesson for the subprogramme was the need to adopt a more comprehensive approach to support countries in increasing the use of administrative registers in statistical production. In applying the lesson, and upon request, the subprogramme will develop comprehensive assessments of the administrative registers, identifying strengths and areas for improvement in critical population and social records, and organize technical workshops to strengthen capacities on innovative methodologies and technologies to use and integrate administrative registers with other data sources.

21.149 Expected progress towards the objective is presented in the performance measure below (see figure 21.XX).

Figure 21.XX
Performance measure: number of countries having initiated data exchanges between national statistical offices and administrative records providers (cumulative)



Deliverables

21.150 Table 21.31 lists all deliverables of the subprogramme.

Table 21.31
Subprogramme 10: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**6**	**6**	**12**	**6**
1. Meetings of the Statistical Conference of the Americas	–	–	6	–
2. Meetings of the Executive Committee of the Statistical Conference of the Americas	6	6	6	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**3**	**3**	**3**	**3**
3. On economic statistics and national accounts; household surveys, social indicators and statistics; environmental statistics; the framework for the 2030 Agenda; and statistical and geospatial information	3	3	3	3

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Seminars, workshops and training events (number of days)	**21**	**21**	**24**	**24**
4. Seminars and workshops on social statistics and household surveys, environment and climate change statistics, the System of National Accounts, economic statistics and geospatial information	12	12	12	12
5. Meetings of experts on the System of National Accounts 2008 and on the System of National Accounts 2025 and economic statistics; environmental statistics and environmental accounts; statistics and indicators for the 2030 Agenda; improvements to household surveys and administrative records; and sessions of the Regional Committee of United Nations Global Geospatial Information Management for the Americas	9	9	12	12
Publications (number of publications)	**5**	**5**	**6**	**5**
6. *Statistical Yearbook for Latin America and the Caribbean*	1	1	1	1
7. Document of the working groups of the Statistical Conference of the Americas of ECLAC	–	–	1	–
8. On economic, environmental and social statistics and geospatial information	4	4	4	4
Technical materials (number of materials)	**6**	**5**	**4**	**4**
9. Bulletins on economic, social and environmental statistics and geospatial information	6	5	4	4

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on environment, climate change and disaster statistics and indicators; economic statistics; household surveys, poverty, inequality and other social statistics; geospatial information; and statistics and indicators for the 2030 Agenda.

Databases and substantive digital materials: the statistical information system and databases (CEPALSTAT) for approximately 900,000 visitors annually; the household survey database (BADEHOG); and the economic survey database (BADECON).

Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

Objective

21.151 The objective, to which this subprogramme contributes, is to improve the formulation of evidence-based public policies in the economic, social and environmental fields in the countries in the subregion.

Strategy

21.152 To contribute to the objective, the subprogramme will support the implementation of national development agendas and strategic reforms towards generating economic and social impacts, and social compacts for equality benefiting those in vulnerable situations in the countries of the subregion. Special emphasis will be placed on economic and social development, international trade, productive development, industry and integration, agriculture, food security and rural development, energy and natural resources, and climate change, thus helping member States to make progress towards the achievement of Sustainable Development Goals 1, 2, 7, 8, 10, 13 and 17. Specifically, the subprogramme will:

(a) Undertake analytical work to foster the generation, dissemination and implementation of innovative and sound approaches to address the subregion's development challenges and build national and subregional capacities to formulate more integrated and coherent policies, taking into full consideration the different national contexts in the subregion;

(b) Strengthen its multisectoral and interdisciplinary approach by maintaining and updating relevant databases and developing quantitative and qualitative analytical models;

(c) Provide training activities, advisory services and fellowships, as well as organize and promote forums in the areas of economic, social and environmental public policies.

21.153 The above-mentioned work is expected to result in the design, implementation and evaluation of effective public policies, including those focused on fiscal matters, trade and integration, productive development, energy, agriculture, food security, social protection and climate change.

Programme performance in 2024

Energy compacts: a milestone on the road to energy integration in Central America

21.154 During 2023 and 2024, the subprogramme provided technical assistance to the Central American Integration System countries in the drafting of energy compacts, focusing on universal access to electricity, a reduction in the use of fuelwood, the promotion of renewable energy, including non-conventional, and increasing energy efficiency. The subprogramme supported the discussion of the drafts through 10 webinars, participated in the review of received comments for incorporation into the documents, and contributed to their finalization.

21.155 Progress towards the objective is presented in the performance measure below (see table 21.32).

Table 21.32
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Drafting of five energy compact proposals by Central American Integration System countries	At its seventeenth regular meeting, the Central American Integration System Council of Ministers of Energy approved the energy compacts, which are intended to coordinate agendas on climate, food security, transportation and biodiversity

Planned results for 2026

Result 1: increased contribution by subregional integration institutions to policy design on economic issues

Programme performance in 2024 and target for 2026

21.156 The subprogramme's work contributed to the Central American Tourism Integration Secretariat developing a proposal for a regional tourism policy, which met the planned target.

21.157 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.33).

Table 21.33
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Executive Secretariat of the Council of Ministers of Finance of Central America, Panama and the Dominican Republic started developing technical tools on specialized economic issues, such as fiscal policy and public debt	Central American Integration System had access to technical knowledge for the formulation of policy recommendations on paperless cross-border trade	Central American Tourism Integration Secretariat developed a proposal for a regional tourism policy	One regional integration institution organizes technical events to formulate economic policy analysis	One regional integration institution recommends a policy instrument to its member States

Result 2: accelerated implementation of the Sustainable Development Goals by addressing structural gaps

Programme performance in 2024 and target for 2026

21.158 The subprogramme's work contributed to three countries initiating activities on structural gaps, including care policies, which exceeded the planned target of Governments having access to specialized instruments, studies and data on structural gaps.

21.159 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.34).

Table 21.34
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Panama advanced the formulation of a national policy for older persons Cuba increased national capacities on care services for older adults and people with disabilities Costa Rica's national officers were trained on pension systems	At least one country in the subregion has initiated a process to integrate analysis on structural gaps into its policies	At least one Government has a new instrument/ policy that considers structural gaps

Result 3: improved anticipatory governance to inform policymaking in the subregion

Proposed programme plan for 2026

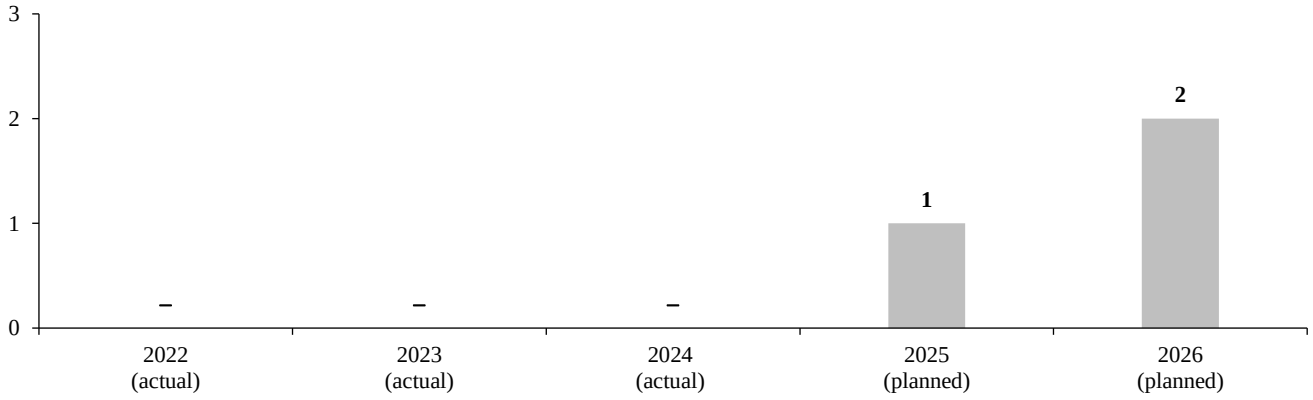
21.160 Anticipatory governance, using foresight and anticipatory tools, can help to enable proactive responses to uncertainty, identifying risks and opportunities before they arise. ECLAC has been supporting countries in the subregion in advancing anticipatory governance in policymaking.

Lessons learned and planned change

21.161 The lesson for the subprogramme was that there was greater demand from national authorities to gain access to and be better equipped with tools for anticipatory governance to address social, economic and environmental sustainability issues. In applying the lesson, the subprogramme will tailor its technical support to generate knowledge products and policy advice on the management of transformations and anticipatory governance.

21.162 Expected progress towards the objective is presented in the performance measure below (see figure 21.XXI).

Figure 21.XXI
Performance measure: number of public institutions in the subregion having access to anticipatory governance tools to help to develop public policies (cumulative)



Deliverables

21.163 Table 21.35 lists all deliverables of the subprogramme.

Table 21.35
Subprogramme 11: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**1**	**2**
1. On structural gaps and sustainable development	1	1	1	2
2. On climate change adaptation and disaster risk reduction	1	1	–	–
Seminars, workshops and training events (number of days)	**16**	**16**	**16**	**16**
3. Meetings of experts on debt sustainability, macroeconomic and public policies, social systems and structures, welfare systems and stratification, energy, food and agriculture, productive development, international and subregional trends in trade, climate change and the achievement of the Sustainable Development Goals	10	10	16	16

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
4. Training courses and workshops on policy options relating to climate change adaptation and mitigation, the Sustainable Development Goals and sustainable development, agriculture and food security	6	6	–	–
Publications (number of publications)	**11**	**11**	**13**	**12**
5. On macroeconomics, trade, external investments, social developments inclusive of labour markets, welfare systems, energy and agricultural sectors, climate change, productive development, social issues and regional integration for development	11	11	13	12
Technical materials (number of materials)	**11**	**11**	**11**	**12**
6. On trade and integration	1	1	–	1
7. On recent macroeconomic developments in the countries of the subregion	10	10	10	10
8. On social indicators	–	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on macroeconomic and macroprudential policies, the 2030 Agenda, social development issues, sectoral policy, energy and climate change, international trade and integration.

Databases and substantive digital materials: databases on economic statistics and national accounts, the agricultural sector and food security, trade integration, the hydrocarbon and electricity sectors and climate change in the subregion.

Subprogramme 12
Subregional activities in the Caribbean

Objective

21.164 The objective, to which this subprogramme contributes, is to strengthen the sustainable development process in the Caribbean in the economic, social and environmental dimensions, and to enhance the subregion's cooperation with Latin America.

Strategy

21.165 To contribute to the objective, the subprogramme will:

(a) Engage member States, regional and extraregional entities and other partners in subregional and country-specific initiatives and convene intergovernmental and technical meetings related to the follow-up to global and regional initiatives and conferences, including the 2030 Agenda and the Sustainable Development Goals, and explore and articulate strategies for and approaches to sustainable development based on applied research and empirical and conceptual analytical frameworks;

(b) Support Caribbean countries in the development of evidence-based policies that promote sustainable development, helping member States to make progress towards the achievement of Sustainable Development Goals 3, 4, 5, 8, 9, 10, 11, 12, 13, 14, 15 and 17;

(c) Undertake research and analysis on emerging issues and challenges facing the Caribbean;

(d) Build capacities of development practitioners and decision makers in designing and implementing resilience-building measures for sustainable development that are inclusive of women and persons with disabilities, in close cooperation with United Nations entities and Caribbean development partners.

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

(a) Increased effective subregional and regional engagement and consensus, cooperation and enhanced political advocacy on issues critical to the development of the Caribbean;

(b) Advancement of the implementation of national and subregional strategies and programmes.

Programme performance in 2024

Caribbean countries use geospatial information management for time and location-based data management

21.167 In 2023, the subprogramme convened the first Caribbean regional workshop of the United Nations Integrated Geospatial Information Framework in Saint Lucia, which highlighted the need to strengthen national technological advancement and capacities to manage geospatial information. A national workshop was also organized in 2024 in Trinidad and Tobago, training 80 managerial and technical practitioners from a range of line ministries, national government agencies, the private sector and civil society groups.

21.168 Progress towards the objective is presented in the performance measure below (see table 21.36).

Table 21.36
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Representatives of Caribbean countries at a regional workshop issued a summary statement to strengthen geospatial information management in the Caribbean	Trinidad and Tobago facilitated a public and private sector geospatial network to strengthen the application of geospatial data and related technological advancements

Planned results for 2026

Result 1: gender-sensitive policies on paid and unpaid work in the Caribbean better informed through time-use surveys

Programme performance in 2024 and target for 2026

21.169 The subprogramme's work contributed to the incorporation of a time-use module in the 2024 population and housing census of Trinidad and Tobago, which met the planned target.

21.170 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.37).

Table 21.37
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Dominica, Jamaica and Trinidad and Tobago incorporated time-use modules in their labour force survey and/or population and housing censuses	Grenada and Saint Lucia incorporated time-use modules in their labour force surveys	Trinidad and Tobago incorporated a time-use module into the questionnaire for the 2024 population and housing census to be conducted in 2025	At least one additional Caribbean country carries out a time-use survey as part of its population and housing census or labour force survey	One additional Caribbean country carries out a time-use survey as part of its labour force survey or as a stand-alone survey

Result 2: digital inclusion in the Caribbean

Programme performance in 2024 and target for 2026

21.171 The subprogramme's work contributed to the finalization of a draft study on the subregional priorities and indicators to measure the digital society, which did not meet the planned target of Caribbean countries agreeing on the subregional priorities and indicators as a mechanism to measure the digital society and advance digital inclusion. The target was not met because of delays in the publication and adoption of the guiding study by Caribbean countries in 2024.

21.172 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.38).

Table 21.38
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Caribbean countries endorsed the need for the development of metrics to facilitate action on digital inclusion	The draft of the guiding study on the subregional priorities and indicators as a mechanism to measure the digital society and advance digital inclusion in the Caribbean was finalized	At least one Caribbean country has incorporated the subregional priorities and indicators into its national statistical and data-collection framework	Subregional priorities and indicators are reflected in the digital transformation strategic plans of at least one country and incorporated into its national statistical and data-collection framework

Result 3: integration of the Antigua and Barbuda Agenda for Small Island Developing States into national development processes and agendas

Proposed programme plan for 2026

21.173 Integration of the Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity, adopted in May 2024, into national development processes and agendas will help to ensure their effective and synergistic implementation.

Lessons learned and planned change

21.174 The lesson for the subprogramme, based on earlier experience with the 2030 Agenda, was that the early provision of technical support could have encouraged increased national ownership of the 2030 Agenda and its integration into national development plans. In applying the lesson, the subprogramme will advocate for and deliver early technical support to facilitate the integration of the Antigua and Barbuda Agenda for Small Island Developing States into national development processes and agendas and its synergized implementation with the 2030 Agenda.

21.175 Expected progress towards the objective is presented in the performance measure below (see table 21.39).

Table 21.39
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Two Caribbean countries develop mechanisms for synergistic implementation of the 2030 Agenda and the Antigua and Barbuda Agenda for Small Island Developing States in line with national development priorities	One Caribbean country presents a voluntary national review that demonstrates complementary implementation of the 2030 Agenda and the Antigua and Barbuda Agenda for Small Island Developing States

Deliverables

21.176 Table 21.40 lists all deliverables of the subprogramme.

Table 21.40
Subprogramme 12: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
1. Sessions of the Caribbean Development and Cooperation Committee	3	3	–	3
2. Meetings of the Monitoring Committee of the Caribbean Development and Cooperation Committee	–	–	3	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**2**	**1**	**1**
3. On a relevant issue related to sustainable development in the Caribbean	1	2	1	1
Seminars, workshops and training events (number of days)	**18**	**21**	**17**	**16**
4. Meeting of the Caribbean Development Round Table	1	2	–	1
5. Meetings on issues related to economic development and finance; information and communications technology (ICT); statistics; selected population and social development issues; and selected issues related to the environment, small island developing States and the Sustainable Development Goals in the Caribbean	7	5	7	5
6. Workshops on ICT for sustainable development; trade policy and trade reforms for sustained growth and development; and selected issues related to social development and protection in the Caribbean	6	6	6	6
7. Training courses on the use of REDATAM to process and analyse data from censuses and household surveys; and on selected environmental development issues	4	8	4	4
Publications (number of publications)	**10**	**4**	**9**	**10**
8. *Economic Survey of the Caribbean*	1	–	1	1
9. *Preliminary Overview of the Economies of the Caribbean*	1	1	1	1
10. *Caribbean Development Report*	1	–	–	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
11. On issues related to economic development, ICT, statistics, the environment, and population and social development in the Caribbean	7	3	7	7
Technical materials (number of materials)	**8**	**8**	**8**	**4**
12. On issues related to economic development, ICT for development, statistics, social development, environmental development, and disaster risk reduction and resilience-building in the Caribbean	4	4	4	4
13. *FOCUS* magazine	4	4	4	–

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on ICT for development, economic policies and integration, gender equality and social, population and environmental development, disaster preparedness and risk reduction, and statistics and statistical development.

Databases and substantive digital materials: database on statistical indicators; and database on science and technology.

D. Communication deliverables

Outreach programmes, special events and information materials: *The Hummingbird* newsletter; *FOCUS* magazine; and community outreach events.

External and media relations: news items; media events; and television and radio interviews.

Digital platforms and multimedia content: ECLAC Caribbean website and social media pages.

Library services: information requests; library catalogue; inter-library loans and services; and book displays (virtual).

Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

Objective

21.177 The objective, to which this subprogramme contributes, is to enhance regional and subregional integration processes in order to foster their convergence and the participation of the region through common positions in interregional and global political dialogues in support of the 2030 Agenda.

Strategy

21.178 To contribute to the objective, the subprogramme will:

(a) Promote coordination and cooperation among member States and associate members, subregional and regional entities, the resident coordinator system, the United Nations system, the private sector, civil society organizations, academia, extraregional stakeholders and other third parties through contributions to subregional and regional initiatives;

(b) Support the development of joint regional positions in multilateral forums and global conferences, such as the meetings of the Community of Latin American and Caribbean States, the Central American Integration System, the Southern Common Market, the Pacific Alliance, the Caribbean Community, the Association of Caribbean States, the Organization of Eastern Caribbean States and other integration mechanisms;

(c) Develop activities to strengthen subregional and regional organizations, by fostering coordination, cooperation, complementarity and synergies, and by supporting political dialogues with multiple stakeholders when the participation of ECLAC is required;

(d) Foster dialogue and cooperation through South-South, North-South, triangular, bilateral and multilateral cooperation initiatives, specifically the Regional Conference on South-South Cooperation in Latin America and the Caribbean;

(e) Support member States in capacity-building, and assessment – including using the ECLAC damage and loss assessment methodology – of the economic, social and environmental impacts of disasters, in line with the priorities of the Sendai Framework for Disaster Risk Reduction 2015–2030;

(f) Provide technical cooperation and advisory services, upon request, and training activities;

(g) Promote the sharing of knowledge and experiences to support the achievement of sustainable development, as well as promote discussions on shared targets, mainstreaming a gender perspective and in line with the Caribbean First strategy of the Commission;

(h) Promote multilateral cooperation in the context of integration schemes and organizations in the region and help the region to make progress towards the achievement of the Sustainable Development Goals, in particular Goals 16 and 17.

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

(a) Reduced regional asymmetries and increased South-South and triangular cooperation initiatives, including subregional integration processes and the region's strategic positioning at the global level;

(b) Common positions of the countries of the region in support of the implementation of the 2030 Agenda.

Programme performance in 2024

Regional agreement for common criteria for measuring South-South cooperation in Latin America and the Caribbean

21.180 To garner support for measuring South-South cooperation and its impact, the subprogramme published a document with an assessment of South-South cooperation in six countries of the region, which fostered discussion and facilitated dialogue at the Regional Conference on South-South Cooperation in Latin America and the Caribbean. Furthermore, the subprogramme organized capacity-building activities and workshops on approaches for quantifying South-South cooperation.

21.181 Progress towards the objective is presented in the performance measure below (see table 21.41).

Table 21.41
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	At the Regional Conference on South-South Cooperation in Latin America and the Caribbean, countries urged the Statistical Conference of the Americas of ECLAC to strengthen synergies in this direction, taking into consideration the conceptual framework for measuring South-South cooperation developed by the United Nations Conference on Trade and Development	At the Regional Conference on South-South Cooperation in Latin America and the Caribbean, a working group was created to prepare and present estimates on resource mobilization directed towards the 2030 Agenda using a common methodology

Planned results for 2026

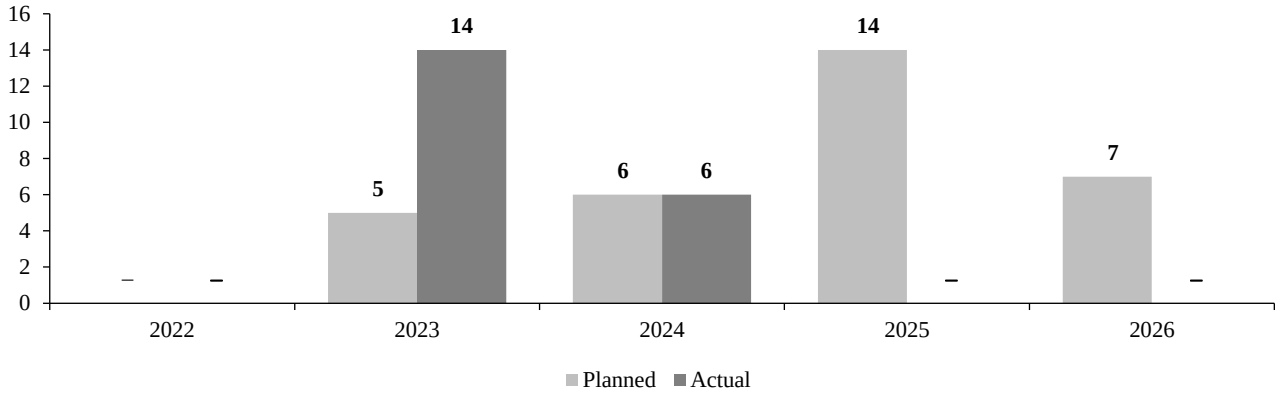
Result 1: strengthened South-South cooperation as an instrument of regional integration in line with the 2030 Agenda

Programme performance in 2024 and target for 2026

21.182 The subprogramme's work contributed to the participation of six regional and subregional integration mechanisms and intergovernmental organizations in the meetings of the Regional Conference on South-South Cooperation of Latin America and the Caribbean and of its Presiding Officers, which met the planned target.

21.183 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 21.XXII).

Figure 21.XXII
Performance measure: number of regional and subregional intergovernmental integration schemes and multilateral organizations participating in the meetings of the Regional Conference on South-South Cooperation of Latin America and the Caribbean and those of its Presiding Officers (annual)



Result 2: strengthened multi-stakeholder initiatives in South-South and triangular cooperation

Programme performance in 2024 and target for 2026

21.184 The subprogramme's work contributed to countries agreeing on a plan of action containing multi-stakeholder strategies for cooperation and providing an in-depth analysis of other means of promoting international development cooperation for the implementation of the 2030 Agenda, which met the planned target.

21.185 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 21.42).

Table 21.42
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Countries exchanged experiences and discussed challenges for innovative and coordinated work with cooperation agencies, non-governmental actors, the private sector and development banks on cross-cutting regional issues	The Presiding Officers of the Regional Conference on South-South Cooperation of Latin America and the Caribbean agreed to a plan of action	Countries identify areas of coordination, cooperation and synergies for work with the private sector and civil society	Countries implement the plan of action and share their multi-stakeholder strategies for cooperation, considering the areas of coordination, cooperation and synergies identified in 2025

Result 3: Latin American and Caribbean countries engage with extraregional actors on South-South and triangular cooperation

Proposed programme plan for 2026

21.186 At the request of member States, the subprogramme held a technical-level meeting in 2024 with the United Nations Office for South-South Cooperation with the aim of identifying new areas of cooperation and developing an action plan to enhance synergies and coordination.

Lessons learned and planned change

21.187 The lesson for the subprogramme was that greater coordination and knowledge-sharing with extraregional actors could help to amplify South-South and triangular cooperation. In applying the lesson, the subprogramme will increase collaboration with extraregional actors, including through the development of a regional engagement plan prepared in conjunction with the United Nations Office for South-South Cooperation, to enhance synergies and coordination.

21.188 Expected progress towards the objective is presented in the performance measure below (see table 21.43).

Table 21.43
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Member States provide feedback on a draft regional engagement plan to amplify South-South and triangular cooperation	A regional engagement plan is adopted by member States

Deliverables

21.189 Table 21.44 lists all deliverables of the subprogramme.

Table 21.44
Subprogramme 13: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
1. Session of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	–	–	2	–
2. Meeting of the Presiding Officers of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	2	2	–	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**6**	**6**	**6**	**6**
3. Training courses and seminars, in cooperation with government entities and regional and subregional organizations, on strategies and processes for convergence and integration; on South-South and triangular cooperation and strategies; on risk assessment and resilience-building; on regional economic and social policies; to assess progress in subregional and regional integration; and in the context of biregional dialogues	6	6	6	6
Publications (number of publications)	**3**	**3**	**4**	**3**
4. Position document for the Regional Conference on South-South Cooperation in Latin America and the Caribbean	–	–	1	–
5. On cooperation among and the integration of regional and subregional organizations and processes	3	3	3	3
Technical materials (number of materials)	**2**	**2**	**2**	**2**
6. Technical notes for intergovernmental meetings on integration and cooperation and the Regional Conference on South-South Cooperation in Latin America and the Caribbean about the inclusion of extraregional stakeholders and third parties	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, and to regional and subregional organizations and processes, including on integration and cooperation, the 2030 Agenda, the use of the ECLAC damage and loss assessment methodology and relationships with extraregional stakeholders and third parties.				

B. Proposed post and non-post resource requirements for 2026

Overview

21.190 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 21.45 to 21.47.

Table 21.45
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	48 389.8	52 606.3	–	–	–	–	–	52 606.3
Other staff costs	985.2	1 666.6	–	–	–	–	–	1 666.6
Hospitality	–	5.3	–	–	–	–	–	5.3
Consultants	327.6	379.9	–	–	–	–	–	379.9
Experts	327.1	425.5	–	–	–	–	–	425.5
Travel of staff	545.3	748.8	–	–	–	–	–	748.8
Contractual services	1,991.6	2 118.3	–	–	19.7	19.7	0.9	2 138.0
General operating expenses	3 427.1	4 105.7	–	–	–	–	–	4 105.7
Supplies and materials	63.8	157.0	–	–	–	–	–	157.0
Furniture and equipment	325.7	580.7	–	–	–	–	–	580.7
Improvement of premises	3.9	27.6	–	–	–	–	–	27.6
Grants and contributions	475.1	–	–	–	–	–	–	–
Total	**56 862.1**	**62 821.7**	**–**	**–**	**19.7**	**19.7**	**0.0**	**62 841.4**

[a] At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 21.46
Overall: proposed posts and post changes for 2026

(Number of posts)

	Number	*Details*
Approved for 2025	480	1 USG, 3 D-2, 12 D-1, 31 P-5, 61 P-4, 62 P-3, 47 P-2/1, 3 NPO, 4 GS (OL), 256 LL
Proposed for 2026	480	1 USG, 3 D-2, 12 D-1, 31 P-5, 61 P-4, 62 P-3, 47 P-2/1, 3 NPO, 4 GS (OL), 256 LL

Note: The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 21.47
Overall: proposed posts by category and grade[a]

(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	12	–	–	–	–	12
P-5	31	–	–	–	–	31
P-4	61	–	–	–	–	61
P-3	62	–	–	–	–	62
P-2/1	47	–	–	–	–	47
Subtotal	**217**	**–**	**–**	**–**	**–**	**217**
General Service and related						
NPO	3	–	–	–	–	3
GS (OL)	4	–	–	–	–	4
LL	256	–	–	–	–	256
Subtotal	**263**	**–**	**–**	**–**	**–**	**263**
Total	**480**	**–**	**–**	**–**	**–**	**480**

[a] Includes three temporary posts (1 P-4 and 2 P-3) that were approved pursuant to General Assembly resolution 71/272.

21.191 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 21.48 to 21.50 and figure 21.XXIII.

21.192 As shown in tables 21.48 (1) and 21.49 (1), the overall resources proposed for 2026 amount to $62,841,400, reflecting an increase of $19,700 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 21.48
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
A. Policymaking organs	589.3	881.3	–	–	–	–	–	881.3
B. Executive direction and management	3 826.9	3 974.3	–	–	–	–	–	3 974.3
C. Programme of work								
1. International trade, integration and infrastructure	3 555.9	3 547.4	–	–	–	–	–	3 547.4
2. Production and innovation	2 179.0	3 355.8	–	–	–	–	–	3 355.8
3. Macroeconomic policies and growth	4 193.2	4 596.1	–	–	–	–	–	4 596.1
4. Social development and equality	2 011.4	2 062.9	–	–	–	–	–	2 062.9
5. Gender equality and women's autonomy	1 044.0	1 300.3	–	–	–	–	–	1 300.3
6. Population and development	2 008.8	1 869.1	–	–	–	–	–	1 869.1
7. Sustainable development and human settlements	2 630.1	2 954.9	–	–	–	–	–	2 954.9
8. Natural resources	1 919.7	1 727.4	–	–	–	–	–	1 727.4
9. Planning and public management for development	1 370.0	1 245.6	–	–	–	–	–	1 245.6
10. Statistics	3 069.4	3 041.2	–	–	–	–	–	3 041.2
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	4 845.3	5 936.8	–	–	–	–	–	5 936.8
12. Subregional activities in the Caribbean	3 668.9	4 829.4	–	–	–	–	–	4 829.4
13. Support for regional and subregional integration and cooperation processes and organizations	985.8	953.0	–	–	–	–	–	953.0
Subtotal, C	**33 481.5**	**37 419.9**	**–**	**–**	**–**	**–**	**–**	**37 419.9**
D. Programme support	18 964.5	20 546.2	–	–	19.7	19.7	0.1	20 565.9
Subtotal, 1	**56 862.1**	**62 821.7**	**–**	**–**	**19.7**	**19.7**	**0.0**	**62 841.4**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	1 310.6	728.0	(33.0)	(4.5)	695.0
C. Programme of work					
1. International trade, integration and infrastructure	327.9	300.8	(30.1)	(10.0)	270.7
2. Production and innovation	1 158.1	1 505.5	(150.6)	(10.0)	1 354.9
3. Macroeconomic policies and growth	779.3	659.1	(65.9)	(10.0)	593.2
4. Social development and equality	645.4	581.0	(58.1)	(10.0)	522.9
5. Gender equality and women's autonomy	797.4	1 304.1	(130.4)	(10.0)	1 173.7
6. Population and development	654.6	523.0	(46.7)	(8.9)	476.3
7. Sustainable development and human settlements	2 050.5	2 160.8	(216.1)	(10.0)	1 944.7
8. Natural resources	664.3	573.1	(57.3)	(10.0)	515.8
9. Planning and public management for development	962.9	944.2	(78.3)	(8.3)	865.9

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
10. Statistics	102.9	250.4	(25.0)	(10.0)	225.4
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	359.4	988.0	(98.8)	(10.0)	889.2
12. Subregional activities in the Caribbean	59.0	50.6	(5.1)	(10.1)	45.5
13. Support for regional and subregional integration and cooperation processes and organizations	–	–	–	–	–
Subtotal, C	**8 561.7**	**9 840.6**	**(962.4)**	**(9.8)**	**8 878.2**
D. Programme support	3 405.2	2 649.4	–	–	2 649.4
Subtotal, 2	**13 277.5**	**13 218.0**	**(995.4)**	**(7.5)**	**12 222.6**
Total (1+2)	**70 139.6**	**76 039.7**	**(975.7)**	**(1.3)**	**75 064.0**

Table 21.49
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	32	–	–	–	–	32
C. Programme of work						
1. International trade, integration and infrastructure	26	–	–	–	–	26
2. Production and innovation	24	–	–	–	–	24
3. Macroeconomic policies and growth	35	–	–	–	–	35
4. Social development and equality	15	–	–	–	–	15
5. Gender equality and women’s autonomy	9	–	–	–	–	9
6. Population and development	16	–	–	–	–	16
7. Sustainable development and human settlements	18	–	–	–	–	18
8. Natural resources	14	–	–	–	–	14
9. Planning and public management for development	12	–	–	–	–	12
10. Statistics	27	–	–	–	–	27
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	49	–	–	–	–	49
12. Subregional activities in the Caribbean	36	–	–	–	–	36
13. Support for regional and subregional integration and cooperation processes and organizations	6	–	–	–	–	6
Subtotal, C	**287**	**–**	**–**	**–**	**–**	**287**
D. Programme support	161	–	–	–	–	161
Subtotal, 1	**480**	**–**	**–**	**–**	**–**	**480**

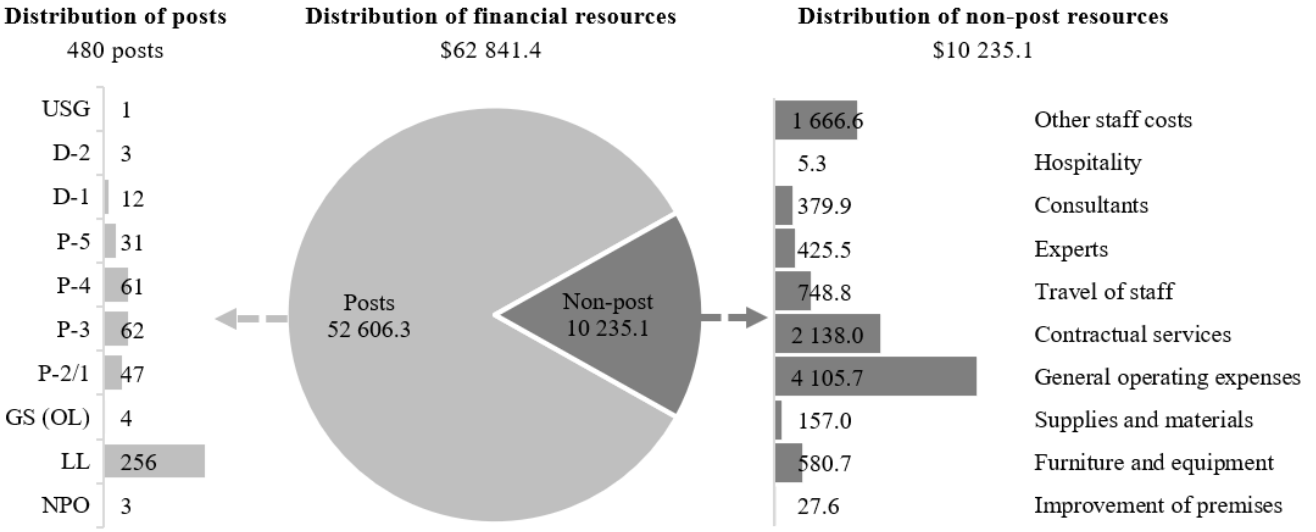
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	4	(1)	3
C. Programme of work			
1. International trade, integration and infrastructure	1	–	1
2. Production and innovation	2	–	2
3. Macroeconomic policies and growth	4	2	6
4. Social development and equality	3	(1)	2
5. Gender equality and women's autonomy	5	(3)	2
6. Population and development	1	–	1
7. Sustainable development and human settlements	3	–	3
8. Natural resources	1	–	1
9. Planning and public management for development	5	2	7
10. Statistics	–	–	–
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	3	–	3
12. Subregional activities in the Caribbean	–	–	–
13. Support for regional and subregional integration and cooperation processes and organizations	–	–	–
Subtotal, C	**28**	**–**	**28**
D. Programme support	21	1	22
Subtotal, 2	**53**	**–**	**53**
Total (1+2)	**533**	**–**	**533**

Table 21.50
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	48 389.9	52 606.3	–	–	–	–	–	52 606.3
Non-post	8 472.2	10 215.4	–	–	19.7	19.7	0.2	10 235.1
Total	**56 862.1**	**62 821.7**	**–**	**–**	**19.7**	**19.7**	**0.0**	**62 841.4**
Post resources by category								
Professional and higher		217	–	–	–	–	–	217
General Service and related		263	–	–	–	–	–	263
Total		**480**	**–**	**–**	**–**	**–**	**–**	**480**

Figure 21.XXIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

21.193 As shown in tables 21.48 (1) and 21.49 (1), resource changes reflect an increase of $19,700, which relates to an increase under programme support. The increase relates to a higher standard price of the core software package for non-field personnel outside of United Nations Headquarters.

Extrabudgetary resources

21.194 As reflected in tables 21.48 (2) and 21.49 (2), extrabudgetary resources amount to $12,222,600. These resources would complement regular budget resources and would be used mainly to provide for 53 posts (1 D-1, 1 P-3 and 51 Local level) to support activities under the programme of work, such as capacity-building and advisory and technical cooperation services for ECLAC member States and institutions of the region in areas relating to sustainable development and economic, social and environmental matters. In addition, non-post resources would be used for field projects, online and on-site training courses, applied research training and seminars and workshops in cooperation with governmental entities and academic, non-governmental, regional and subregional institutions. The goal of these activities is to foster cooperation, peer-to-peer learning, networking and the sharing of best practices at the national, subregional and regional levels.

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

Policymaking organs

21.196 The resources proposed under this component would provide for the policymaking organs as shown in table 21.51.

Table 21.51
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Session of the Economic Commission for Latin America and the Caribbean	Mandate: Economic and Social Council resolution 106 (VI) Membership: 60 government officials Number of sessions in 2026: 1	–	200.7
Committee of the Whole	Mandate: Economic and Social Council resolution 106 (VI), para. 3, and ECLAC resolutions 419(PLEN.14) and 489(PLEN.19) Membership: 60 government officials Number of sessions in 2026: –	51.0	–
Regional Conference on Women in Latin America and the Caribbean	Mandate: Decision adopted on 21 November 1977 by the Committee of the Whole at its eleventh special session Membership: 60 government officials Number of sessions in 2026: –	79.2	–
Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	Mandate: Regional Plan of Action on the Integration of Women into Latin American Economic and Social Development, para. 88.2 Membership: 60 government officials Number of sessions in 2026: 1	42.1	45.8
Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	Mandate: ECLAC resolutions 351(XVI) and 553(XXVI) Membership: 33 government officials Number of sessions in 2026: –	79.2	–
Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	Mandate: ECLAC resolution 340(AC.66), adopted by the Committee of the Whole at its eighth extraordinary session. ECLAC resolutions 351(XVI) and 553(XXVI) Membership: 33 government officials Number of sessions in 2026: 1	–	45.8
Caribbean Development and Cooperation Committee	Mandate: ECLAC resolution 358(XVI) and constituent declaration, functions and rules of procedure of the Committee (E/CEPAL/1022) Membership: 29 government officials Number of sessions in 2026: 1	–	93.3
Monitoring Committee of the Caribbean Development and Cooperation Committee	Mandate: ECLAC resolutions 358(XVI), 419(PLEN.14), 489(PLEN.19) and 553(XXVI) Membership: 29 government officials Number of sessions in 2026: –	48.8	–
Forum of the Countries of Latin America and the Caribbean on Sustainable Development	Mandate: ECLAC resolution 700(XXX) Membership: 33 government officials Number of sessions in 2026: 1	100.5	110.7
Ministerial Conference on the Information Society in Latin America and the Caribbean	Mandate: ECLAC resolution 610(XXX) Membership: 33 government officials Number of sessions in 2026: 1	–	44.2
Preparatory meeting for the Ministerial Conference on the Information Society in Latin America and the Caribbean	Mandate: ECLAC resolution 610(XXX) Membership: 33 government officials Number of sessions in 2026: –	31.0	–
Statistical Conference of the Americas	Mandate: ECLAC resolution 580(XXVIII) and Economic and Social Council resolution 2000/7 Membership: 60 government officials Number of sessions in 2026: –	80.5	–

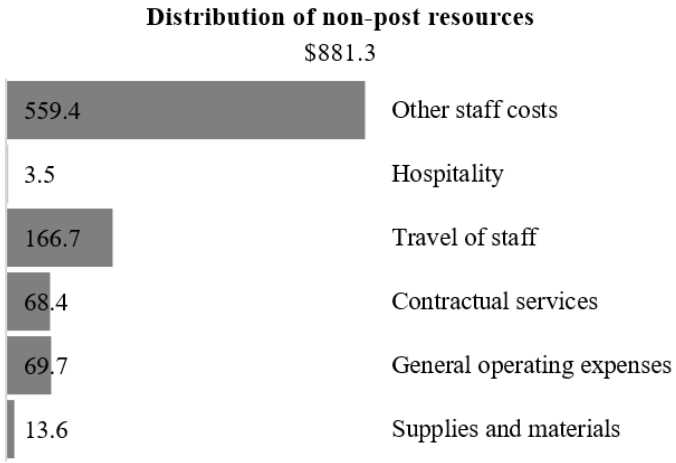
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Executive Committee of the Statistical Conference of the Americas	Mandate: ECLAC resolution 580(XXVIII) and Economic and Social Council resolution 2000/7 Membership: 60 government officials Number of sessions in 2026: 1	50.5	44.8
Regional Conference on Social Development in Latin America and the Caribbean	Mandate: ECLAC resolution 682(XXXV) and Economic and Social Council resolution 2014/32 Membership: 60 government officials Number of sessions in 2026: –	80.5	–
Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	Mandate: ECLAC resolution 682(XXXV) and Economic and Social Council resolution 2014/32 Membership: 60 government officials Number of sessions in 2026: 1	–	44.8
Regional Conference on Population and Development in Latin America and the Caribbean	Mandate: ECLAC resolution 670(XXXIV), Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development, Montevideo Consensus on Population and Development Membership: 60 government officials Number of sessions in 2026: 1	–	95.6
Presiding Officers of the Regional Conference on Population and Development in Latin America and the Caribbean	Mandate: ECLAC resolution 670(XXXIV), Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development, Montevideo Consensus on Population and Development Membership: 60 government officials Number of sessions in 2026: –	49.6	–
Conference on Science, Innovation and Information and Communications Technologies	Mandate: ECLAC resolution 672(XXXIV) and Economic and Social Council resolution 2012/35 Membership: 60 government officials Number of sessions in 2026: –	58.5	–
Executive Committee of the Conference on Science, Innovation and Information and Communications Technologies	Mandate: ECLAC resolution 672(XXXIV) and Economic and Social Council resolution 2012/35 Membership: 60 government officials Number of sessions in 2026: 1	–	41.3
Regional Conference on South-South Cooperation in Latin America and the Caribbean	Mandate: General Assembly resolution 58/220, ECLAC resolutions 611(XXX) and 752(PLEN.36) Membership: 60 government officials Number of sessions in 2026: –	49.6	–
Presiding Officers of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	Mandate: General Assembly resolution 58/220, ECLAC resolutions 611(XXX) and 752(PLEN.36) Membership: 60 government officials Number of sessions in 2026: 1	–	41.3
Conference of the Parties to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean	Mandate: Economic and Social Council resolution 2021/31 and the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean Membership: 33 government officials Number of sessions in 2026: 1	70.3	73.0
Committee of High-level Government Experts	Mandate: ECLAC resolutions 310(XIV), 419(PLEN.14), 422(XIX), para. 204, 425(XIX), 489(PLEN.19) and 553(XXVI) Membership: 33 government officials Number of sessions in 2026: –	5.0	–
Central American Economic Cooperation Committee	Mandate: ECLAC resolutions 9(IV) and 553(XXVI) Membership: 7 government officials Number of sessions in 2026: –	5.0	–
Total		**881.3**	**881.3**

21.197 The proposed regular budget resources for 2026 amount to $881,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.52 and figure 21.XXIV.

Table 21.52
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	589.3	881.3	–	–	–	–	–	881.3
Total	**589.3**	**881.3**	**–**	**–**	**–**	**–**	**–**	**881.3**

Figure 21.XXIV
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

21.198 The executive direction and management component comprises the Office of the Executive Secretary, the Programme Planning and Operations Division and the Public Information Unit.

21.199 The executive direction and management component of ECLAC, under the leadership of the Executive Secretary, oversees the Commission’s strategic direction, supervision and administration to ensure the effective implementation of its mandates and approved programme of work. The Executive Secretary is supported in these responsibilities by the Deputy Executive Secretary.

21.200 The Office of the Executive Secretary is responsible for coordinating regional initiatives and monitoring progress in implementing the 2030 Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the achievement of the Sustainable Development Goals, along with other key intergovernmental agreements in Latin America and the Caribbean. It also prepares the report for the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, convened under ECLAC auspices. In addition, the Office ensures the integration of cross-cutting themes such as gender mainstreaming, disability inclusion and sustainability across the Commission’s subprogrammes and support

activities. It aligns the ECLAC programme of work with other United Nations funds, programmes and specialized agencies operating in the region. The Office also includes the Secretariat of the Commission, which manages political relations and protocol with ECLAC member States and provides logistical support for intergovernmental meetings.

21.201 The Programme Planning and Operations Division is responsible for the overall coordination, guidance and advisory support to ECLAC subprogramme managers and the leadership in formulating the Commission's programme of work. It also manages the reporting process on the implementation of planned activities. In addition, the Division oversees the preparation of the annual proposed programme plan and budget and monitors the execution of the programme of work and its programme support resources. It also ensures comprehensive reporting on the implementation of the ECLAC evaluation plan.

21.202 The Public Information Unit works in close coordination with the Department of Global Communications of the Secretariat to conduct public information activities relating to the United Nations system and ECLAC, including organizing press conferences and issuing press releases, producing and disseminating booklets and information kits about the work of ECLAC and the United Nations and conducting campaigns, including through social media.

21.203 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ECLAC has integrated environmental management practices and sustainability initiatives into its operations. As part of the Commission's capital investment plan, a phased environmental strategy is being developed to enhance long-term sustainability. ECLAC remains committed to strengthening these efforts in line with the United Nations system's sustainability strategy for the period 2020–2030 (see CEB/2019/1/Add.1) and the environmental policies of its host countries.

21.204 Information on the timely submission of documentation and advance booking for air travel is reflected in table 21.53. The percentage of air tickets purchased at least two weeks before travel has shown steady improvement, increasing from 36 per cent in 2022 to 44 per cent in 2023 and 52 per cent in 2024. While operational adjustments were initially necessary to adapt to the increased workload of providing travel services to the 26 resident coordinator offices and United Nations agencies, funds and programmes in the region, the upward trend in advance ticket purchases demonstrates the effectiveness of these changes. With improved coordination in the travel planning process, ECLAC will continue to monitor the performance of contracted travel agencies and refining associated workflows based on lessons learned.

Table 21.53
Compliance rate

(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	36	44	52	100	100

21.205 The proposed regular budget resources for 2026 amount to $3,974,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.54 and figure 21.XXV.

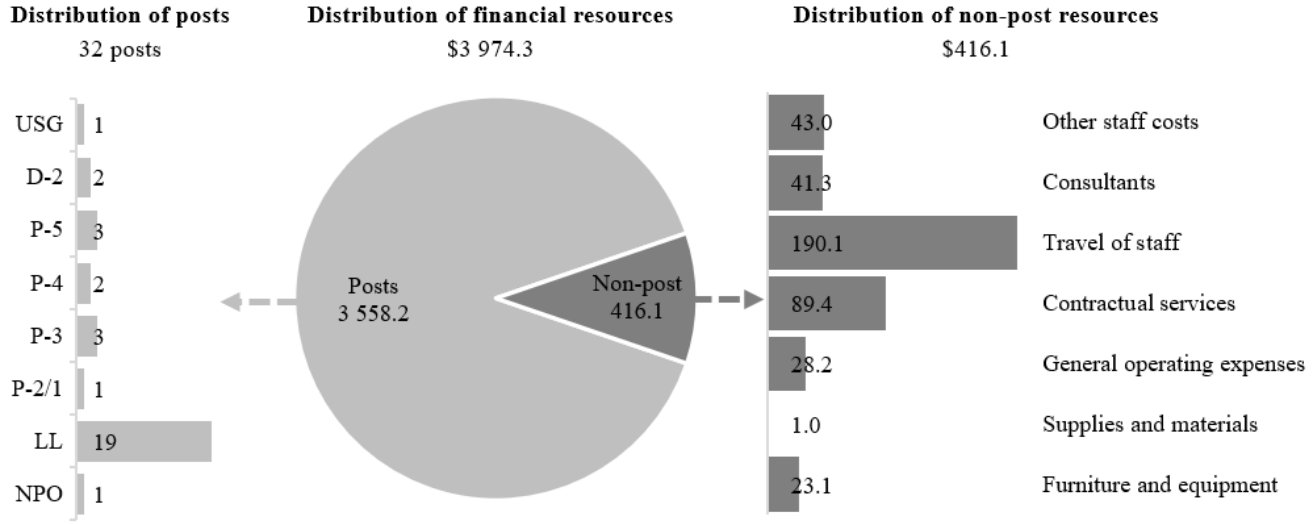
Table 21.54
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 559.9	3 558.2	–	–	–	–	–	3 558.2
Non-post	267.0	416.1	–	–	–	–	–	416.1
Total	**3 826.9**	**3 974.3**	**–**	**–**	**–**	**–**	**–**	**3 974.3**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		20	–	–	–	–	–	20
Total		**32**	**–**	**–**	**–**	**–**	**–**	**32**

Figure 21.XXV
Executive direction and management: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Programme of work

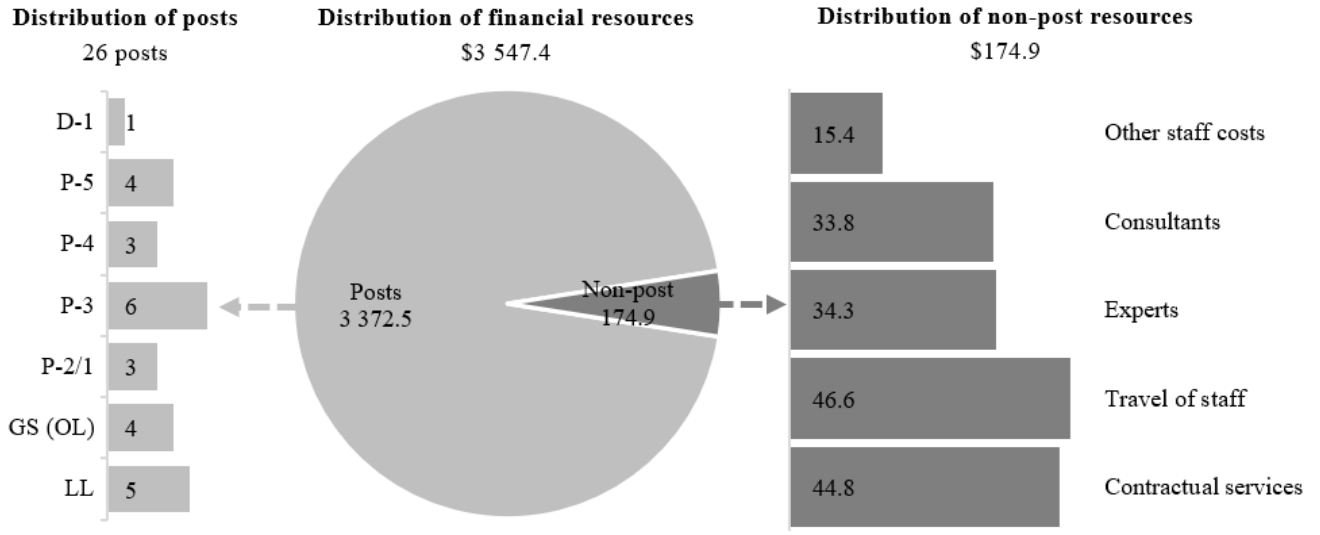
Subprogramme 1
International trade, integration and infrastructure

21.206 The proposed regular budget resources for 2026 amount to $3,547,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.55 and figure 21.XXVI.

Table 21.55
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	***New/expanded mandates***	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 426.7	3 372.5	–	–	–	–	–	3 372.5
Non-post	129.2	174.9	–	–	–	–	–	174.9
Total	**3 555.9**	**3 547.4**	**–**	**–**	**–**	**–**	**–**	**3 547.4**
Post resources by category								
Professional and higher		17	–	–	–	–	–	17
General Service and related		9	–	–	–	–	–	9
Total		**26**	**–**	**–**	**–**	**–**	**–**	**26**

Figure 21.XXVI
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 2
Production and innovation

21.207 The proposed regular budget resources for 2026 amount to $3,355,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.56 and figure 21.XXVII.

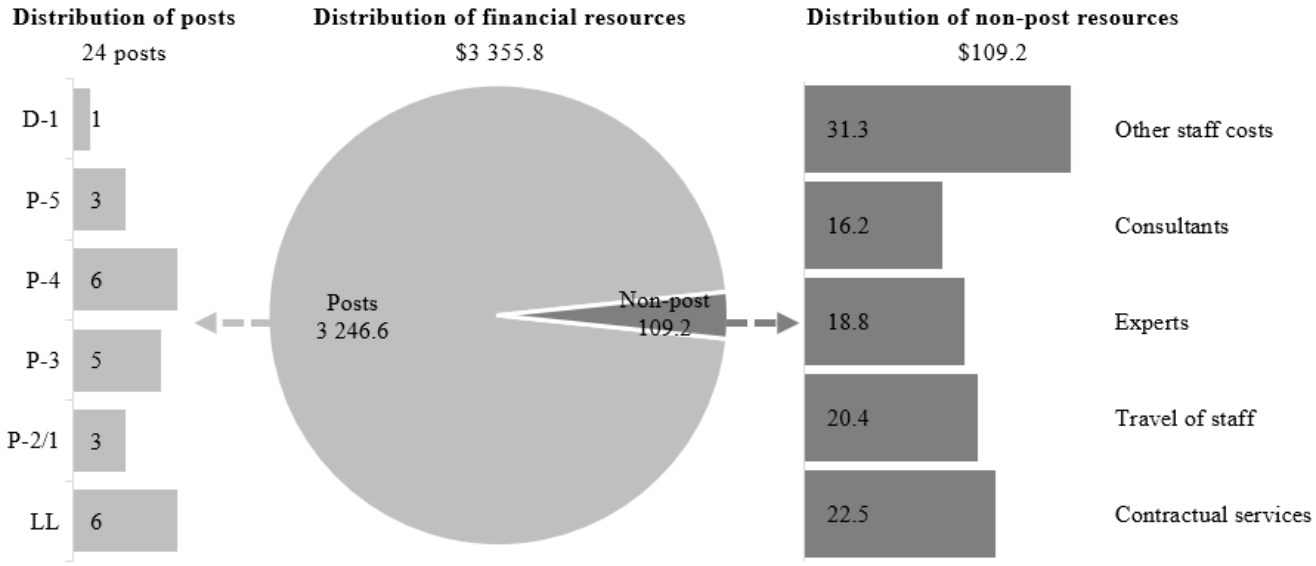
Table 21.56
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 103.4	3 246.6	–	–	–	–	–	3 246.6
Non-post	75.6	109.2	–	–	–	–	–	109.2
Total	**2 179.0**	**3 355.8**	**–**	**–**	**–**	**–**	**–**	**3 355.8**
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		6	–	–	–	–	–	6
Total		**24**	**–**	**–**	**–**	**–**	**–**	**24**

Figure 21.XXVII
Subprogramme 2: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 3
Macroeconomic policies and growth

21.208 The proposed regular budget resources for 2026 amount to $4,596,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.57 and figure 21.XXVIII.

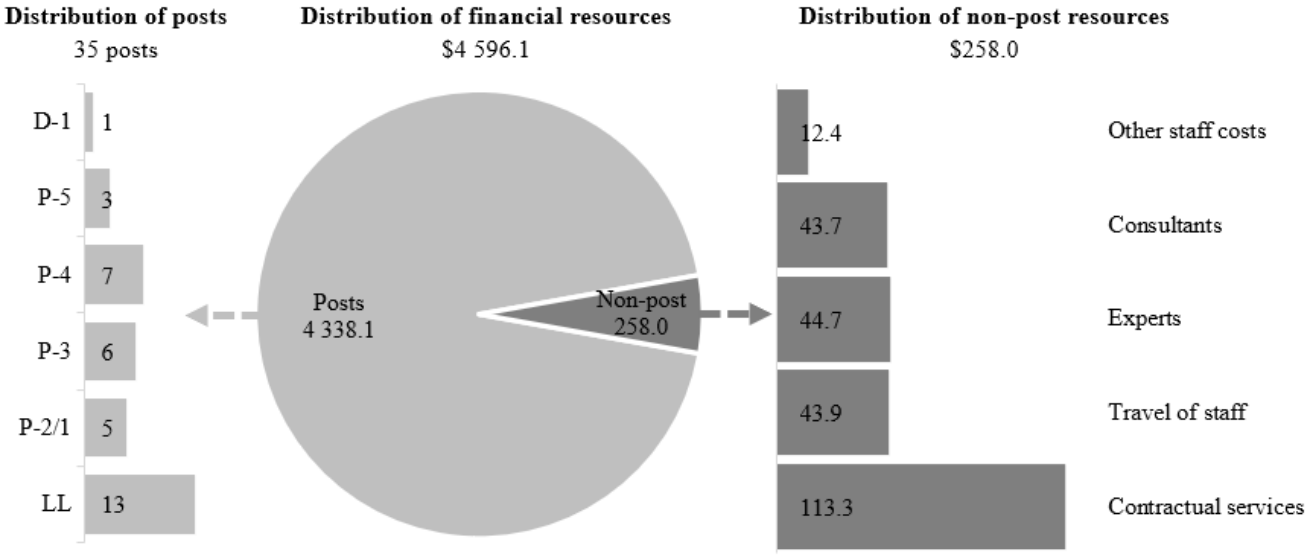
Table 21.57
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 937.0	4 338.1	–	–	–	–	–	4 338.1
Non-post	256.2	258.0	–	–	–	–	–	258.0
Total	**4 193.2**	**4 596.1**	**–**	**–**	**–**	**–**	**–**	**4 596.1**
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		13	–	–	–	–	–	13
Total		**35**	**–**	**–**	**–**	**–**	**–**	**35**

Figure 21.XXVIII
Subprogramme 3: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 4
Social development and equality

21.209 The proposed regular budget resources for 2026 amount to $2,062,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.58 and figure 21.XXIX.

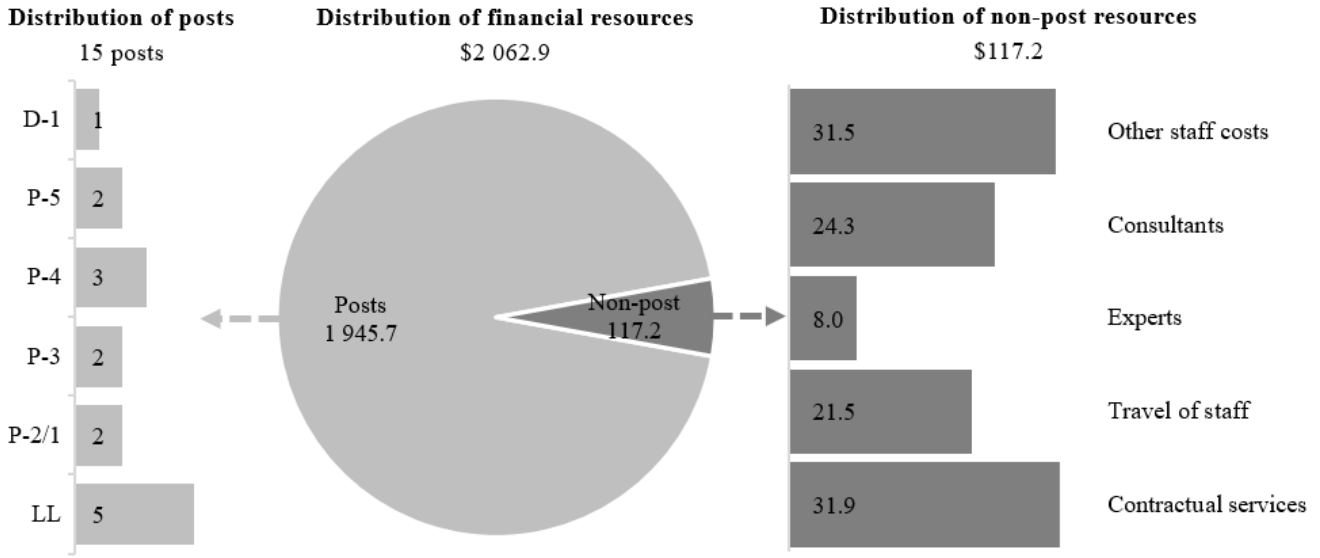
Table 21.58
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 905.4	1 945.7	–	–	–	–	–	1 945.7
Non-post	106.0	117.2	–	–	–	–	–	117.2
Total	**2 011.4**	**2 062.9**	**–**	**–**	**–**	**–**	**–**	**2 062.9**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		5	–	–	–	–	–	5
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

Figure 21.XXIX
Subprogramme 4: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 5
Gender equality and women's autonomy

21.210 The proposed regular budget resources for 2026 amount to $1,300,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.59 and figure 21.XXX.

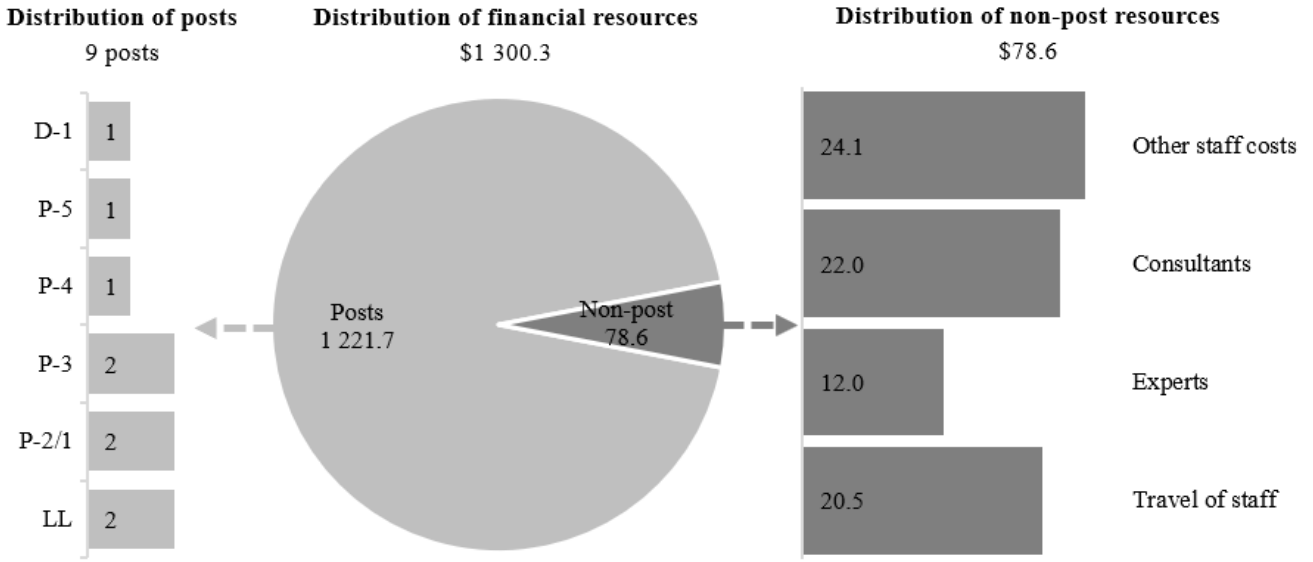
Table 21.59
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	981.8	1 221.7	–	–	–	–	–	1 221.7
Non-post	62.2	78.6	–	–	–	–	–	78.6
Total	**1 044.0**	**1 300.3**	**–**	**–**	**–**	**–**	**–**	**1 300.3**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		2	–	–	–	–	–	2
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 21.XXX
Subprogramme 5: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 6
Population and development

21.211 The proposed regular budget resources for 2026 amount to $1,869,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.60 and figure 21.XXXI.

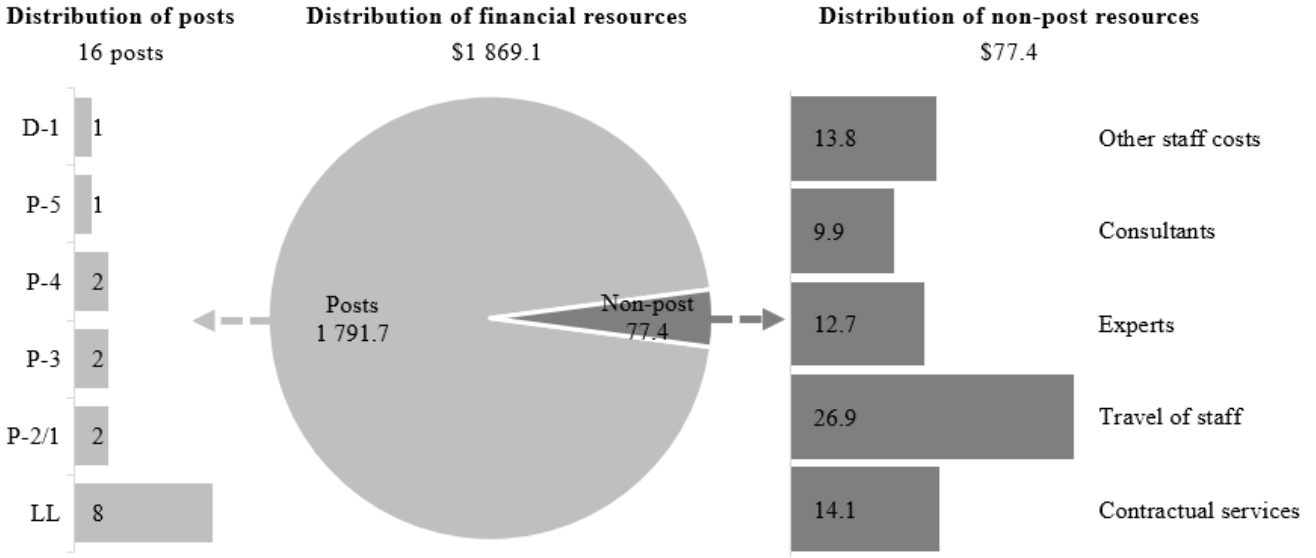
Table 21.60
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 934.6	1 791.7	–	–	–	–	–	1 791.7
Non-post	74.2	77.4	–	–	–	–	–	77.4
Total	**2 008.8**	**1 869.1**	**–**	**–**	**–**	**–**	**–**	**1 869.1**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		8	–	–	–	–	–	8
Total		**16**	**–**	**–**	**–**	**–**	**–**	**16**

Figure 21.XXXI
Subprogramme 6: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 7
Sustainable development and human settlements

21.212 The proposed regular budget resources for 2026 amount to $2,954,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.61 and figure 21.XXXII.

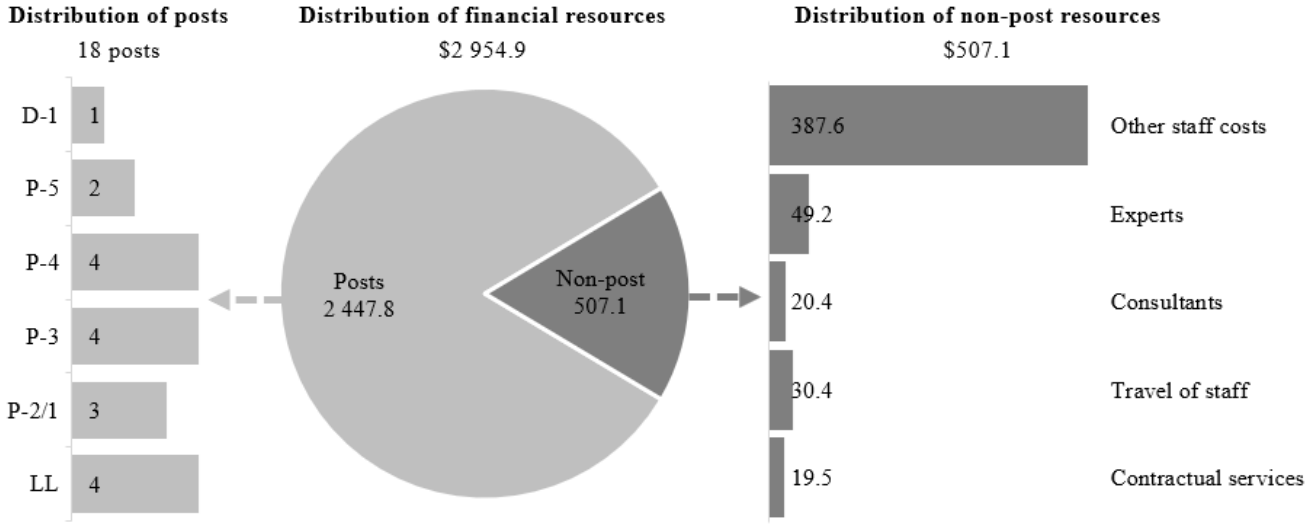
Table 21.61
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 320.2	2 447.8	–	–	–	–	–	2 447.8
Non-post	309.9	507.1	–	–	–	–	–	507.1
Total	**2 630.1**	**2 954.9**	**–**	**–**	**–**	**–**	**–**	**2 954.9**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		4	–	–	–	–	–	4
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 21.XXXII
Subprogramme 7: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 8
Natural resources

21.213 The proposed regular budget resources for 2026 amount to $1,727,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.62 and figure 21.XXXIII.

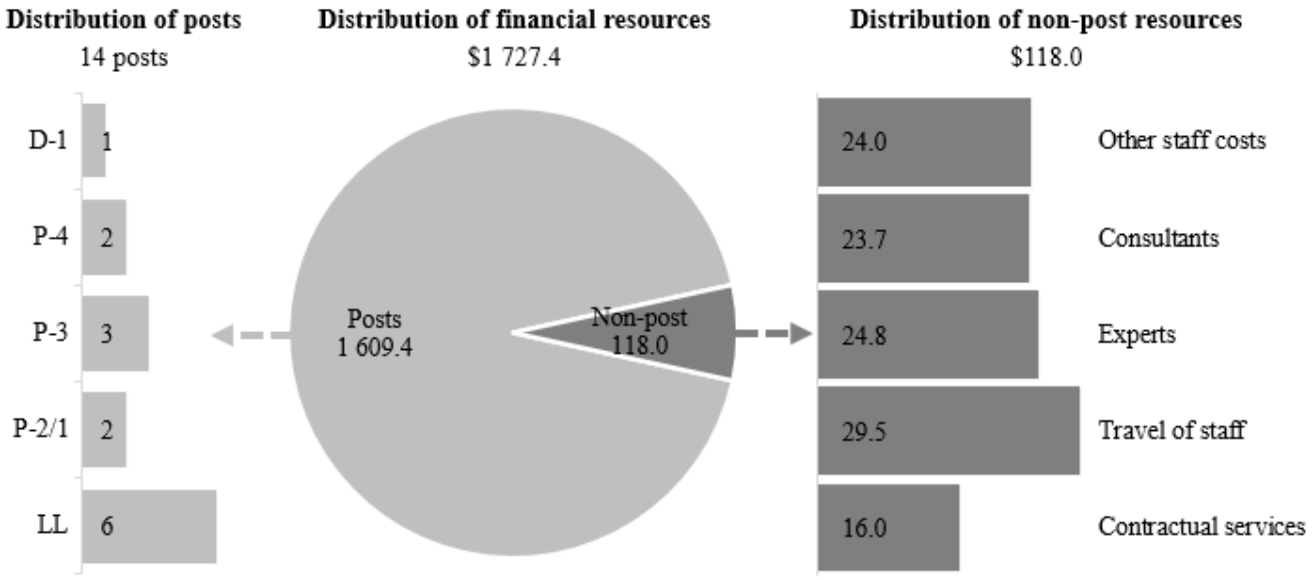
Table 21.62
Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 823.5	1 609.4	–	–	–	–	–	1 609.4
Non-post	96.2	118.0	–	–	–	–	–	118.0
Total	**1 919.7**	**1 727.4**	**–**	**–**	**–**	**–**	**–**	**1 727.4**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		6	–	–	–	–	–	6
Total		**14**	**–**	**–**	**–**	**–**	**–**	**14**

Figure 21.XXXIII
Subprogramme 8: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 9
Planning and public management for development

21.214 The proposed regular budget resources for 2026 amount to $1,245,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.63 and figure 21.XXXIV.

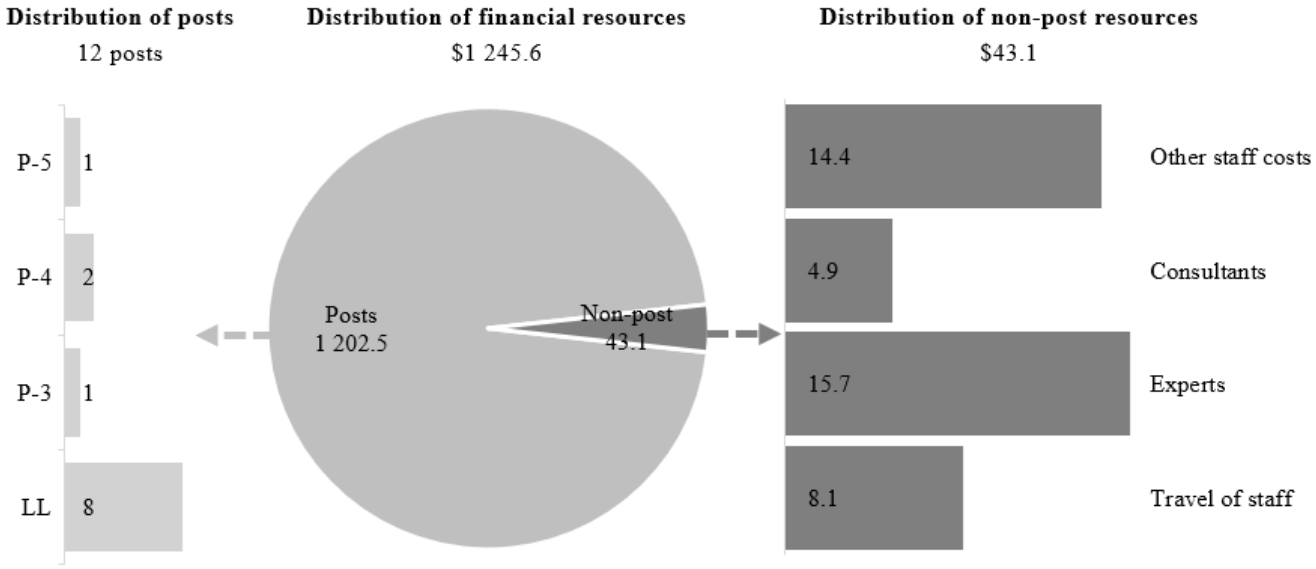
Table 21.63
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 318.9	1 202.5	–	–	–	–	–	1 202.5
Non-post	51.1	43.1	–	–	–	–	–	43.1
Total	**1 370.0**	**1 245.6**	**–**	**–**	**–**	**–**	**–**	**1 245.6**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		8	–	–	–	–	–	8
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 21.XXXIV
Subprogramme 9: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 10
Statistics

21.215 The proposed regular budget resources for 2026 amount to $3,041,200 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.64 and figure 21.XXXV.

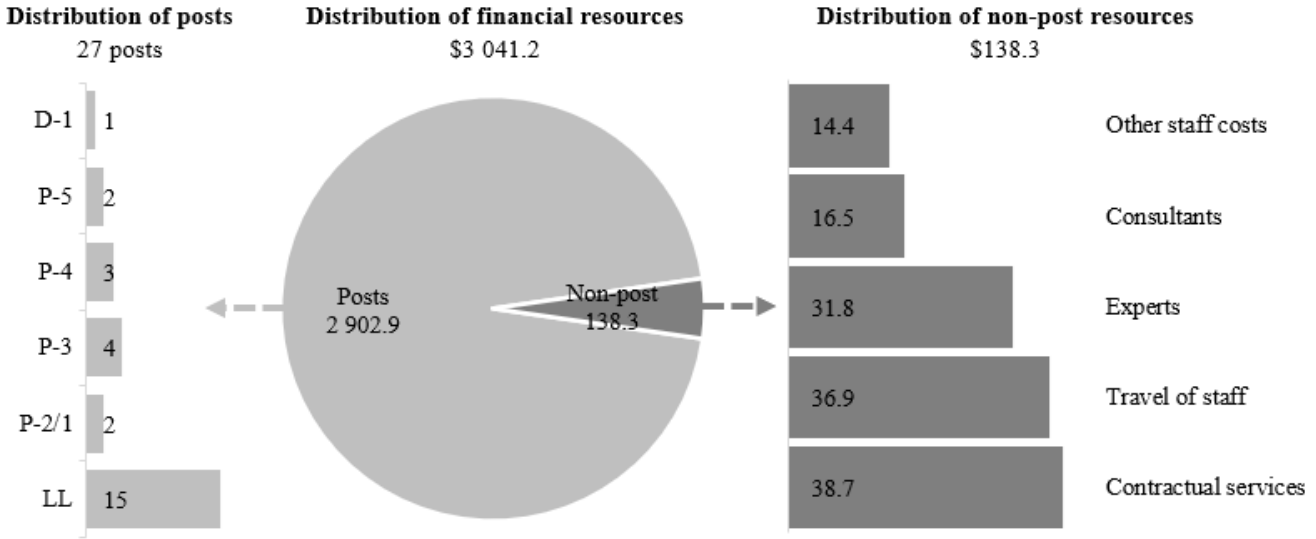
Table 21.64
Subprogramme 10: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 962.6	2 902.9	–	–	–	–	–	2 902.9
Non-post	106.8	138.3	–	–	–	–	–	138.3
Total	**3 069.4**	**3 041.2**	**–**	**–**	**–**	**–**	**–**	**3 041.2**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		15	–	–	–	–	–	15
Total		**27**	**–**	**–**	**–**	**–**	**–**	**27**

Figure 21.XXXV
Subprogramme 10: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

21.216 The proposed regular budget resources for 2026 amount to $5,936,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.65 and figure 21.XXXVI.

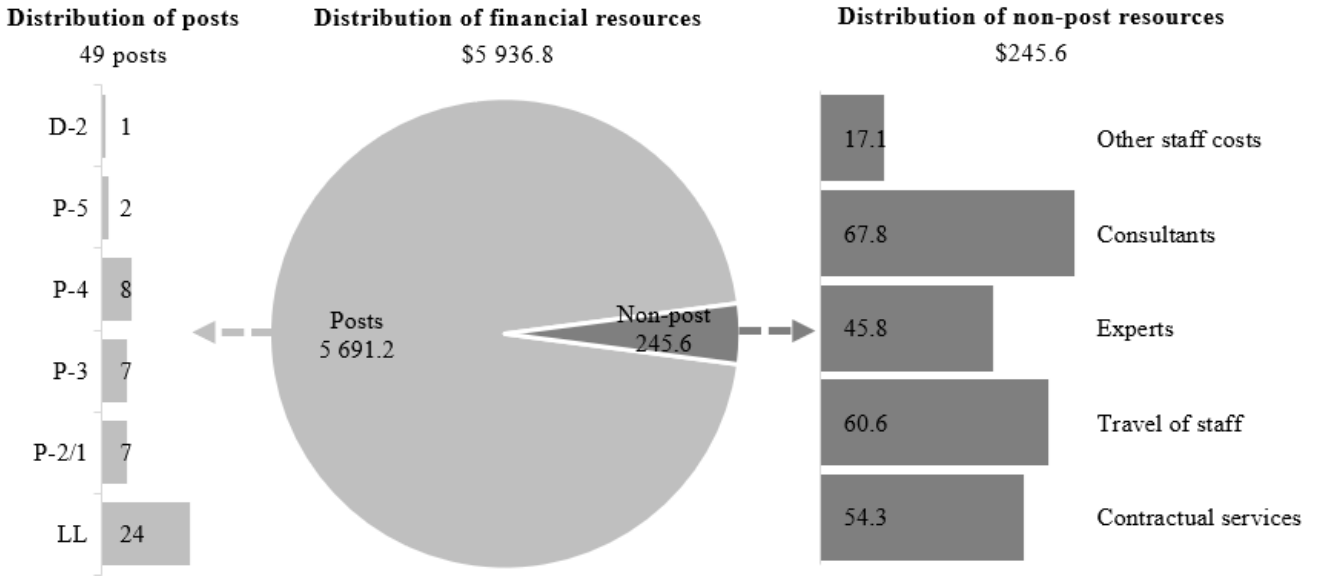
Table 21.65
Subprogramme 11: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 657.4	5 691.2	–	–	–	–	–	5 691.2
Non-post	187.9	245.6	–	–	–	–	–	245.6
Total	**4 845.3**	**5 936.8**	**–**	**–**	**–**	**–**	**–**	**5 936.8**
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		24	–	–	–	–	–	24
Total		**49**	**–**	**–**	**–**	**–**	**–**	**49**

Figure 21.XXXVI
Subprogramme 11: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 12
Subregional activities in the Caribbean

21.217 The proposed regular budget resources for 2026 amount to $4,829,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.66 and figure 21.XXXVII.

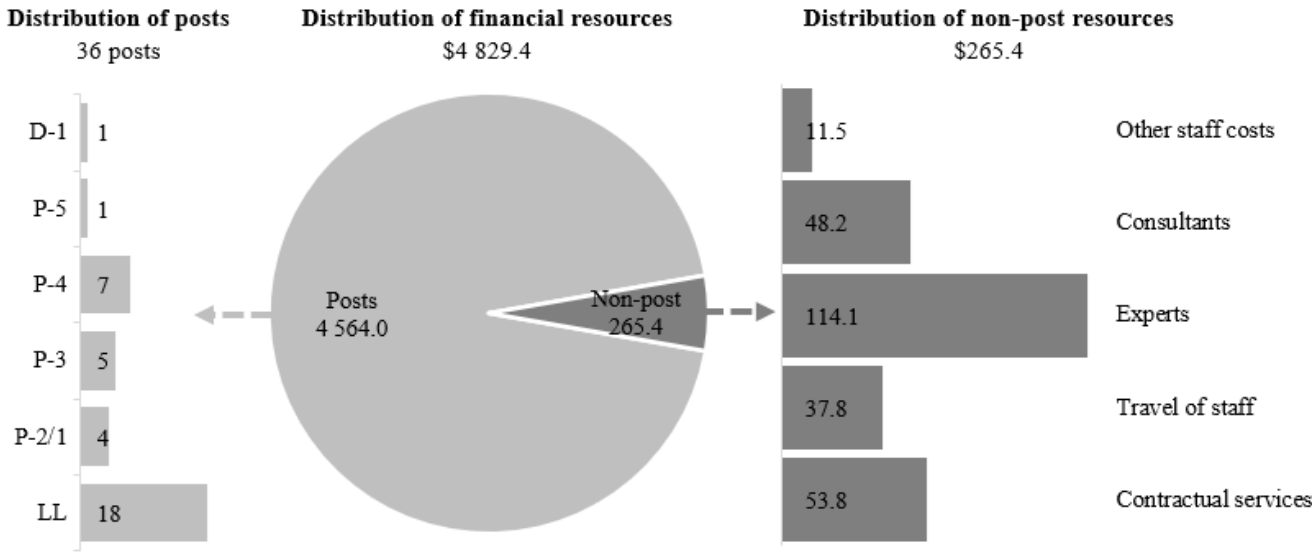
Table 21.66
Subprogramme 12: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 468.3	4 564.0	–	–	–	–	–	4 564.0
Non-post	200.6	265.4	–	–	–	–	–	265.4
Total	**3 668.9**	**4 829.4**	**–**	**–**	**–**	**–**	**–**	**4 829.4**
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		18	–	–	–	–	–	18
Total		**36**	**–**	**–**	**–**	**–**	**–**	**36**

Figure 21.XXXVII
Subprogramme 12: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

21.218 The proposed regular budget resources for 2026 amount to $953,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.67 and figure 21.XXXVIII.

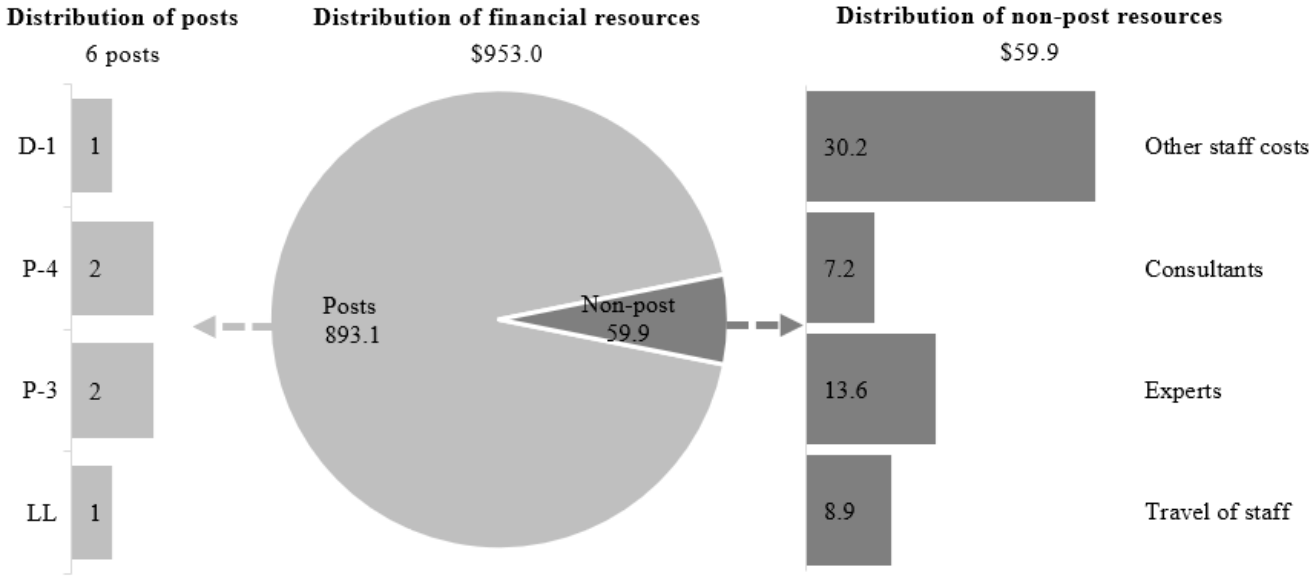
Table 21.67
Subprogramme 13: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	950.9	893.1	–	–	–	–	–	893.1
Non-post	34.9	59.9	–	–	–	–	–	59.9
Total	**985.8**	**953.0**	**–**	**–**	**–**	**–**	**–**	**953.0**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		1	–	–	–	–	–	1
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 21.XXXVIII
Subprogramme 13: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Programme support

21.219 The programme support component of ECLAC includes several key divisions and units that facilitate the execution of the organization's substantive work across various locations. These components consist of the Division of Administration, the Documents and Publications Division, the Human Resources Section, the Library, the Conference Services Unit and the Project Management Unit. Collectively, these units provide operational and logistical assistance to ECLAC headquarters in Santiago, as well as to its subregional offices in Mexico City (serving Central America) and Port of Spain (supporting the Caribbean). In addition, ECLAC operates national offices in Buenos Aires, Brasília, Bogotá and Montevideo, along with a liaison office in Washington, D.C.

21.220 The main responsibilities of the programme support component include:

(a) Conference services, for meetings of ECLAC intergovernmental bodies and special events;

(b) Documentation and publication services, including planning, editing and translation, text processing, printing and distribution of documents and publications;

(c) Library services that provide access to resources and information services to both ECLAC staff members and external users;

(d) Technical cooperation, including the management of activities that complement those funded from the regular budget. This also includes the application of research findings to the provision of advisory services and training activities for the benefit of ECLAC member States;

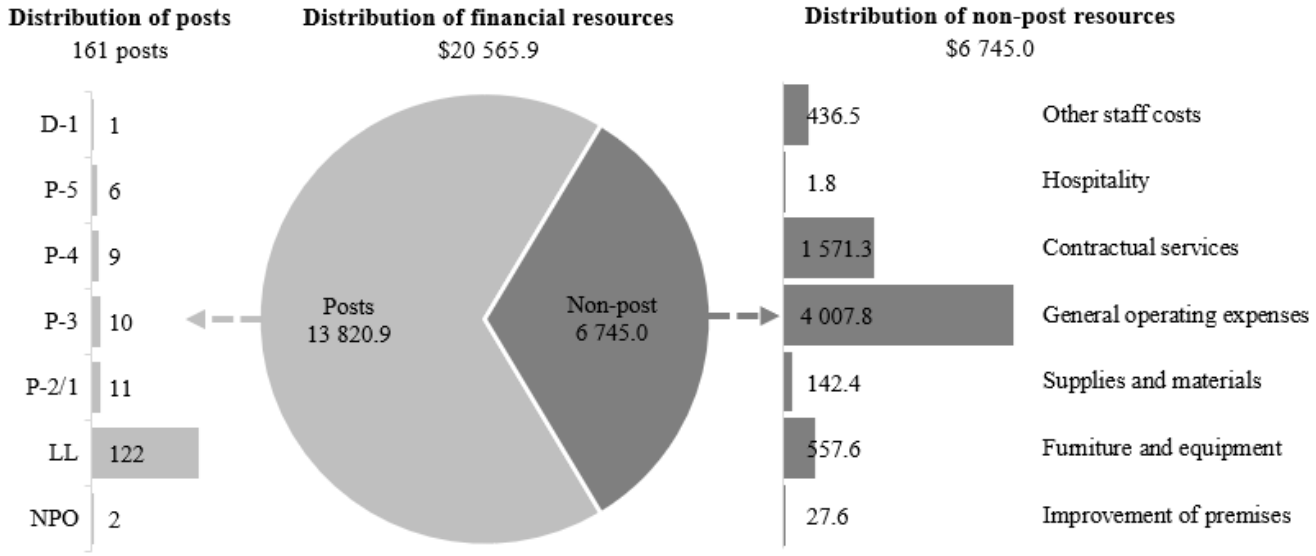
(e) Common services related to administration, human resources management, financial management, information and communications technology and general support services.

21.221 The proposed regular budget resources for 2026 amount to $20,565,900 and reflect an increase of $19,700 compared with the approved budget for 2025. The proposed increase is explained in paragraph 21.193 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 21.68 and figure 21.XXXIX.

Table 21.68
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

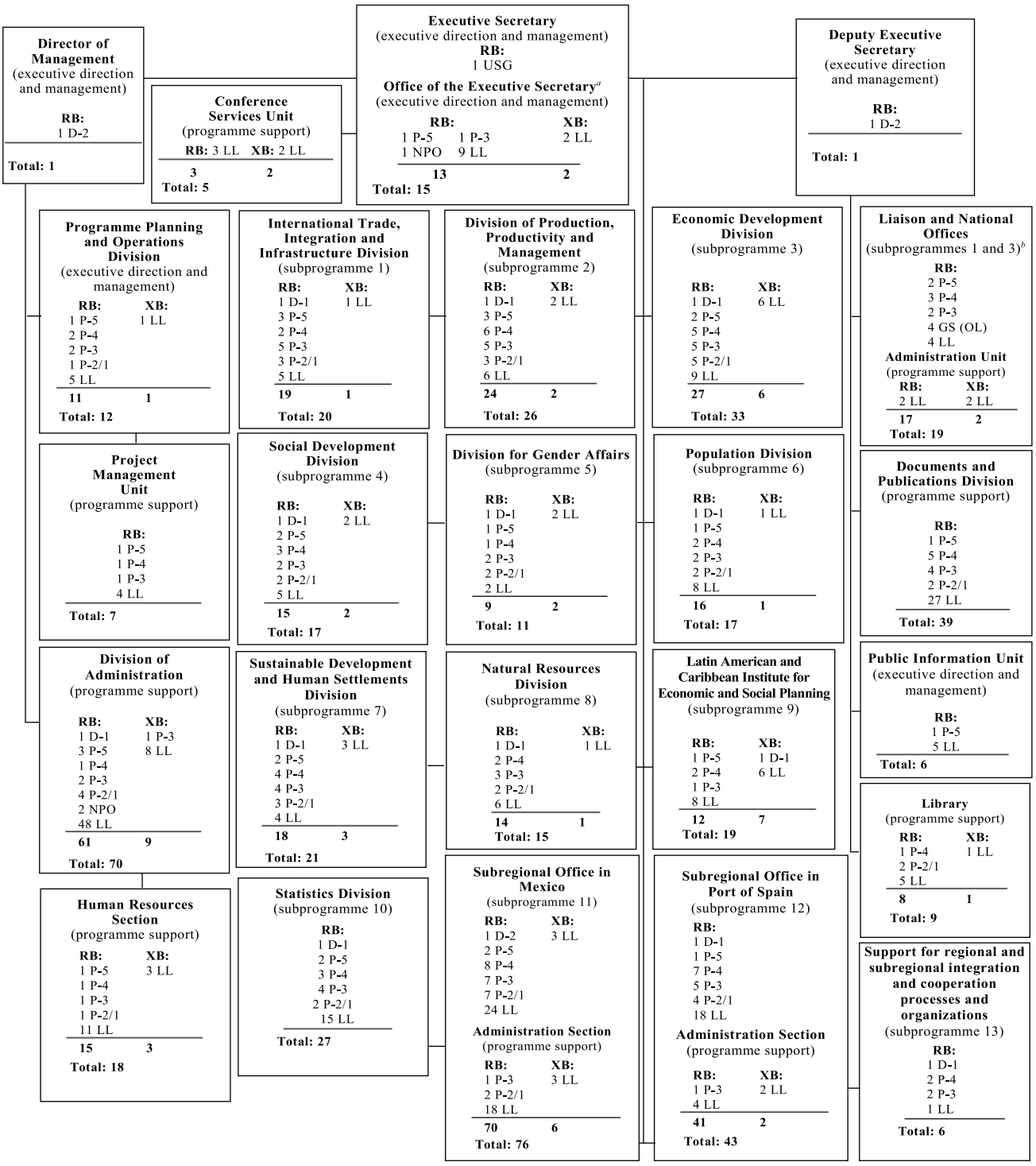
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	13 039.3	13 820.9	–	–	–	–	–	13 820.9
Non-post	5 925.2	6 725.3	–	–	19.7	19.7	0.3	6 745.0
Total	**18 964.5**	**20 546.2**	**–**	**–**	**19.7**	**19.7**	**0.1**	**20 565.9**
Post resources by category								
Professional and higher		37	–	–	–	–	–	37
General Service and related		124	–	–	–	–	–	124
Total		**161**	**–**	**–**	**–**	**–**	**–**	**161**

Figure 21.XXXIX
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2026



Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Includes the Office of the Secretary of the Commission of the Economic Commission for Latin America and the Caribbean.

[b] Includes the ECLAC Liaison Office in Washington, D.C., and the ECLAC National Offices in Buenos Aires, Bogota, Brasilia and Montevideo. Within these offices, seven regular budget posts (1 P-5, 1 P-4, 1 P-3 and 4 General Service (Other level)) are part of subprogramme 1 and eight regular budget posts (1 P-5, 2 P-4, 1 P-3 and 4 Local level) are part of subprogramme 3.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part V
Regional cooperation for development

Section 22
Economic and social development in Western Asia

Programme 19
Economic and social development in Western Asia

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

22.1 The Economic and Social Commission for Western Asia (ESCWA) is responsible for promoting inclusive and sustainable development in the Arab region. The mandate derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 1818 (LV), by which the Commission was established, and resolution 1985/69, by which its terms of reference were amended to emphasize its social functions. The Commission's membership includes 21 Arab member States.

22.2 The adoption of the Pact for the Future (see General Assembly resolution 79/1) provides a crucial opportunity to redefine the trajectory of the Arab region, which, notwithstanding its potential and human capital, is still not on track to implement the 2030 Agenda for Sustainable Development and achieve all its Sustainable Development Goals. The development gains achieved to date continue to be jeopardized by conflict, which, in some cases, has set back decades-long progress; political instability and social unrest; governance, social and economic challenges; and the impact of a changing climate on ecosystems. The Pact for the Future offers the region another chance to harness artificial intelligence, digital innovation and predictive analytics, in line with the Global Digital Compact, to address the complex and interrelated challenges that it faces, including economic volatility, social inequalities, conflict and the impacts of climate change, and to take decisive action towards achieving the aspirations of the people of the Arab region for a prosperous future for all. Given its regional mandate, ESCWA is uniquely positioned to support national development trajectories and priorities by leveraging its expertise, toolkits and partnerships, in support of jointly owned development solutions and outcomes. The support delivered by the Commission to member States is also provided through the regular programme of technical cooperation and Development Account projects.

Strategy and external factors for 2026

22.3 The Commission's programme of work for 2026 remains guided by universal principles and rights, aligned with its mandates and centred around tailored and timely support to member States in their efforts to achieve the Sustainable Development Goals. To deliver on this commitment, ESCWA will continue to provide evidence-based, novel policy options, underpinned by analysis made possible by its suite of interactive, data-driven modelling and policy simulation tools and knowledge repositories; to provide technical advice and enhance human and institutional capacities, including through peer-to-peer exchanges and the promotion of South-South and interregional collaboration; to leverage its convening role to promote inclusive dialogue at the national, subregional and intraregional and interregional levels and forge consensus on viable development solutions; and to advocate for whole-of-government and whole-of-society approaches to accelerate progress against the Goals and their targets, while championing the region's perspective through a global lens. The programme of work remains focused on high-impact interventions as means of achieving inclusive and equitable development outcomes, which address the specific needs of groups in vulnerable situations, including women, young people, older persons, persons with disabilities and the diverse and specific challenges of least developed and middle-income countries and countries in conflict, in line with the Doha Programme of Action for the Least Developed Countries for the decade 2022–2031.

22.4 As defined by the objectives of the six subprogrammes, the Commission's programme of work remains focused on areas such as climate action and the integrated management of water resources; the transition to new and renewable sources of energy, sustainable food systems and circular

economy approaches; multidimensional poverty reduction and inclusive social protection; social and gender justice, women's economic empowerment and improved access to labour markets, as part of the commitment to "leave no one behind"; macroeconomic, fiscal and trade policies, competitiveness of business environments and opportunities for small and medium-sized enterprises; improved access to innovative sources of development finance and sustainable debt management; information technology and statistics; the transparency and accessibility of public institutions, including through digitization; innovation and digital transformation; and governance, the assessment and mitigation of transboundary risks, including conflict, and boosting the effectiveness and efficiency of public administration.

22.5 With regard to cooperation with other entities at the global, regional, national and local levels, ESCWA will sustain its strategic partnership with the League of Arab States, the Organisation for Economic Co-operation and Development/Development Assistance Committee and other intergovernmental organizations, as well as the Islamic Development Bank, the Arab Fund for Economic and Social Development and other relevant financial institutions. It will also promote South-South and triangular cooperation and further enhance its outreach to academic institutions and think tanks, civil society organizations and the private sector. New partnership opportunities will also be pursued as a means of expanding the range of the Commission's support to member States, including by facilitating access to innovation, new technologies and funding opportunities.

22.6 With regard to inter-agency coordination and liaison, as outlined in General Assembly resolution 72/279, the Commission will continue to discharge its role as co-coordinator of the Regional Collaborative Platform for Arab States and its subsidiary issue-based coalitions. It will also work closely with the Development Coordination Office, the resident coordinator offices of the United Nations, United Nations country teams, the World Bank, the United Nations Conference on Trade and Development and the United Nations Industrial Development Organization to ensure that any support that it provides to member States is relevant, timely and effective and fully aligned with the commitments outlined within the national United Nations Sustainable Development Cooperation Frameworks, while avoiding duplication of interventions and gaps.

22.7 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Sufficient opportunities for protecting and leveraging development gains for further progress towards the implementation of the 2030 Agenda exist, notwithstanding the volatile global, regional and national landscapes and increased need for urgent humanitarian action and peacebuilding efforts;

(b) Member States remain engaged and committed to collaborating on a range of sustainable development initiatives, with a focus on transboundary issues and emerging challenges;

(c) Development partners remain committed to collaboration on and the joint implementation of development initiatives, including their prioritization, the identification of innovative solutions and opportunities for specific contributions;

(d) The Commission's operational preparedness and adaptability enable it to maintain business continuity, also during times of compromised safety and security emerging from conflict, political and social instability and/or natural disasters.

22.8 ESCWA integrates a gender perspective into its activities, deliverables and results, as appropriate. This includes the provision of support to its member States in developing inclusive, gender-sensitive policy frameworks to address a wide range of economic and social issues and in enhancing the capacities of national institutions and actors, as well as the development of publications and technical materials specific to advancing gender equality and women's economic empowerment in the region. The Commission's commitment to gender equality remains in line with the United Nations global accountability framework, in accordance with Economic and Social Council resolution 2023/11.

22.9 In line with the United Nations Disability Inclusion Strategy, ESCWA will continue to make policy recommendations available to member States and advocate in favour of the adoption of national

frameworks that promote the greater inclusion and empowerment of persons with disabilities, including enhanced access to labour markets and basic social services.

22.10 ESCWA will integrate issues related to older persons and young people across its programme of work with the aim of augmenting their role as active contributors to the implementation of the 2030 Agenda. In this context the Commission will: (a) promote their meaningful participation and inclusion in development dialogues; (b) generate and disseminate knowledge essential for the development of policies that are responsive to the needs of young people and older persons; (c) facilitate peer-to-peer learning among member States within the region and beyond; and (d) support member States in the adoption and implementation of polices that protect the rights of young people and older persons.

Legislative mandates

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

General Assembly resolutions

68/196	United Nations Guiding Principles on Alternative Development
68/211	International Strategy for Disaster Reduction
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
74/230	Culture and sustainable development
75/4	Special session of the General Assembly in response to the coronavirus disease (COVID-19) pandemic
76/258	Doha Programme of Action for the Least Developed Countries
78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
79/1	The Pact for the Future
79/12	Cooperation between the United Nations and the League of Arab States
79/199	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
79/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
79/225	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
79/228	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
79/236	South-South cooperation

Economic and Social Council resolutions

1818 (LV)	Establishment of an Economic Commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2014/36	Redesignation of the Technical Committee of the Economic and Social Commission for Western Asia as the Executive Committee and amendment of its terms of reference
2015/10	2020 World Population and Housing Census Programme
2016/10	Economic and Social Commission for Western Asia strategy and plan of action on the 2030 Agenda for Sustainable Development

2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2021/3	New strategic vision of the Economic and Social Commission for Western Asia
2022/23	Situation of and assistance to Palestinian women
2024/19	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Commission for Western Asia ministerial declarations and resolutions

Tunis Declaration on Social Justice in the Arab Region (2014)

Doha Declaration on the Implementation of the 2030 Agenda for Sustainable Development (2016)

Beirut Consensus on Technology for Sustainable Development in the Arab Region (2018)

Arab Declaration on Progress in Implementation of the Beijing Declaration and Platform for Action after 25 Years (2019)

286 (XXV)	Gender statistics for equality and empowerment of women
296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals
331 (XXX)	Comprehensive approaches to technical cooperation in response to member States' emerging needs
334 (XXX)	Adoption of the reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
335 (S-VI)	Programme Plan for the Economic and Social Commission for Western Asia for 2021
337 (S-VII)	Request from Djibouti for membership of the Economic and Social Commission for Western Asia
341 (S-VII)	Adoption of the session reports of subsidiary bodies of the Economic and Social Commission for Western Asia
343 (XXXI)	Programme plan of the Economic and Social Commission for Western Asia for 2025
344 (XXXI)	Frequency of the sessions of the Committee on Social Development of the Economic and Social Commission for Western Asia
345 (XXXI)	War on Gaza and support for the Palestinian people
346 (XXXI)	Effective economic governance and modernization of public administration

Subprogramme 1
Climate change and natural resource sustainability

General Assembly resolutions

71/222	International Decade for Action, "Water for Sustainable Development," 2018–2028
72/178	The human rights to safe drinking water and sanitation
72/242	Impact of rapid technological change on the achievement of the Sustainable Development Goals
73/226	Midterm comprehensive review of the implementation of the International Decade for Action "Water for Sustainable Development", 2018–2028
74/215	Agricultural technology for sustainable development
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development," 2018–2028
75/219; 79/208	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
75/271	Nature knows no borders: transboundary cooperation a key factor for biodiversity conservation, restoration and sustainable use
75/280	International meeting entitled "Stockholm+50: a healthy planet for the prosperity of all – our responsibility, our opportunity"
76/300	The human right to a clean, healthy and sustainable environment
77/294	International Day of Combating Sand and Dust Storms
78/314	United Nations Decade on Combating Sand and Dust Storms (2025–2034)
78/327	Modalities of the 2026 United Nations Water Conference to Accelerate the Implementation of Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all
79/171	The right to food
79/205	Disaster risk reduction
79/206	Protection of global climate for present and future generations of humankind
79/207	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

79/211	Ensuring access to affordable, reliable, sustainable and modern energy for all	79/227	Agriculture development, food security and nutrition
79/212	Combating sand and dust storms		

Economic and Social Commission for Western Asia resolutions

281 (XXV)	Addressing climate change issues in the Arab region	329 (XXX)	Establishment of the Arab centre for climate change policies in the Arab region
305 (XXVII)	Sustainable development in the region and follow-up and implementation of the decisions of the Rio+20 Conference	339 (S-VII)	Establishment of a centre for advancing carbon emissions reduction under the Commission

United Nations Environment Assembly of the United Nations Environment Programme resolution

5/11	Enhancing circular economy as a contribution to achieving sustainable consumption and production

Subprogramme 2
Gender justice, population and inclusive development

General Assembly resolutions

66/130	Women and political participation	74/134	The girl child
66/131	Convention on the Elimination of All Forms of Discrimination against Women	74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
68/143	Assistance to refugees, returnees and displaced persons in Africa	74/148	Protection of migrants
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders	74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
		78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies
68/191	Taking action against gender-related killing of women and girls	78/318	Modalities of the “World Social Summit”, under the title “the Second World Summit for Social Development”
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	79/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/236	World Survey on the Role of Women in Development	79/147	Follow-up to the Second World Assembly on Ageing
71/256	New Urban Agenda		
73/195	Global Compact for Safe, Orderly and Regular Migration	79/149	Inclusive development for and with persons with disabilities
74/120	Promoting social integration through social inclusion	79/152	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: the digital environment
74/121	Policies and programmes involving youth		
74/126	Improvement of the situation of women and girls in rural areas	79/217	International migration and development
		79/221	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
74/127	Violence against women migrant workers		
74/128	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	79/223	Women in development

Security Council resolutions

1325 (2000)

2535 (2020)

Economic and Social Council resolutions

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2015/21	Taking action against gender-related killing of women and girls
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2020/7	Affordable housing and social protection systems for all to address homelessness
2020/15	Multi-year programme of work of the Commission on the Status of Women
2021/8	Future organization and methods of work of the Commission for Social Development
2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2024/4	Promoting care and support systems for social development
2024/6	Fostering social development and social justice through social policies to accelerate progress on the implementation of the 2030 Agenda for Sustainable Development and to achieve the overarching goal of poverty eradication

Economic and Social Commission for Western Asia ministerial declarations and resolutions

Muscat Declaration: Towards the Achievement of Gender Justice in the Arab Region (2016)

Arab Declaration on Progress in the Implementation of the Beijing Declaration and Platform for Action after 25 Years (2019)

304 (XXVII) The role of participation and social justice in achieving sustainable development

Subprogramme 3
Shared economic prosperity

General Assembly resolutions

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
77/175	Role of the United Nations in promoting development in the context of globalization and interdependence
78/139	Financial inclusion for sustainable development
78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
78/162	Development cooperation with middle-income countries
78/271	Further modalities of the Fourth International Conference on Financing for Development
78/290	Improving global road safety
79/117	Report of the United Nations Commission on International Trade Law on the work of its fifty-seventh session
79/170	The right to development
79/195	International trade and development
79/196	International financial system and development
79/197	External debt sustainability and development
79/198	Promoting investments for sustainable development
79/201	Entrepreneurship for sustainable development
79/213	Promoting the social and solidarity economy for sustainable development
79/215	Towards a New International Economic Order
79/216	Role of the United Nations in promoting development in the context of globalization and interdependence
79/234	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
79/235	Promotion of inclusive and effective international tax cooperation at the United Nations

Economic and Social Commission for Western Asia resolutions

214 (XIX)	Establishment of a technical committee on liberalization of foreign trade and economic globalization in the countries of the ESCWA region	332 (XXX)	Developing the work of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development
303 (XXVII)	Towards enhancing the macroeconomic policy in ESCWA member countries	338 (S-VII)	Establishment of an Arab integrated road safety observatory
308 (XXVII)	The regional dimension of development		
313 (XXVII)	Frequency of sessions of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region		

Subprogramme 4
Statistics, the information society and technology

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	74/229	Science, technology and innovation for sustainable development
69/282	World Statistics Day	75/316	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	78/311	Enhancing international cooperation on capacity-building of artificial intelligence

Economic and Social Council resolutions

2006/6	Strengthening statistical capacity	2019/19	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing
2011/24	Committee of Experts on Global Geospatial Information Management	2019/24	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2013/21	Fundamental Principles of Official Statistics	2020/13	Science, technology and innovation for development
2014/35	Establishment of an intergovernmental committee on technology for development in the Economic and Social Commission for Western Asia		

Economic and Social Commission for Western Asia resolutions

276 (XXIV); 287 (XXV)	Strengthening statistical capacities in the ESCWA region	294 (XXVI)	Establishment of the ESCWA technology centre
283 (XXV)	ESCWA member country compliance with international standards for enhancing national statistical systems	306 (XXVII)	Development of the Arab Internet Governance Forum process and sustaining efforts in the Arabic domain names field

Subprogramme 5
2030 Agenda and SDG coordination

General Assembly resolutions

67/290	Format and organizational aspects of the high-level political forum on sustainable development	75/290 A; 75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level		

Economic and Social Commission for Western Asia resolutions

314 (XXVIII)	The Arab Forum on Sustainable Development	327 (XXIX)	Working mechanisms of the Arab Forum for Sustainable Development

Subprogramme 6
Governance and conflict prevention

General Assembly resolutions and decisions

35/63	Restrictive business practices	75/201	Review of the United Nations peacebuilding architecture
39/248	Consumer protection	77/22	Committee on the Exercise of the Inalienable Rights of the Palestinian People
57/337	Prevention of armed conflict	77/216	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
58/4	United Nations Convention against Corruption	79/81	Peaceful settlement of the question of Palestine
68/303	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution	79/82	Division for Palestinian Rights of the Secretariat
69/228	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions	79/83	The Syrian Golan
69/291; 75/327	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	79/90	The occupied Syrian Golan
		79/141	Assistance to the Palestinian people
		79/163	The right of the Palestinian people to self-determination
69/327	Promoting inclusive and accountable public services for sustainable development	79/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
70/186	Consumer protection		

Security Council resolutions

1947 (2010)		2461 (2019)	
2429 (2018)		2558 (2020)	

Economic and Social Council resolutions

2023/28	Report of the Committee of Experts on Public Administration on its twenty-second session	2023/35	Situation of and Assistance to Palestinian Women
2023/34	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan		

Economic and Social Commission for Western Asia resolutions

271 (XXIV)	Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development	292 (XXVI)	Upgrading the Section for Emerging and Conflict-Related Issues to the level of a division and establishing a governmental committee on emerging issues and development in conflict settings
282 (XXV)	Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries	307 (XXVII); 316 (XXVIII); 330 (XXX)	Support for the Palestinian people
		326 (XXIX)	Justice for the Palestinian people: fifty years of Israeli occupation

Deliverables

22.12 Table 22.1 lists all cross-cutting deliverables of the programme.

Table 22.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**10**	**10**	**10**	**10**
1. ESCWA ministerial session	–	–	–	6
2. Executive Committee	10	10	10	4
Substantive services for meetings (number of three-hour meetings)	**15**	**14**	**17**	**15**
3. ESCWA ministerial session (special session)	–	–	–	4
4. Executive Committee	6	6	8	4
5. ESCWA Advisory Committee	2	2	2	1
6. Committee for Programme and Coordination	1	1	1	1
7. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. Fifth Committee	1	1	1	1
9. Regional Collaborative Platform for Arab States	4	3	4	3
B. Generation and transfer of knowledge				
Publications (number of publications)	**1**	**–**	**2**	**–**
10. ESCWA annual report	1	–	–	–
11. System-wide annual results report	–	–	1	–
12. Report on megatrends (artificial intelligence)	–	–	1	–
C. Substantive deliverables				
Databases and substantive digital materials: the Manara and ESCWA Learn platforms.				
D. Communication deliverables				
Outreach programmes, special events and information materials: selected international days; the Arab Forum for Sustainable Development; the Arab summit for small and medium-sized enterprises and the Arab Forum for Equality; and awareness-raising activities on the work of the United Nations and ESCWA.				
External and media relations: briefings by the Executive Secretary and other senior officials; ESCWA livestreaming services; and press releases on and media coverage of ESCWA activities.				
Digital platforms and multimedia content: videos and other visual content on ESCWA activities and daily ESCWA news on the ESCWA website and social media accounts; and ESCWApod.				

Evaluation activities

22.13 The following evaluations completed in 2024 have guided the proposed programme plan for 2026:

(a) Office of Internal Oversight Services synthesis review of evaluation results for regional economic commissions – contributions to economic development;

(b) Midterm assessment conducted by ESCWA of a project on climate resilience through regional cooperation for inclusive sustainable development.

22.14 In response to the results of the internal evaluation referenced above, the Commission will further enhance its interventions related to climate change by leveraging technological advances for enhanced capacity-building and knowledge dissemination and by strengthening and customizing

stakeholders' engagement and ownership utilization of outputs. In addition, the Commission will strengthen its assessment of the outcomes of its economic development activities, including through beneficiary surveys of training sessions and the monitoring of policies or action taken by policymakers.

22.15 In 2026, the Commission will conduct an internal evaluation of one of its six subprogrammes.

Programme of work

Subprogramme 1
Climate change and natural resource sustainability

Objective

22.16 The objective, to which this subprogramme contributes, is to advance climate action and integrated and sustainable policies in the areas of water, energy and food security.

Strategy

22.17 To contribute to the objective, the subprogramme will:

(a) Deploy in-house expertise and collaborate with other United Nations entities and external experts to analyse and assess the impact of trends and challenges and disseminate knowledge products pertaining to issues such as transboundary and the integrated management of water resources; land degradation and biodiversity; extractive industries and energy transitions; equitable, resilient, inclusive and sustainable agrifood systems; the transition to circular economy approaches; sand and dust storms; climate adaptation and mitigation; and a means for assessing climate finance and data-driven knowledge platforms related to climate resilience;

(b) Provide technical and policy advice and expertise to member States and strengthen capacities at the regional, national and sectoral levels to use evidence and tools to identify and operationalize solutions and mainstream considerations related to climate change, sustainable natural resource management and food security into national development plans and budgets, and identify opportunities for financing climate action and adaptation;

(c) Convene intergovernmental platforms and technical bodies to facilitate cross-sectoral dialogue, consensus-building and peer-to-peer exchanges among policymakers, practitioners, experts, civil society and other development partners from within and outside the region to promote cooperation and coordination; foster consensus towards the development of national, transboundary and regional normative frameworks on the sustainable management of water, energy and land resources; facilitate the transition to circular economy approaches; and increase access to affordable, reliable, sustainable and modern energy;

(d) Advocate with national Governments, regional intergovernmental bodies and relevant stakeholders, including through supporting the integrated, regional reporting on and monitoring of progress against specific Sustainable Development Goal targets; promote joint solutions and the harmonization of positions; and leverage partnerships in support of the implementation and financing of such commitments.

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

(a) The adoption by member States of national policy frameworks and regional agreements related to climate action and the sustainable use and management of natural resources; reduced emissions; making the transition away from fossil fuels in energy systems in a just, orderly and

equitable manner; resilient food systems supported by sustainable agriculture; and improved climate resilience;

(b) Strengthened cooperation on issues outlined in paragraph 22.17 above, supported by inclusive networks and participatory coordination mechanisms.

Programme performance in 2024

Member States are better equipped to prepare the next round of nationally determined contributions for climate action

22.19 The next round of nationally determined contributions under the Paris Agreement are due in 2025. The subprogramme provided member States with technical assistance on the structure of their climate finance flows, training on adaptation costing, tools for reducing risks in the deployment of renewable energy and tailored data sets to inform climate action plans. During 2024, best practices for mainstreaming water, energy and food security into nationally determined contributions were shared during five regional forums convened or co-convened by ESCWA. The aim was to empower member States to broaden sector and stakeholder engagement in nationally determined contribution preparation and to articulate evidence-based adaptation programmes alongside mitigation goals. By the end of 2024, three member States (Iraq, Lebanon and Tunisia) benefited from improved capacity and tailored knowledge products to prepare their next round of nationally determined contributions.

22.20 Progress towards the objective is presented in the performance measure below (see table 22.2).

Table 22.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Eleven member States costed their nationally determined contribution climate finance needs	Member States have access to knowledge products on ways to better articulate their adaptation and mitigation commitments and the related climate finance envelope	Three member States (Iraq, Lebanon and Tunisia) enhanced their understanding and capacity to prepare their next round of nationally determined contributions

Planned results for 2026

Result 1: sustainable transition to new and renewable sources of energy underpinned by a transformed extractive industries sector

Programme performance in 2024 and target for 2026

22.21 The subprogramme's work contributed to advancing national dialogues in two member States (Jordan and Saudi Arabia) on the transformation of the extractive energy sector, which did not meet the planned target of member States formulating national policy frameworks in support of transforming the extractive energy sector with a view to making the transition to affordable, reliable, sustainable and modern energy systems. The target was not met owing to liquidity-related constraints, which resulted in the lack of sufficient and dedicated resources for activities such as the organization of consultations at the national level and the production of national case studies.

22.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.3).

Table 22.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States have access to information on extractive industries in the Arab region	Member States gained access to a suite of knowledge products and evidence on the role of minerals and raw materials in supporting the energy transition in the Arab region	Two member States (Jordan and Saudi Arabia) embarked on national dialogues on transforming the extractive energy sector towards affordable, reliable, sustainable and modern energy systems	Two member States implement policy recommendations and best practices for sustainable production of critical raw materials	One additional member State commences a national dialogue on transforming the extractive energy sector towards affordable, reliable, sustainable and modern energy systems
Strategic framework and road map for enabling just, inclusive, equitable and secure transition of the energy sector, based on the circular carbon economy framework, is developed for one member State (Kuwait)	States exchanged expertise and good practice, and coordinated national actions at the regional level through the regional expert group on extractive industries as well as dedicated platform at the Middle East and North Africa Climate Week 2023			

Result 2: transitioning to sustainable food systems

Programme performance in 2024 and target for 2026

22.23 The subprogramme's work contributed to two member States (Jordan and Lebanon) having assessed their national food systems, which exceeded the planned target of one member State.

22.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.4).

Table 22.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States have access to regional tool for assessing food security	Two member States (Jordan and Lebanon) assessed their national food systems	One member State develops a framework for making the transition to sustainable food systems	One additional member State develops a framework for making the transition to sustainable food systems

Result 3: member States identify joint priority action to combat sand and dust storms

Proposed programme plan for 2026

22.25 Sand and dust storms are an urgent transboundary challenge in Western Asia owing to climate change, land degradation and water scarcity. The subprogramme enhanced the capacity of member States to monitor and mitigate sand and dust storms, including through training, by making available geospatial mapping tools and assessments of the projected change in their frequency and intensity and by fostering knowledge exchange through the United Nations Coalition on Combating Sand and Dust Storms.

Lessons learned and planned change

22.26 The lesson for the subprogramme was that the transboundary nature of sand and dust storms required coordinated response measures at the intraregional and interregional levels. In applying the lesson, the subprogramme will conduct policy dialogues in collaboration with the Economic and Social Commission for Asia and the Pacific that will coincide with the launch of the United Nations Decade on Combating Sand and Dust Storms (2025–2034). This will foster common understanding among member States in Western and Central Asia to inform the joint identification of priority interventions aimed at enhancing preparedness and collaborative planning to mitigate sand and dust storms.

22.27 Expected progress towards the objective is presented in the performance measure below (table 22.5).

Table 22.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States have access to geospatial tools for enhanced analysis of sand and dust storms	Member States have access to interregional dialogues on sand and dust storms	Member States identify joint priority action for sand and dust storm management in Western Asia and neighbouring areas

Deliverables

22.28 Table 22.6 lists all deliverables of the subprogramme.

Table 22.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**–**	**12**	**–**
1. Committee on Energy	–	–	6	–
2. Committee on Water Resources	–	–	6	–
Substantive services for meetings (number of three-hour meetings)	**30**	**29**	**42**	**28**
3. Committee on Water Resources	–	–	4	–
4. Committee on Energy and its Expert Group on Extractive Industries	–	–	5	–
5. Committee on Water Resources and the Committee on Energy (joint)	–	–	1	–
6. Executive Bureau of the Arab Ministerial Council for Electricity and its committees of experts on electricity and on renewable energy and energy efficiency	6	6	6	6
7. Arab Ministerial Water Council and its Technical, Scientific and Advisory Committee	6	6	6	6
8. Joint Ministerial Council for Water and Agriculture and its High-level Joint Technical Committee	–	–	2	–
9. Arab Council of Ministers Responsible for Meteorology and Climate and its Permanent Committee for Meteorology, the Sub-Committee on Weather and Climate Risk Information Management and the Arab Climate Outlook Forum	10	9	10	8
10. Council of Arab Ministers Responsible for the Environment and its Technical Committee	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**5**	**9**	**7**
11. Climate resilience through regional cooperation for inclusive sustainable development	1	1	1	1
12. Arab Centre for Climate Change Policies	1	1	1	1
13. Centre for Advancing Emissions Reduction	1	–	1	1
14. Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR)	1	1	1	1
15. Arab Integrated Water Resources Management Network (AWARENET)	1	1	1	1
16. Increasing the resilience of both displaced persons and host communities to climate change-related water challenges in Jordan and Lebanon	–	–	1	–
17. Water scarcity initiative (climate change and groundwater)	–	–	1	1
18. Mashreq Waters Knowledge Series	–	1	1	–
19. Regional Initiative for Promoting Small-Scale Renewable Energy Applications in Rural Areas of the Arab Region (REGEND)	–	–	1	1
Seminar, workshops and training events (number of days)	**–**	**5**	**7**	**8**
20. Seminars and workshops on topics related to climate change and sustainable natural resource management	–	5	7	8
Publications (number of publications)	**1**	**1**	**2**	**2**
21. On topics related to climate action and sustainable natural resource management	1	1	2	2
Technical materials (number of materials)	**8**	**7**	**8**	**8**
22. On topics related to climate action and sustainable natural resource management	8	7	8	8
C. Substantive deliverables				
Consultation, advice and advocacy: expert groups on environment; water (security) and groundwater; energy; agriculture, food security, sustainable consumption and production, and circular economy approaches; and climate change, energy management and extractive industries.				

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
Databases and substantive digital materials: groundwater knowledge platform; and e-learning on food systems monitoring framework, on climate change and on REGEND.				
D. Communication deliverables				
Outreach programmes, special events and information materials: briefs, fact sheets and booklets on topics identified in paragraph 22.17 (a) of the present report; side events at major meetings; global and regional events; and webinars.				

Subprogramme 2
Gender justice, population and inclusive development

Objective

22.29 The objective, to which this subprogramme contributes, is to achieve equitable and inclusive social development and reduced inequality, poverty and unemployment in line with the principle of leaving no one behind.

Strategy

22.30 To contribute to the objective, the subprogramme will:

(a) Develop knowledge products and policy options and solutions, underpinned by the analysis of trends and challenges, international norms and regional perspectives on a wide range of issues pertaining to social inclusion and protection; social and gender justice; poverty reduction; labour market needs; migration; and the socioeconomic participation and empowerment of women, young people, older persons and persons with disabilities, especially those in vulnerable situations;

(b) Support mandated reviews against global commitments and agreements; provide technical and policy advice; and strengthen national capacities to assess existing policy and legislative frameworks, to identify and operationalize viable legislation and solutions and to mainstream the reduction in inequalities and equal participation, protection and specific needs of those in vulnerable situations into national development plans and budgets;

(c) Enhance existing and develop new methodologies, regional public goods and interactive tools for simulation and analysis of policy options and their impact on inclusive development trajectories;

(d) Engage member States and development stakeholders in dialogue to advocate for the adoption of policy solutions and to forge consensus on issues outlined in paragraph 22.30 (a) above, while promoting South-South (intraregional and interregional) collaboration and peer learning.

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

(a) National policy frameworks and strategies adopted by member States to address structural inequalities and promote social justice and greater social inclusion and the socioeconomic empowerment and participation of women, young people, older persons, persons with disabilities and migrants, especially those in vulnerable situations;

(b) Enhanced coverage of the peoples of the region, in particular persons in vulnerable situations, through social protection and poverty eradication programmes and their improved access to decent and equitable employment opportunities.

Programme performance in 2024

Reaffirmed commitment to the Beijing Declaration and Platform for Action

22.32 Periodic reviews of the Beijing Declaration and Platform for Action allow countries to measure progress against commitments and to reflect on challenges and opportunities that affect full implementation. The subprogramme encouraged all Arab member States to engage in the current iteration of the review, which marked the thirtieth anniversary of the adoption of the Beijing Declaration and Platform for Action.

22.33 The subprogramme provided technical expertise and capacity-building support to 10 of the 18 member States that conducted the review, including the facilitation of national-level consultations with lawmakers, civil society representatives, the private sector and academic institutions. During 2024, the subprogramme supported member States in finalizing their national reports and co-led, together with the League of Arab States and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), a regional-level review to identify key achievements and measures undertaken over the past five years to address challenges in implementing the 12 critical areas of the Beijing Declaration and Platform for Action. Furthermore, the subprogramme facilitated negotiations among member States, which led to the adoption of a regional declaration reaffirming their commitment to the Beijing Declaration and Platform for Action.

22.34 Progress towards the objective is presented in the performance measure below (see table 22.7).

Table 22.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States identified five priority areas to accelerate the implementation of the Beijing Declaration and Platform for Action and improve the status of women in the Arab region	Enhanced understanding and capacities of Arab national women's machineries to conduct national reviews	Reaffirmed commitment and enhanced capacity of all Arab member States for the full implementation of the Beijing Declaration and Platform for Action

Planned results for 2026

Result 1: skills-focused approaches to boost access to employment opportunities

Programme performance in 2024 and target for 2026

22.35 The subprogramme's work contributed to three academic institutions utilizing the Skills Monitor as part of their career-planning support to graduates and to two member States (Jordan and Qatar) adopting the ESCWA future of work initiative framework in using artificial intelligence to build more dynamic labour market policies, which did not meet the planned target of at least 10 academic institutions in the Arab region using the Skills Monitor as part of their career-planning support to graduates. The target was not met owing to a shift in the subprogramme's focus from uptake by academic institutions to the development of national policy frameworks.

22.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.8).

Table 22.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Working-age populations in four member States (Jordan, Kuwait, Lebanon and Qatar) were enabled to identify job opportunities based on their skills through artificial intelligence-based Skills Monitor portal	Policymakers in 11 member States gained access to evidence on factors affecting the job market (skill sets in demand, inclusiveness)	Three academic institutions (Lebanese American University, Petra University and Al-Quds University) utilized the Skills Monitor as part of their career-planning support to graduates Two member States (Jordan and Qatar) adopted the ESCWA future of work initiative framework	Two member States develop policy frameworks aimed at boosting access to the labour market	One member State implements labour market policy to enhance market skills needed for the future of work

Result 2: member States adopt multidimensional approach to poverty reduction

Programme performance in 2024 and target for 2026

22.37 The subprogramme's work contributed to two member States (Egypt and Jordan) utilizing a nationalized multidimensional poverty index and assist tool to assess drivers of poverty, including inequalities and exclusion, which met the planned target.

22.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.9).

Table 22.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
One member State (State of Palestine) piloted a nationalized multidimensional poverty index	Two member States (Iraq and Somalia) adopted a nationalized multidimensional poverty index as a poverty analysis tool	Two member States (Egypt and Jordan) utilized a nationalized multidimensional poverty index and assist tool to assess drivers of poverty, including inequalities and exclusion	Two member States develop policy frameworks and/or strategies for the eradication of poverty	One additional member State develops policy framework and/or strategy for the eradication of poverty

Result 3: member States leverage machine learning to forecast budget needs for social assistance programming

Proposed programme plan for 2026

22.39 Financial allocations received by Governments of developing countries to establish social assistance programmes are often ad hoc, and the level of support is determined by donors on the basis of their relevant priorities and budget availability and not on government estimates of social assistance needs. The subprogramme conducted studies to assess the effectiveness and efficiency of current social protection systems and programmes, supported in part by machine learning-aided statistical analysis.

Lessons learned and planned change

22.40 The lesson for the subprogramme was that increased data availability and enhanced database interoperability in the region's middle- and low-income countries provided fertile ground for developing and institutionalizing machine learning-based applications in support of ministries' ability to forecast social assistance budget needs. In applying the lesson, the subprogramme will assess the feasibility of such applications, including data exchange and coding requirements. The subprogramme will also develop and institutionalize a tailored machine learning-based forecasting application for member States.

22.41 Expected progress towards the objective is presented in the performance measure below (see table 22.10).

Table 22.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Machine learning-enabled general approach for the forecasting of budget needs for social assistance programmes developed	One member State has access to a prototype of a machine learning-enabled model for the forecasting of budget needs for social assistance programmes	One member State operationalizes social assistance budget forecasting models and dashboards

Deliverables

22.42 Table 22.11 lists all deliverables of the subprogramme.

Table 22.11
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**5**	**12**	**12**
1. Committee on Women	–	5	6	6
2. Committee on Social Development	–	–	6	6
Substantive services for meetings (number of three-hour meetings)	**1**	**8**	**9**	**9**
3. Committee on Social Development	–	–	2	2
4. Committee on Women	–	4	4	4

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
5. Subcommittees on social protection, gender and the Sustainable Development Goals, and the intersessional group of experts on disability	1	4	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**5**	**4**	**2**
Projects on:				
6. Enhancing the employment of persons with disability	–	1	1	–
7. Assessing skills and skills matching techniques	1	1	1	1
8. Towards Beijing +30 review	–	1	1	–
9. Strengthening social protection systems	–	1	1	1
10. Women and peace and security: moving from plans to action	1	1	–	–
Seminars, workshops and training events (number of days)	**20**	**18**	**22**	**16**
11. Social justice, including integrating social justice principles into public policies and programmes	8	8	8	2
12. Gender justice and women's empowerment	4	4	4	4
13. Population development, ageing, disability and migration	2	2	4	6
14. Multidimensional poverty and social protection	6	4	6	4
Publications (number of publications)	**2**	**2**	**3**	**2**
15. On the realization of human rights for women; social protection; poverty; inequality; the future of work; and disability and migration	2	2	3	2
Technical materials (number of materials)	**22**	**20**	**20**	**22**
16. On the realization of human rights for women; social protection; poverty; inequality; the future of work; and disability and migration	22	20	20	22
C. Substantive deliverables				
Consultation, advice and advocacy: meetings of expert groups on advancement of the participation of women in decision-making; women's economic empowerment; financial inclusion; social protection; poverty; inequality; informality and the labour market; the future of work; urban development; disability; migration; ageing; and young people.				
Databases and substantive digital materials: social protection programme – rapid assessment framework; ESCWA Skills Monitor; gender justice portal; gender policy simulator platform; multidimensional poverty index; and policy simulation and optimization platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: campaign, promotional materials and closing ceremony for the 16 Days of Activism against Gender-based Violence; materials on equality in the Arab region; and advocacy campaigns on International Day of Older Persons and International Migrants Day.				
External and media relations: commentaries on violence against women and on the economic empowerment of women.				

Subprogramme 3
Shared economic prosperity

Objective

22.43 The objective, to which this subprogramme contributes, is to achieve equitable economic growth, amplify regional interconnectedness and integration, and advance the effective implementation of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development in support of the 2030 Agenda.

Strategy

22.44 To contribute to the objective, the subprogramme will:

(a) Develop and provide knowledge products and evidence for policymaking related to trade, logistics and transport, including regional integration; the application of behavioural science in development, public policy monitoring and evaluation systems; economic diversification and macroeconomic stability; debt sustainability and fiscal policies as a means of enhancing investment in sustainable development priorities; and financing for development, including integrated national financing frameworks;

(b) Enhance existing and develop new dynamic, data-driven policy simulation tools (anchored in artificial intelligence and machine learning approaches) pertaining to trade flows, taxation, debt optimization, debt swaps, social expenditure, the monitoring and evaluation of development plans and contextualized economic modelling, and promote the application of modern technologies to facilitate trade and logistics;

(c) Make available to its member States policy advice and technical expertise and strengthen capacities to deploy behavioural insights and modelling and impact simulation tools in support of decision-making and policy development processes aimed at providing immediate, medium- and long-term solutions to national development challenges in the areas identified in paragraph 22.44 (a) above;

(d) Promote collaboration, coordination and the exchange of good practice; and foster consensus on priorities and joint initiatives aimed at improving regional integration, facilitating trade, promoting innovative debt solutions and enhancing fiscal space and financing for sustainable development initiatives.

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

(a) Evidence-backed development planning; member States adopting policy frameworks to address structural economic challenges; improved debt management and sustainability; enhanced equity, efficiency and effectiveness of public spending and budgeting, including on national development priorities; new trade opportunities and economic diversification, including enhanced operational environment for small and medium-sized enterprises; and the creation of fiscal space for social investment in basic social services and the achievement of sustainable development goals;

(b) Increased contribution of small and medium-sized enterprises to national and regional economies and greater economic participation and empowerment of individuals, including those in vulnerable situations.

Programme performance in 2024

Tunisia develops a climate/Sustainable Development Goals debt swap programme

22.46 Amid the challenges of rising debt and debt servicing, the global economic slowdown, persistent trade deficits and climate change, financing for sustainable development and climate action are becoming increasingly difficult. Considering pressures on public budgets and financing gaps, mobilizing funding without adding more debt is a priority. The ESCWA climate/the Sustainable Development Goals debt swap initiative supports member States in developing programme-based debt swaps towards enhancing fiscal space to finance climate action and the Goals. Building on the previous achievements of the initiative, the subprogramme supported Tunisia in operationalizing an inter-agency task force mandated with the development of a climate/Goals debt swap programme, including a priority list of projects, for negotiation with creditors. The projects were to contribute to achieving nationally determined contribution priority action in areas such as water, energy and the environment, while addressing climate and socioeconomic vulnerabilities. Specifically, in 2024 the subprogramme promoted an inclusive, intersectoral platform approach and provided technical

expertise and advice, including on the establishment of key performance indicators for impact assessments at the project and programme levels, which also facilitated the prioritization of projects.

22.47 Progress towards the objective is presented in the performance measure below (see table 22.12).

Table 22.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
One member State (Jordan) developed a climate/Sustainable Development Goals debt swap programme proposal	–	One member State (Tunisia) developed a climate/Sustainable Development Goals debt swap programme proposal

Planned results for 2026

Result 1: contextualised economic modelling informs development of economic, social and trade policies

Programme performance in 2024 and target for 2026

22.48 The subprogramme's work contributed to the upgrading of the existing computable general equilibrium models developed for two member States (Oman and United Arab Emirates), which did not meet the planned target of three additional member States using computable general equilibrium models. The target was not met owing to liquidity-related resource constraints, which impeded the carrying out of activities such as the production of related technical materials.

22.49 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.13).

Table 22.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Two member States (Yemen and State of Palestine) used national computable general equilibrium models	Three additional member States (Mauritania, Oman and United Arab Emirates) used computable general equilibrium models	Two member States (Oman and United Arab Emirates) have access to upgraded computable general equilibrium models	Two additional member States use computable general equilibrium models	One additional member State uses the computable general equilibrium model

Result 2: enhanced debt sustainability for increased investment in sustainable development priorities

Programme performance in 2024 and target for 2026

22.50 The subprogramme's work contributed to two member States (Mauritania and Oman) having access and improved capacity to deploy the tool and recommendations to optimize debt and identify innovative and sustainable debt financing strategies, which met the planned target.

22.51 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.14).

Table 22.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
A regional network of debt management practitioners and experts was established	Member States gained access to regional and country-specific analyses on debt optimization and innovative debt solutions	Two member States (Mauritania and Oman) have access and improved capacity to deploy the tool and recommendations to optimize debt and identify innovative and sustainable debt financing strategies	Two member States develop innovative and sustainable debt financing strategies	One additional member State develops an innovative and sustainable debt financing strategy

Result 3: member States reach bilateral trade agreements beyond the region

Proposed programme plan for 2026

22.52 External trade is one of the key factors that underpin sustainable economic development and diversification. Therefore, national frameworks governing it ought to align with these long-term objectives, which are crucial for achieving the Sustainable Development Goals. The subprogramme developed the Arab trade simulator interface to support evidence-based decision-making regarding trade opportunities as a first step to developing tailored national interfaces.

Lessons learned and planned change

22.53 The lesson learned for the subprogramme was that more tailored analyses for individual member States was needed to reflect specificities of domestic economic models and priorities against the backdrop of global economic and trade indicators. In applying the lesson, the subprogramme will develop national global economy-wide trade simulator interfaces, customized for each member State, which will empower users in testing and evaluating alternative trade policies and enabling preconditions at the national, regional and global levels. The subprogramme will also develop the skills and capacities of civil servants to enable them to better negotiate trade offers.

22.54 Expected progress towards the objective is presented in the performance measure below (see table 22.15).

Table 22.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Arab trade simulator interface is available to member States	At least two member States have access to national global economy-wide trade simulator interface platforms	One member State applies the global economy-wide trade simulator interface to develop a bilateral trade agreement

Deliverables

22.55 Table 22.16 lists all deliverables of the subprogramme.

Table 22.16
Subprogramme 3: deliverables for 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**12**	**6**	**12**	**12**
1. Committee on Trade Policies	6	–	–	6
2. Committee on Transport and Logistics	6	6	6	6
3. Committee on Financing for Development	–	–	6	–
Substantive services for meetings (number of three-hour meetings)	**8**	**12**	**8**	**8**
4. Committee on Trade Policies	4	–	–	4
5. Committee on Transport and Logistics	4	8	4	4
6. Committee on Financing for Development	–	4	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**1**	**2**
7. Arab integrated road safety observatory	1	1	1	1
8. National agenda for the future of Syria – phases II and III	1	1	–	–
9. Climate/the Sustainable Development Goals debt swap	–	–	–	1
Seminars, workshops and training events (number of days)	**8**	**8**	**8**	**8**
10. Seminars and workshops on transport and logistics, economic modelling, and use of policy simulators	8	8	8	8
Publications (number of publications)	**2**	**2**	**1**	**1**
11. On issues relating to economic development	2	2	1	1
Technical materials (number of materials)	**22**	**17**	**20**	**17**
12. On public finance and inclusive fiscal policy, including in low- and middle-income countries; trade and industrial policy; trade facilitation; transport connectivity and logistics; the productive capacity of Arab least developed countries; illicit financial flows; financing for development; and climate action	22	17	20	17
C. Substantive deliverables				
Consultation, advice and advocacy: expert groups on public finance; debt and innovative financing instruments; financing for development; trade policy and facilitation; transport connectivity; dynamic computable general equilibrium economic modelling; illicit financial flows and strategic advice to the United Nations Road Safety Fund Steering Committee.				
Databases and substantive digital materials: Arab Trade Gateway; financing for development gateway; integrated budget intelligence toolkit; dynamic financing for development simulator; social expenditure monitor; debt optimization portal; macro-fiscal modelling and forecasting tool; and Sustainable Development Goal costing calculator for the Arab region.				
D. Communication deliverables				
Outreach programmes, special events and information materials: side event at the Arab Forum for Sustainable Development.				

Subprogramme 4
Statistics, the information society and technology

Objective

22.56 The objective, to which this subprogramme contributes, is to strengthen the development of official statistical frameworks, improve the quality and availability of statistics and advance the information society by accelerating the integration of technology and innovation for sustainable development in the Arab region.

Strategy

22.57 To contribute to the objective, the subprogramme will:

(a) Develop methodologies and tools to enhance the capacities of national statistical systems to implement and adapt to evolving international statistical standards, methodologies and best practices, and promote the integration of innovative data sources and geostatistical information;

(b) In line with global and regional processes, such as the Global Digital Compact and WSIS+20, develop knowledge products, models, toolkits and platforms and enhance the capacity of policymakers and practitioners in member States to produce evidence and, on that basis, develop digital policy frameworks and strategies aimed at enhancing digital infrastructure, digital transformation, digital economy, digital government and e-accessibility, in support of the implementation of the 2030 Agenda;

(c) Enhance national capacities to produce and utilize quality statistics and data for evidence-based policymaking and provide technical support for the adoption of policy frameworks, statistical methodologies and strategies to harness emerging technologies and innovative solution for monitoring and reporting on sustainable development indicators, in line with national plans and priorities, and increase the value created from statistics, geospatial-enabled data, digitization and emerging technologies;

(d) Convene intergovernmental and technical, multi-stakeholder forums to foster consensus and facilitate dialogue and exchanges, with the aim of promoting cooperation, partnerships and coordination and incentivizing investment in advancing both digital development and transformation and the production of quality statistics and data.

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

(a) An enhanced value chain of timely, accessible, interoperable and integrated data from diverse sources, including geolocated and disaggregated data, that is compliant with international statistical standards;

(b) Member States developing, adopting and implementing enhanced policy frameworks pertaining to digital and emerging technologies, as a means of accelerating the achievement of the Sustainable Development Goals.

Programme performance in 2024

Djibouti and Jordan apply modernized approaches to censuses

22.59 Statistical information obtained through censuses remains a core reference for the analysis and interpretation of evidence, and the accuracy, efficiency and timeliness of the data that it yields is therefore critical. During 2024, the subprogramme provided member States with technical expertise and advice on the design and conduct of national censuses, including the deployment of modern technology and the digitization of data collection (Djibouti) and the piloting of a multi-source methodology that would enable a register-based census (Jordan). Concurrently, the subprogramme

organized study tours, which promoted peer-to-peer exchanges between Djibouti and Egypt and between Jordan and Oman, and resulted in enhanced capacities of national statistical offices in Djibouti and Jordan to apply modernized approaches to data collection, further enhancing quality and compliance with international standards. Furthermore, Egypt's Central Agency for Public Mobilization and Statistics supported the Institut de la statistique de Djibouti by providing 1,400 tablets for a digitized census.

22.60 Progress towards the objective is presented in the performance measure below (see table 22.17).

Table 22.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Two member States (Jordan and Oman) engaged in a peer-to-peer exchange of best practices on multi-source census methodology	One member State (Djibouti) benefited from the support of another (Egypt) in the development of a digitized approach to censuses	One member State (Djibouti) conducted its first-ever digital census One member State (Jordan) piloted a multi-source (register-based) census methodology

Planned results for 2026

Result 1: Arab policymakers gain access to on-demand, reliable evidence enabled by artificial intelligence and geospatial capacities

Programme performance in 2024 and target for 2026

22.61 The subprogramme's work contributed to four member States (Egypt, Jordan, Qatar and Tunisia) generating evidence and simulating policy options and related impacts through five artificial intelligence and geospatial-enabled interactive tools, which met the planned target.

22.62 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.18).

Table 22.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States gained access to additional national, regional and global (statistical and non-statistical) data sets	Member States gained access to centralized, regional data management and analytics platform (United Nations Arab Region Data and Policy Support hub)	Four member States (Egypt, Jordan, Qatar and Tunisia) generated evidence and simulated policy options and related impacts through five artificial intelligence- and geospatial-enabled interactive tools	Member States have access to national data and policy dashboards through a one-stop shop for evidence-based policymaking	Three additional member States successfully integrate at least two of the artificial intelligence and data-driven tools into their policy development processes, resulting in the generation of actionable policy insights

Result 2: geostatistical evidence enhances decision-making and development planning in the Arab region

Programme performance in 2024 and target for 2026

22.63 The subprogramme's work contributed to all member States having access to an additional 12 layers of geostatistical information, in particular those related to climate and the environment, which met the planned target.

22.64 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.19).

Table 22.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Geostatistical laboratory for the Arab region was established	All member States gained access to an initial 12 layers of geostatistical information	All member States have access to an additional 12 layers of geostatistical information, in particular those related to climate and the environment	Two national statistical offices in the Arab region produce geostatistical data sets	One member State utilizes the geostatistical atlas of the Arab world to generate evidence for decision-making or policy development
	Two member States (Jordan and Lebanon) initiated pilot projects to enhance their statistical data sets with geospatial information			

Result 3: Arab member States, including least developed countries, produce external trade statistics

Proposed programme plan for 2026

22.65 The availability of trade statistics is essential for effective economic policymaking. However, such statistics remain unavailable for 6 of 21 ESCWA member States, including 3 Arab least developed countries. The subprogramme has been estimating trade data for these countries to address gaps in the external trade statistics database for the Arab region.

Lessons learned and planned change

22.66 The lesson for the subprogramme was twofold: (a) the data estimates, while used regionally, could not be incorporated into the global United Nations Comtrade Database to close the data gap for better-informed decision-making; and (b) there were risks related to the sustainability of the continued replacement of official statistics by estimates. In applying the lesson, the subprogramme will collaborate with member States to enhance their capacity in internationally agreed frameworks for the compilation of and reporting on international trade statistics, alternative methodologies and programming skills. In addition, the peer-to-peer exchange of knowledge will be facilitated through study tours, to further empower the targeted countries to produce trade statistics independently.

22.67 Expected progress towards the objective is presented in the performance measure below (see table 22.20).

Table 22.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Estimates for trade statistics are available to Iraq, Libya, Somalia, the Sudan, the Syrian Arab Republic and Yemen	Enhanced capacity of at least three member States, including at least one Arab least developed country, in producing trade statistics	At least one least developed Arab member State produces trade statistics

Deliverables

22.68 Table 22.21 lists all deliverables of the subprogramme.

Table 22.21
Subprogramme 4: deliverables for 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**10**	**14**	**–**	**10**
1. Committee on Technology for Development	4	8	–	4
2. Statistical Committee	6	6	–	6
Substantive services for meetings (number of three-hour meetings)	**27**	**18**	**12**	**20**
3. Committee on Technology for Development	4	–	–	4
4. Statistical Committee	4	4	–	4
5. ESCWA Technology Centre Advisory Board and Technical Committee	3	–	2	–
6. The Bureau of the Statistical Committee	2	2	–	–
7. Standing working groups of the Statistical Committee on economic statistics, demographic and social statistics and disability in the Sustainable Development Goals	6	6	4	4
8. Task force on Sustainable Development Goals data of the Regional Collaborative Platform for Arab States	2	2	–	2
9. Regional Committee of United Nations Global Geospatial Information Management for the Arab States	2	–	2	2
10. League of Arab States on Internet governance; automated digital network systems; the digital economy; innovation policies; enhanced information and communications technology (ICT) cooperation; ICT strategy; science, technology and innovation; and ICT for the Sustainable Development Goals	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**1**	**1**
11. ESCWA Technology Centre	1	1	1	1
Seminars, workshops and training events (number of days)	**24**	**21**	**24**	**22**
12. Sustainable Development Goals statistics, including gender and disability statistics; big data and open data; Sustainable Development Goals measuring and reporting; digital inclusion; digital transformation; emerging technologies, digital government, digital economy, e-commerce; and entrepreneurship	24	21	24	22

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Publications (number of publications)	**2**	**2**	**3**	**2**
13. On statistics and indicators; Sustainable Development Goals data; non-traditional data sources; national accounts; purchasing power parity; monitoring of and follow-up on the 2030 Agenda; digital development; and technology and innovation for sustainable development	2	2	3	2
Technical materials (number of materials)	**6**	**6**	**6**	**8**
14. On statistics and indicators; Sustainable Development Goals data; non-traditional data sources; national accounts; purchasing power parity; monitoring of and follow-up on the 2030 Agenda; digital development; and technology and innovation for sustainable development	6	6	6	8

C. Substantive deliverables

Consultation, advice and advocacy: meetings of experts on digital development; regulation and legislation to promote the information society; Internet governance; frontier technologies; entrepreneurship; technology transfer; and innovation.

Databases and substantive digital materials: ESCWA data ecosystem; Arab Sustainable Development Goals gateway; external trade data platform; and purchasing power parities convertor for the Arab region.

D. Communication deliverables

Outreach programmes, special events and information materials: annual statistics newsletter; and technology bulletin.

Subprogramme 5
2030 Agenda and SDG coordination

Objective

22.69 The objective, to which this subprogramme contributes, is to accelerate progress towards sustainable development in the Arab region in line with the 2030 Agenda and to advance intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues.

Strategy

22.70 To contribute to the objective, the subprogramme will:

(a) Advocate with a diverse set of stakeholders, including policymakers, the private sector, academic institutions and civil societies, for principled action towards the implementation of the 2030 Agenda, in particular in line with the commitment to “leave no one behind” and a people-centred approach to development, and leverage a broad range of partnerships, including with the private sector and financial institutions, intergovernmental and non-governmental organizations, civil society, and academic institutions and think tanks, to promote a whole-of-government and whole-of-society approach;

(b) Develop and disseminate knowledge products underpinned by the analysis of member States’ progress towards the implementation of the 2030 Agenda and its principles, including gaps in policy frameworks, and promote transformative development solutions for accelerating inclusive, sustainable development in the region;

(c) Convene and ensure ongoing support for and follow-up on various platforms, in connection with the Arab Forum for Sustainable Development, to facilitate multi-stakeholder engagement and dialogue and peer-to-peer exchanges; to foster consensus on sustainable development priorities and action; to promote subregional, interregional and intraregional (South-South) and triangular collaboration and coordination; and to support cross-sectoral cooperation and alignment of national development priorities and plans with both the 2030 Agenda and resources available for their implementation;

(d) Enhance capacities to conduct integrated monitoring and reporting, at the local, national and regional levels, of the progress against specific Sustainable Development Goal targets, including through the building of national and institutional capacity to conduct voluntary national reviews and the identification of policy gaps; identify and disseminate innovative policy solutions and recommendations; ensure that the region's perspective is reflected through a global lens; and foster cross-sectoral coordination of the Commission's support to member States' efforts to achieve the Sustainable Development Goals.

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

(a) Enhanced commitment of policymakers and practitioners, regional intergovernmental organizations, the private sector, including financial institutions, academia and think tanks, and civil society organizations in the Arab region to the principles of the 2030 Agenda;

(b) The adoption by member States and development stakeholders of a more participatory, whole-of-government and whole-of-society approach to the implementation of and follow-up on Sustainable Development Goal priorities and related action;

(c) Improved utilization by member States and development stakeholders of available dialogue and advocacy platforms as a means of promoting consensus, peer-to-peer learning and coordination at the national, subregional, intraregional, interregional and global levels; and mobilizing sustained, targeted financing for an accelerated implementation of the 2030 Agenda;

(d) Improved capacity of policymakers and other stakeholders to identify policy gaps and related policy opportunities and solutions and take action to advance the achievement of the Sustainable Development Goals.

Programme performance in 2024

Strengthened local governance for development through the first iteration of the Arab Mayors Academy

22.72 The Arab region faces a critical gap in capacity-building for local authorities, limiting their ability to align with global agendas such as the 2030 Agenda, the New Urban Agenda and the Pact for the Future. The subprogramme partnered with the United Nations Human Settlements Programme (UN-Habitat) and United Cities and Local Governments to launch the Arab Mayors Academy, the first regional learning initiative, collaboratively designed with local authorities. The initiative was set up as a network of Arab city leaders and global development stakeholders to empower local governance and catalyse resilience and sustainability in cities throughout the region. In 2024, the first iteration of the Academy gathered experts from more than 20 global entities, including international organizations, non-governmental organizations, academia and the private sector, to offer 11 senior city officials a hybrid curriculum, primarily in Arabic, focusing on the localization of the Sustainable Development Goals, emergency preparedness, smart sustainable cities, quality of life in cities, climate resilience, urban financing, partnerships and diplomacy, among others. Moreover, the online discussions component was open to the broader public, reaching more than 80 representatives of local authorities on each occasion.

22.73 Progress towards the objective is presented in the performance measure below (see table 22.22).

Table 22.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Eleven senior city officials graduate from the first iteration of the Arab Mayors Academy and are better equipped to localize the Sustainable Development Goals

Planned results for 2026

Result 1: university graduates play part in a whole-of-society, principled approach to achieving the Sustainable Development Goals

Programme performance in 2024 and target for 2026

22.74 The subprogramme's work contributed to two academic institutions in the Arab region incorporating shared principles and commitments of the Sustainable Development Goals into their curricula, which met the planned target.

22.75 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.23).

Table 22.23
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Sustainable Development Goals-focused research by Arab academic institutions contributes to regional and national dialogues on implementing the 2030 Agenda	One university faculty in a member State (the Artificial Intelligence, Data Science and Computing Hub at the American University of Beirut) committed to incorporating shared principles and commitments of the Goals into its programmes	Two academic institutions in the Arab region (Ali Bin Abi Taleb and Al Kawthar schools in Lebanon) incorporated shared principles and commitments of the Goals into their curricula	Academic institutions in at least four member States use *The ESCWA Stories* to promote principles of the 2030 Agenda among young people	Academic institutions in two member States benefit from awareness-raising by private sector entities on climate action and cybersecurity

Result 2: increased private sector investment in regional and national sustainable development priorities

Programme performance in 2024 and target for 2026

22.76 The subprogramme's work contributed to member States and private sector leaders engaging in a regional dialogue on support for and financing of Sustainable Development Goal priorities, which met the planned target.

22.77 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.24).

Table 22.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	The Union of Arab Banks committed to mobilizing up to $1 trillion in Sustainable Development Goal-related financing by 2030	Member States and private sector leaders engaged in a regional dialogue on support for and financing of Goal priorities	One member State and private sector representatives jointly agree on a set of sustainable development priorities for private sector contributions	One additional member State and private sector representatives jointly agree on a set of sustainable development priorities for private sector contributions

Result 3: member States identify and address policy gaps linked to the implementation of the 2030 Agenda

Proposed programme plan for 2026

22.78 Arab countries' modest progress on achieving the Sustainable Development Goals highlights the need to evaluate the adequacy of national policies and capacities for policy assessment and reform. The subprogramme strengthened the regional knowledge base on Goals-related policy frameworks, including by analysing regional trends and gaps in design and implementation, and provided a platform for knowledge exchange on the 2030 Agenda follow-up and review.

Lessons learned and planned change

22.79 The lesson for the subprogramme was that, to drive the policy change necessary to accelerate progress in the achievement of the Sustainable Development Goals, the subprogramme needed to provide capacity-building support for strengthening the analytical quality of national follow-up and review processes. In applying the lesson, the subprogramme will enhance the skills and capacities of Goals coordination teams in member States to lead cross-sectoral policy assessments and identify national Goals policy gaps and solutions. The subprogramme will also restructure its dialogue platform to ensure the more inclusive participation of relevant stakeholders and improve their access to global and regional good practices in the area.

22.80 Expected progress towards the objective is presented in the performance measure below (see table 22.25).

Table 22.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States have access to regional Sustainable Development Goal policy trends, opportunities and gaps, and commensurate policy solutions are proposed	Member States have access to regional modules and frameworks on public policy assessments	One member State identifies a national Goals policy gap and related policy solution(s)

Deliverables

22.81 Table 22.26 lists all deliverables of the subprogramme.

Table 22.26
Subprogramme 5: deliverables for 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**8**	**9**	**8**	**8**
1. Meetings of the Arab Forum for Sustainable Development	8	9	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**1**	**1**	**1**
2. ESCWA Stories	–	1	1	1
Seminars, workshops and training events (number of days)	**3**	**3**	**3**	**3**
3. Voluntary national review workshops	3	3	3	3
Publications (number of publications)	**1**	**1**	**–**	**–**
4. Arab sustainable development report	1	1	–	–
Technical materials (number of materials)	**3**	**3**	**3**	**3**
5. Annual Sustainable Development Goals review	1	1	1	1
6. On sustainable development	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with the task force of the Arab Forum for Sustainable Development; consultations on financial inclusion; advice to global and regional events on the 2030 Agenda; advice to the community of practice on voluntary national reviews; and promoting the Sustainable Development Goals among young people and educators.				
Databases and substantive digital materials: SDG Knowledge and Learning platform.				

Subprogramme 6
Governance and conflict prevention

Objective

22.82 The objective, to which this subprogramme contributes, is to advance just, peaceful and inclusive societies, especially for people living under occupation or in conflict or post-conflict settings; to improve governance and strengthen effective, efficient and accountable public institutions; and to enhance service delivery.

Strategy

22.83 To contribute to the objective, the subprogramme will:

(a) Generate and make available evidence-based policy analysis and recommendations to member States and relevant stakeholders, grounded in the principle of a human development approach, with a focus on mitigating the impact of conflict and occupation on the capacity to achieve the Sustainable Development Goals, facilitating national recovery and improving governance and institutional capacities to deliver basic services and respond to shocks; strengthening regional cooperation on governance and public administration; and boosting the competitiveness of the business environment, including consumer protection mechanisms;

(b) Provide technical expertise, methodologies and tools while enhancing capacities to identify and operationalize immediate, medium- and long-term solutions, aimed at pre-emptively addressing emerging socioeconomic, environmental and governance challenges and conflicts; enhancing prevention, recovery and development planning; improving transparency and accessibility and the efficiency of State-run services; and reinforcing competition policies and consumer protection mechanisms that uphold fair market practices and improve transparency;

(c) Foster South-South (intraregional and interregional) and triangular cooperation and build consensus on the priorities and action required to minimize the impact of conflict and any sudden shocks, inter alia, on the ability of member States to advance their national development agendas;

(d) Support the five Arab least developed countries, within the framework of the Doha Programme of Action (2022–2031), by strengthening their institutional capacities for implementing the 2030 Agenda and graduating from the least developed countries category;

(e) Enhance the capabilities of Palestinian institutions to mitigate the adverse effects of the Israeli occupation on development, including by supporting national recovery efforts and capacities in the Occupied Palestinian Territory and reducing the asymmetric dependency of its economy.

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

(a) Improved understanding and prevention of development challenges associated with sudden shocks, including conflict, and effective mitigation of their impact on national development and recovery trajectories;

(b) More effective public institutions, in particular in the five Arab least developed countries, with enhanced capabilities to deliver basic services in a transparent, accessible and inclusive way;

(c) Operationalization of a contextualized, people-centred approach to development planning and policy formulation;

(d) A more competitive and transparent business environment and more effective consumer protection mechanisms.

Programme performance in 2024

Oman operationalizes an integrated and evidence-based national development planning framework

22.85 As part of its effort to advance public policy across the Arab region, including by promoting effective governance and sustainable development, the subprogramme supported Oman in conducting a midterm assessment of its tenth five-year national development plan (2021–2025). The assessment evaluated economic, governance, social and environmental performance and tracked progress on 430 work programmes, 3,200 activities and 150 key performance indicators and their alignment with Oman Vision 2040 and the 2030 Agenda. Specifically, in order to foster transparency and stakeholder engagement, the subprogramme developed a dynamic platform that allowed Oman's 55 implementing entities to update data by priority, strategic goal, activity and key performance indicator, enhancing accountability and proactive problem-solving. This was followed by a facilitated consultative process, during which the assessment results served as a basis for the identification of challenges and opportunities for accelerating the plan's implementation. The support culminated in Oman identifying ways to enhance implementation and guide planning as it embarked on defining its next five-year development plan.

22.86 Progress towards the objective is presented in the performance measure below (see table 22.27).

Table 22.27
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	One member State (Oman) operationalized integrated and evidence-based national development planning

Planned results for 2026

Result 1: improved consumer protection in the Arab region

Programme performance in 2024 and target for 2026

22.87 The subprogramme's work contributed to member States exchanging knowledge and good practice on consumer protection and two member States (Egypt and United Arab Emirates) reforming their consumer protection laws, which met the planned target.

22.88 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.28).

Table 22.28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
All 20 Arab member States participated in the third competition forum for the Arab region	Arab policymakers gained access to recommendations on how to improve national consumer protection frameworks	Member States exchanged knowledge and good practice on consumer protection	One additional member State establishes or reforms its consumer protection laws or enforcement procedures	Two additional member States establish new or reform existing consumer protection laws, to align them with international best practices
One member State (Lebanon) introduced competition legislation, and one additional member State (Kuwait) introduced further legislation on competition	Arab member States gained access to the Arab Legislation Portal, comprising information on existing consumer protection laws and regulations	Two member States (Egypt and United Arab Emirates) reformed their consumer protection laws		
One member State (Oman) expanded its dedicated competition authority				

Result 2: modernization of public administration systems for effective and transparent public governance and socioeconomic development

Programme performance in 2024 and target for 2026

22.89 The subprogramme's work contributed to three member States (Saudi Arabia, United Arab Emirates and Yemen) developing transparency measures to combat corruption in the public sector and member States reaching an agreement to convene on an annual basis on anti-corruption measures, which exceeded the planned target of one member State developing transparency measures to combat corruption in the public sector.

22.90 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 22.29).

Table 22.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Member States receive advice on workable solutions to systemic challenges facing their public administration systems for more effective public service delivery	Three member States (Saudi Arabia, United Arab Emirates and Yemen) developed transparency measures to combat corruption in the public sector Member States reached an agreement to convene on anti-corruption measures on an annual basis during the second regional dialogue on corruption (Arab Forum against Corruption)	One member State introduces reforms to modernize its public administration system	One additional member State introduces reforms to modernize its public administration system

Result 3: member States develop and deploy development policies resilient to fragility and sudden shocks

Proposed programme plan for 2026

22.91 By 2023, some 76.8 million people across seven Arab countries in conflict or post-conflict settings (16.3 per cent of the region's population) required humanitarian assistance. The subprogramme launched a regional initiative to foster transitions towards durable peace and development through a combined evidence-based and consensus-building approach that aligned national priorities in humanitarian, development and peacebuilding fields.

Lessons learned and planned change

22.92 The lesson for the subprogramme was that building resilience and enabling sustainable recovery required targeted capacity-building to enable the public sector to effectively deliver services and

foster trust. In applying the lesson, the subprogramme will enhance its capacity-building support to public institutions and other relevant national stakeholders to enable the design of policies that are resilient and adaptable to crises. In parallel, the Commission will engage member States and United Nations resident coordinators to develop operational frameworks and national implementation strategies that more effectively integrate humanitarian, development and peace efforts, thereby facilitating smoother transitions toward recovery and achieving the Sustainable Development Goals.

22.93 Expected progress towards the objective is presented in the performance measure below (see table 22.30).

Table 22.30
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Nine member States (Iraq, Jordan, Lebanon, Libya, Somalia, the Sudan, the Syrian Arab Republic and Yemen, as well as the State of Palestine) adopted the regional standard operating procedure on operationalizing integrated humanitarian, development and peace approaches in fragile settings	Two member States have enhanced capacity to integrate recovery readiness and resilience into sustainable development initiatives	Two member States develop integrated national recovery, resilience and development strategies/plans

Deliverables

22.94 Table 22.31 lists all deliverables of the subprogramme.

Table 22.31
Subprogramme 6: deliverables for 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**1**	**2**	**2**
1. Note by the Secretary-General on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan to the General Assembly and the Economic and Social Council	1	1	1	1
2. Reports to the ESCWA ministerial session on the social and economic impact of the Israeli occupation: thematic focus	1	–	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Substantive services for meetings (number of three-hour meetings)	**–**	**8**	**4**	**8**
3. High-level meeting of the League of Arab States/Arab Administrative Development Organization/ESCWA	–	4	4	4
4. Arab Competition Forum	–	4	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**4**	**4**	**3**	**1**
5. Country-specific and regional projects (implementation of the Doha Programme of Action in Arab least developed countries; development under occupation in the State of Palestine; integrating peace, recovery and development into conflict and post-conflict settings; and competition)	4	4	3	1
Seminars, workshops and training events (number of days)	**8**	**9**	**9**	**9**
6. Competition and consumer protection	1	1	1	1
7. Governance and major sub-indices (governance, human development index, conflict and the environment)	1	2	1	2
8. Comprehensive risk assessment framework and conflict prevention, recovery and stabilization	1	2	1	2
9. Strategic planning in fragile contexts; effectiveness of basic service delivery; and integrated approach for humanitarian development and peace in countries in conflict and post-conflict settings	5	4	6	4
Publications (number of publications)	**2**	**1**	**3**	**2**
10. On governance and conflict prevention; and the strengthening of public institutions	1	1	1	1
11. *Palestine under Occupation*	1	–	–	–
12. *The Arab Business Legislative Framework*	–	–	1	1
13. *Arab Development Challenges Report*	–	–	1	–
Technical materials (number of materials)	**8**	**10**	**8**	**9**
14. On durable peace; vulnerability assessments and risk mitigation; conflict prevention, post-conflict recovery and stabilization; institution-building to strengthen resilience, performance and service provision; innovation in the public sector; economic governance; mitigating the impact of occupation; sustainable development in situations of conflict and post-conflict; and impact of competition reforms on trade policy; and human development and human security[a]	8	10	8	9

C. Substantive deliverables

Consultation, advice and advocacy: consultative meetings on post-conflict and durable peace; vulnerability assessments and risk mitigation; conflict prevention, post-conflict recovery and stabilization; institution-building to strengthen resilience; innovation in the public sector; public service delivery; economic governance; mitigating the impact of occupation; and advocacy for policy dialogue.

Database and other substantive digital materials: portal on open government and open data; Arab legislation portal; ESCWA violence early warning system portal; and Arab national development planning portal.

D. Communications deliverables

Outreach programmes, special events and information materials: observance of the International Day of Solidarity with the Palestinian people; and materials on the impact of conflict and occupation on the socioeconomic development of the Palestinian people.

[a] See General Assembly resolution 66/290.

B. Proposed post and non-post resource requirements for 2026

Overview

22.95 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 22.32 to 22.34.

Table 22.32
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	41 793.2	40 137.3	–	–	32.5	32.5	0.1	40 169.8
Other staff costs	2 369.0	1 733.6	–	–	172.0	172.0	9.9	1 905.6
Hospitality	1.4	10.5	–	–	–	–	–	10.5
Consultants	331.0	804.2	–	–	(32.5)	(32.5)	(4.0)	771.7
Experts	467.8	1 245.1	–	–	–	–	–	1 245.1
Travel of staff	443.5	446	–	–	–	–	–	446.0
Contractual services	1 876.6	1 878.6	–	–	265.7	265.7	14.1	2 144.3
General operating expenses	2 829.8	4 147.5	–	–	(427.1)	(427.1)	(10.3)	3 720.4
Supplies and materials	30.0	22.5	–	–	–	–	–	22.5
Furniture and equipment	613.0	726.9	–	–	–	–	–	726.9
Grants and contributions	1.1	–	–	–	–	–	–	–
Total	**50 756.4**	**51 152.2**	–	–	**10.6**	**10.6**	**0.0**	**51 162.8**

[a] At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 22.33
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	257	1 USG, 2 D-2, 8 D-1, 25 P-5, 37 P-4, 30 P-3, 18 P-2/1, 1 FS, 4 NPO, 131 LL
Redeployment	–	1 P-5, 6 P-4, 4 P-3, 1 NPO, 18 LL from programme support to executive direction and management
		1 Programme Management Officer (NPO) from executive direction and management to programme support
Reclassification	–	1 Medical Officer (P-4) to Senior Medical Officer (P-5) in programme support
Proposed for 2026	257	1 USG, 2 D-2, 8 D-1, 26 P-5, 36 P-4, 30 P-3, 18 P-2/1, 1 FS, 4 NPO, 131 LL

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

Table 22.34
Overall: proposed posts by category and grade[a]
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	8	–	–	–	–	8
P-5	25	–	–	1	1	26
P-4	37	–	–	(1)	(1)	36
P-3	30	–	–	–	–	30
P-2/1	18	–	–	–	–	18
Subtotal	**121**	–	–	–	–	**121**
General Service and related						
FS	1	–	–	–	–	1
NPO	4	–	–	–	–	4
LL	131	–	–	–	–	131
Subtotal	**136**	–	–	–	–	**136**
Total	**257**	–	–	–	–	**257**

[a] Includes four temporary posts (1 P-4, 2 P-3 and 1 Local level), which were approved pursuant to General Assembly resolution 71/272 A.

22.96 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 22.35 to 22.37 and figure 22.I.

22.97 As shown in tables 22.35 (1) and 22.36 (1), the overall resources proposed for 2026 amount to $51,162,800, reflecting a net increase of $10,600 (0.0 per cent) compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 22.35
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Policymaking organs	117.4	146.0	–	–	–	–	–	146.0
B. Executive direction and management	6 131.1	8 511.5	–	–	4 794.9	4 794.9	56.3	13 306.4
C. Programme of work								
1. Climate change and natural resource sustainability	4 402.6	4 253.3	–	–	(50.0)	(50.0)	(1.2)	4 203.3
2. Gender justice, population and inclusive development	5 951.5	5 794.1	–	–	(48.8)	(48.8)	(0.8)	5 745.3
3. Shared economic prosperity	4 689.1	4 886.5	–	–	–	–	–	4 886.5
4. Statistics, the information society and technology	5 452.1	4 824.3	–	–	23.1	23.1	0.5	4 847.4
5. 2030 Agenda and SDG coordination	2 358.4	2 473.1	–	–	–	–	–	2 473.1
6. Governance and conflict prevention	3 257.6	3 518.9	–	–	(25.6)	(25.6)	(0.7)	3 493.3
Subtotal, C	**26 111.2**	**25 750.2**	**–**	**–**	**(101.3)**	**(101.3)**	**(0.4)**	**25 648.9**
D. Programme support	18 396.7	16 744.5	–	–	(4 683.0)	(4 683.0)	(28.0)	12 061.5
Subtotal, 1	**50 756.4**	**51 152.2**	**–**	**–**	**10.6**	**10.6**	**0.0**	**51 162.8**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	700.6	1 931.4	(769.4)	(39.8)	1 162.0
C. Programme of work					
1. Climate change and natural resource sustainability	2 172.8	2 044.4	2 750.3	134.5	4 794.7
2. Gender justice, population and inclusive development	1 404.9	1 285.6	(689.1)	(53.6)	596.5
3. Shared economic prosperity	1 130.4	1 795.4	(556.5)	(31.0)	1 238.9
4. Statistics, the information society and technology	230.9	198.2	(198.2)	(100.0)	–
5. 2030 Agenda and SDG coordination	–	–	–	–	–
6. Governance and conflict prevention	359.7	616.8	(616.8)	(100.0)	–
Subtotal, C	**5 298.7**	**5 940.4**	**689.7**	**11.6**	**6 630.1**

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
D. Programme support	4 253.5	4 253.5	397.2	9.3	4 650.7
Subtotal, 2	**10 252.8**	**12 125.3**	**317.5**	**2.6**	**12 442.8**
Total (1+2)	**61 009.2**	**63 277.5**	**328.1**	**0.5**	**63 605.6**

Table 22.36
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	2025 approved	Technical adjustments	New/expanded mandates	Other	Total	2026 proposed
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	44	–	–	29	29	73
C. Programme of work						
1. Climate change and natural resource sustainability	22	–	–	–	–	22
2. Gender justice, population and inclusive development	29	–	–	–	–	29
3. Shared economic prosperity	27	–	–	–	–	27
4. Statistics, the information society and technology	27	–	–	–	–	27
5. 2030 Agenda and SDG coordination	10	–	–	–	–	10
6. Governance and conflict prevention	17	–	–	–	–	17
Subtotal, C	**132**	–	–	–	–	**132**
D. Programme support	81	–	–	(29)	(29)	52
Subtotal, 1	**257**	–	–	–	–	**257**

(2) *Extrabudgetary*

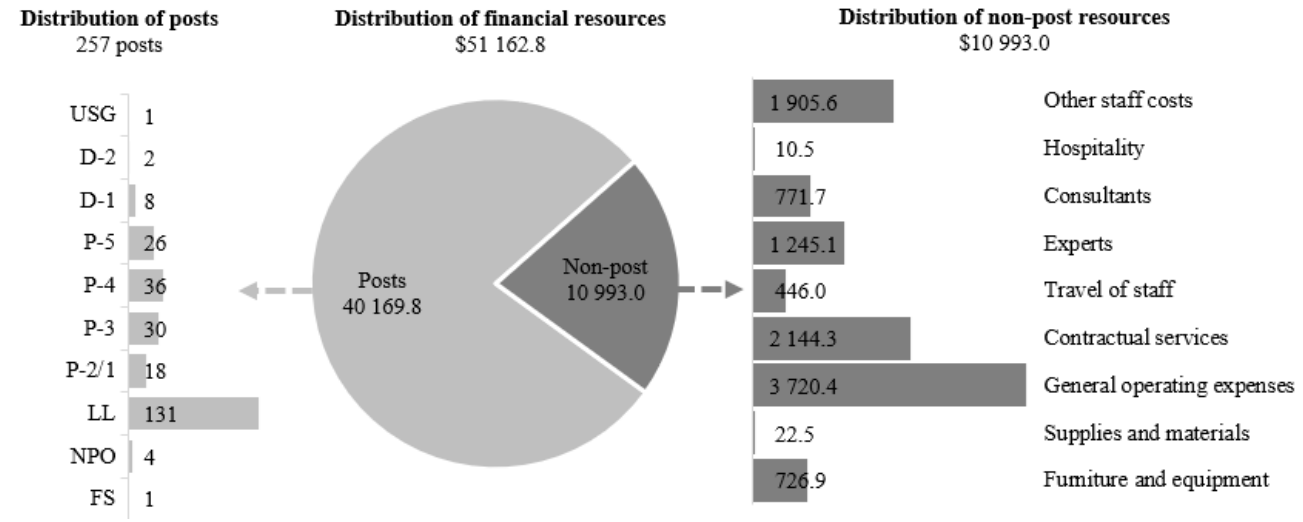
Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	8	(1)	7
C. Programme of work			
1. Climate change and natural resource sustainability	8	7	15
2. Gender justice, population and inclusive development	3	(1)	2
3. Shared economic prosperity	5	(2)	3
4. Statistics, the information society and technology	1	(1)	–

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
5. 2030 Agenda and SDG coordination	–	–	–
6. Governance and conflict prevention	2	(2)	–
Subtotal, C	**19**	**1**	**20**
D. Programme support	16	2	18
Subtotal, 2	**43**	2	**45**
Total (1+2)	**300**	**2**	**302**

Table 22.37
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	41 793.2	40 137.3	–	–	32.5	32.5	0.1	40 169.8
Non-post	8 963.2	11 014.9	–	–	(21.9)	(21.9)	(0.2)	10 993.0
Total	**50 756.4**	**51 152.2**	–	–	**10.6**	**10.6**	**0.0**	**51 162.8**
Post resources by category								
Professional and higher		121	–	–	–	–	–	121
General Service and related		136	–	–	–	–	–	136
Total		**257**	–	–	–	–	–	**257**

Figure 22.I
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

22.98 As shown in table 22.35 (1), resource changes reflect a net increase of $10,600, representing an increase under contractual services reflecting a higher standard price of the core software package for non-field personnel outside of United Nations Headquarters; the other changes, which include the upgrade of a P-4 post to a P-5 post and the redeployment of post and non-post resources between executive direction and management and programme support, are overall cost-neutral. The details of other changes are as follows:

(a) **Executive direction and management**. The net increase of $4,794,900 relates mainly to the proposed redeployment of the Conference Management Section as the Knowledge Management Service under executive direction and management, entailing the following:

(i) The inward redeployment of 30 posts (1 P-5, 6 P-4, 4 P-3, 1 National Professional Officer and 18 Local level) from programme support, as reflected in annex II to the present report ($4,232,400);

(ii) The inward redeployment of requirements under travel ($8,500), contractual services ($207,900), general operating expenses ($25,800) and furniture and equipment ($17,200) to consolidate and streamline the content delivery and knowledge management capacity of the Commission, including intellectual support and language, documentation and conference services under the component. Justification for the proposed redeployment is provided in annex I to the present report;

(iii) Increased requirements under other staff costs ($127,000), consultants ($33,800) and contractual services ($190,100) reflect mainly the need to strengthen the capacity to design, develop and maintain specialized data solutions for member States;

(iv) The increased requirements under experts ($100,000) to provide for high-level expert group meetings in support of the decision support system and data science and of the small and medium-sized enterprise forum;

(v) The aforementioned increases are offset in part by the outward redeployment of one post of Programme Management Officer (National Professional Officer) to programme support, as reflected in annex II ($147,800);

(b) **Subprogramme 1, Climate change and natural resources**. The decrease of $50,000 under experts relates to the anticipated streamlining of activities into interrelated events and back-to-back meetings;

(c) **Subprogramme 2, Gender justice, population, and inclusive development**. The net decrease of $48,800 relates to reduced requirements under experts ($50,000) and travel of staff ($14,900), reflecting the anticipated streamlining of activities into interrelated events and back-to-back meetings, offset in part by the increased requirements under contractual services ($16,100), reflecting higher anticipated requirements for the development of enhanced and customized technical tools on gender justice, poverty reduction and social protection;

(d) **Subprogramme 4, Statistics, the information society and technology**. The increase ($23,100) under contractual services reflects the anticipated increase in the requirements for individual contractors to strengthen capacity in price statistics, digital development and statistical support to ensure the delivery of high-quality data and technical expertise for key initiatives;

(e) **Subprogramme 6, Governance and conflict prevention**. The net decrease ($25,600) relates to reduced requirements under consultants ($43,100), reflecting the leveraging of technology solutions, such as data analytics, artificial intelligence and collaborative platforms, to

streamline processes and analysis required for decision-making, offset in part by the increased requirements under contractual services ($17,500), reflecting higher anticipated requirements for enhanced and customized technical and policy tools that will provide specialized expertise in conflict prevention and recovery, institution-building, sustainable development in post-conflict settings, competition reforms in trade policy and human development, ensuring the effective delivery of the ESCWA mandate;

(f) **Programme support**. The net decrease of $4,683,000 relates to:

(i) The outward redeployment of 30 posts (1 P-5, 6 P-4, 4 P-3, 1 National Professional Officer and 18 Local level) to the Knowledge Management Service under executive direction and management ($4,232,400), as reflected in annex II;

(ii) The outward redeployment of the requirements under travel of staff ($8,500), contractual services ($207,900), general operating expenses ($25,800) and furniture and equipment ($17,200) to consolidate and streamline the content delivery and knowledge management capacity, including intellectual support and language, documentation and conference services under executive direction and management;

(iii) Reduced requirements under general operating expenses ($427,100), reflecting mainly the anticipated decrease in energy use in the ESCWA building, including through the optimization of the heating, ventilation and air-conditioning systems and the adoption of energy-efficient lighting and other smart building management systems;

(iv) Offset in part by the following:

a. The upward reclassification of one post of Medical Officer (P-4) to Senior Medical Officer (P-5) ($32,500), as reflected in annex II;

b. The inward redeployment of one post of Programme Management Officer (National Professional Officer) from executive direction and management ($147,800), as reflected in annex II;

c. Increased requirements under other staff costs ($45,000), reflecting the need to strengthen the capacity to design, develop and maintain specialized data solutions for member States;

d. Increased requirements under contractual services ($10,600) relating to a higher standard price of the core software package for non-field personnel outside of Headquarters.

Extrabudgetary resources

22.99 As reflected in tables 22.33 (2) and 22.34 (2), extrabudgetary resources amount to $12,442,800. The resources would complement regular budget resources and would be used mainly to provide for 45 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2, 4 National Professional Officer and 32 Local level) to perform various functions, including in the areas of economic development, sustainable development, administration and coordination. In addition, non-post resources would be used for strengthening data and information capabilities, promoting coordinated multisectoral interventions in such areas as energy, agriculture and food systems, water, gender equality, job creation and youth empowerment, decision support and data science, establishing portals and platforms for the Sustainable Development Goals to support the Arab region's digital revolution, enhancing initiatives in sustainable energy transitions, social protection, economic empowerment of persons with disabilities, and training programmes for artificial intelligence technologies and business models. In essence, the funds are intended to boost the region's capacity for sustainable development through improved data, coordination and targeted initiatives across various sectors, with a strong focus on digital transformation and modern technologies such as artificial intelligence.

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

Policymaking organs

22.101 The resources proposed under this component would provide for the policymaking organs as shown in table 22.38.

Table 22.38
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Executive Committee	Mandate: ESCWA resolution 320 (XXVIII) Membership: 21 government officials Number of sessions in 2026: 1	15	15
Statistical Committee	Mandate: ESCWA resolution 179 (XVI), as endorsed by the Economic and Social Council in its resolution 1993/2 Membership: 21 government officials Number of sessions in 2026: –	–	–
Committee on Transport and Logistics	Mandate: ESCWA resolution 213 (XIX), as endorsed by the Economic and Social Council in its resolution 1997/11, and ESCWA resolution 229 (XXI) Membership: 21 government officials Number of sessions in 2026: 1	20	20
Committee on Technology for Development	Mandate: ESCWA resolution 315 (XXVIII), as endorsed by the Economic and Social Council in its resolution 2014/35 Membership: 21 government officials Number of sessions in 2026: –	–	–
Committee on Trade Policies in the States members of the Economic and Social Commission for Western Asia	Mandate: ESCWA resolution 332 (XXX), as endorsed by the Economic and Social Council in its resolution 2019/30 Membership: 21 government officials Number of sessions in 2026: –	–	–
Committee on Energy	Mandate: ESCWA resolution 204 (XVIII), as endorsed by the Economic and Social Council in its resolution 1995/25 Membership: 21 government officials Number of sessions in 2026: 1	20	20
Committee on Water Resources	Mandate: ESCWA resolution 205 (XVIII), as endorsed by the Economic and Social Council in its resolution 1995/26 Membership: 21 government officials Number of sessions in 2026: 1	20	18
Committee on Social Development	Mandate: ESCWA resolution 198 (XVII), as endorsed by the Economic and Social Council in its resolution 1994/27, and ESCWA resolution 344 (XXXI) on the frequency of sessions of the Committee (annual sessions starting in 2026) Membership: 21 government officials Number of sessions in 2026: 1	20	20
Committee on Financing for Development in the States members of the Economic and Social Commission for Western Asia	Mandate: ESCWA resolution 332 (XXX), as endorsed by the Economic and Social Council in its resolution 2019/30 Membership: 21 government officials Number of sessions in 2026: 1	18	20

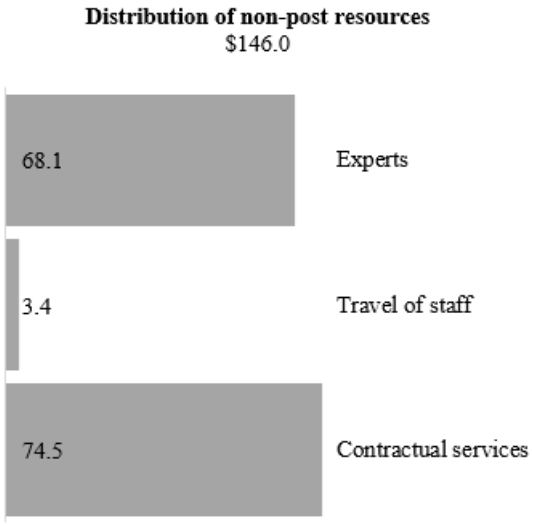
Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Committee on Women	Mandate: ESCWA resolution 240 (XXII), as endorsed by the Economic and Social Council in its resolution 2003/9	18	18
	Membership: 21 government officials		
	Number of sessions in 2026: 1		
ESCWA session	Mandate: Economic and Social Council resolution 1818 (LV)	15	15
	Membership: 21 government officials		
	Number of sessions in 2026: 1		
Total		**146.0**	**146.0**

22.102 The proposed regular budget resources for 2026 amount to $146,000 and reflect no change compared with the approved budget for 2025.

Table 22.39
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	117.4	146.0	–	–	–	–	–	146.0
Total	**117.4**	**146.0**	**–**	**–**	**–**	**–**	**–**	**146.0**

Figure 22.II
Policymaking organs: distribution of proposed resources for 2026
(Thousands of United States dollars)



Executive direction and management

22.103 The Office of the Executive Secretary is responsible for coordinating and providing overall leadership, policy direction and management of the ESCWA secretariat to support member States, in collaboration with other entities of the United Nations system, with strategic analysis, policy guidelines and capacity-building activities to address key development challenges and issues and to implement innovative solutions for region-wide equitable and inclusive economic prosperity, social progress and environmental sustainability. The Office provides leadership and policy orientation and establishes criteria to coordinate follow-up in the region on implementing the 2030 Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, and the mainstreaming of cross-cutting issues, such as gender equality and the empowerment of women, and sustainability perspectives, throughout ESCWA substantive programmes. The Knowledge Management Service will provide alignment with the Commission's strategic planning and project cycles, improving agility and responsiveness to programmatic needs. In addition, the Service will provide expertise in communication, content quality and multilingual support, reinforcing role of ESCWA as a knowledge-driven organization, while enhancing its visibility and coherence.

22.104 The role of ESCWA in supporting evidence-based policymaking and innovation, together with its commitment to the Secretary-General's strategies on data and new technologies, will ensure that the Arab region is not only a beneficiary of the digital revolution, but also an active contributor to the global dialogue on sustainable development through technology. The Decision Support and Data Science Division will provide foresight and analysis of regional and global trends, as well as evidence pertaining to sustainable development, necessary for informed policymaking, and will bolster innovation and the roll-out of information and communications technology solutions in support of member States and the Commission's programme delivery, including through coordination across its six subprogrammes.

22.105 The Office reinforces policy consistency and coherence and promotes effective collaboration and coordination, both within the ESCWA secretariat and among United Nations entities and development partners involved in addressing regional development issues, including through the Regional Coordination Mechanism for Arab States. It also strengthens cooperation and coordination with international and regional intergovernmental and non-governmental organizations, especially the League of Arab States and its subsidiary bodies.

22.106 The Strategy, Planning, Accountability, Results and Knowledge Section will continue to promote dynamism and innovation in the ESCWA business model and medium-term strategy and to act as a focal point for the annual results framework and related applications in Umoja. The Section will continue to be the basis for organizational learning processes, focusing on accountability and on the attainment of results, and ensuring the operational excellence of ESCWA through risk reduction and change management processes. The Section will continue to manage the broader knowledge and dissemination processes of the Commission.

22.107 The Resource Mobilization and Partnerships Section will continue to strengthen relationships with funding agencies and donors; maintain up-to-date regional and global donor mapping; coordinate and support project development, budgeting and fundraising; support and track the implementation of extrabudgetary projects; assist ESCWA cluster leaders in building and enhancing institutional partnerships (regional and global); support cluster leaders' relationships with civil society and non-State actors and partners; and develop and negotiate legally binding partnerships and donor agreements.

22.108 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Commission integrates environmental management practices into its operations. In 2026, the Commission will: (a) facilitate dialogue and collaboration among stakeholders to foster policy coherence, knowledge-sharing and capacity-building initiatives that

support the implementation of the 2030 Agenda; (b) provide technical assistance and advisory services to member States, helping to strengthen institutional frameworks, enhance data-driven decision-making and integrate sustainable development goals into national policies and strategies; and (c) promote innovative financing mechanisms and resource mobilization efforts to bridge funding gaps and support sustainable, inclusive economic growth across the region.

22.109 Information on the timely submission of documentation and advance booking for air travel is reflected in table 22.40. ESCWA has made efforts to raise awareness among staff of the requirement to comply with the advance purchase guidance and, in this context, has put in place a procedure whereby travel requests not compliant with the advance booking policy have to be cleared by the Office of the Executive Secretary to hold project managers accountable for the late travel-related submissions. As a result of these measures, there has been a continuous improvement in the compliance rate. The Commission will continue its efforts to achieve its targets in 2026. It will enhance compliance with advance travel booking through regular monitoring, strengthened accountability and performance benchmarking. These measures are intended to sustain improvements, promote cost-effective travel planning and ensure operational efficiency.

Table 22.40
Compliance rate
(Percentage)

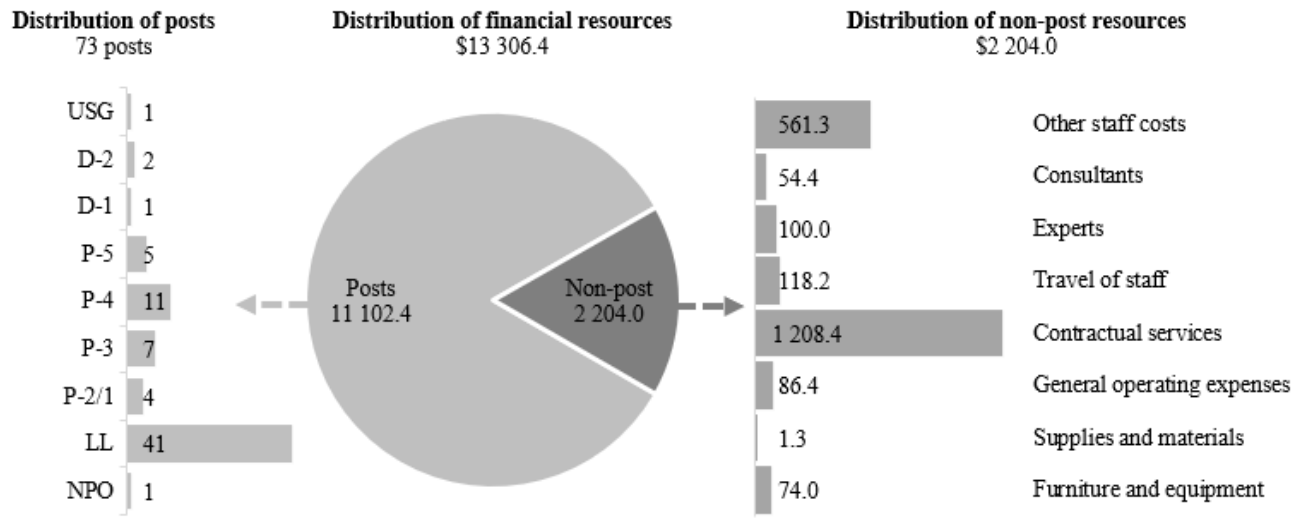
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	70	88	92	100	100
Air tickets purchased at least two weeks before the commencement of travel	57	60	80	100	100

22.110 The proposed regular budget resources for 2026 amount to $13,306,400 and reflect a net increase of $4,794,900 compared with the approved budget for 2025. The proposed change is explained in paragraph 22.98 (a) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.41 and figure 22.III.

Table 22.41
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 122.4	7 017.8	–	–	4 084.6	4 084.6	58.2	11 102.4
Non-post	1 008.7	1 493.7	–	–	710.3	710.3	47.6	2 204.0
Total	**6 131.1**	**8 511.5**	**–**	**–**	**4 794.9**	**4 794.9**	**56.3**	**13 306.4**
Post resources by category								
Professional and higher		20	–	–	11	11	55.0	31
General Service and related		24	–	–	18	18	75.0	42
Total		**44**	–	–	**29**	**29**	**65.9**	**73**

Figure 22.III
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

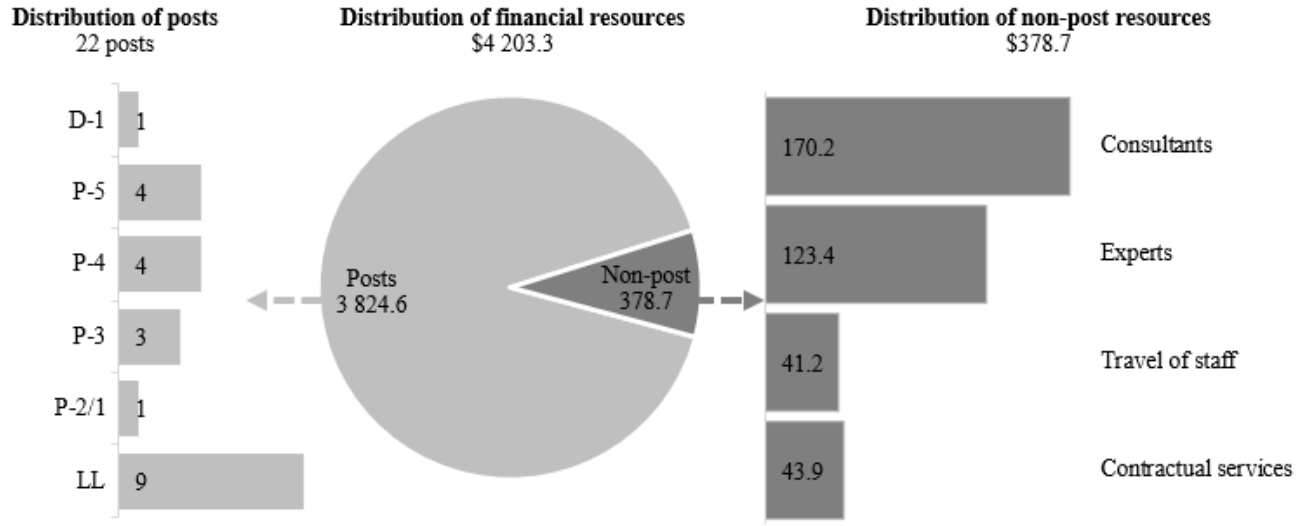
Subprogramme 1
Climate change and natural resource sustainability

22.111 The proposed regular budget resources for 2026 amount to $4,203,300 and reflect a net decrease of $50,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 22.98 (b) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.42 and figure 22.IV.

Table 22.42
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 312.5	3 824.6	–	–	–	–	–	3 824.6
Non-post	90.1	428.7	–	–	(50.0)	(50.0)	(11.7)	378.7
Total	**4 402.6**	**4 253.3**	**–**	**–**	**(50.0)**	**(50.0)**	**(1.2)**	**4 203.3**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		9	–	–	–	–	–	9
Total		**22**	–	–	–	–	–	**22**

Figure 22.IV
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



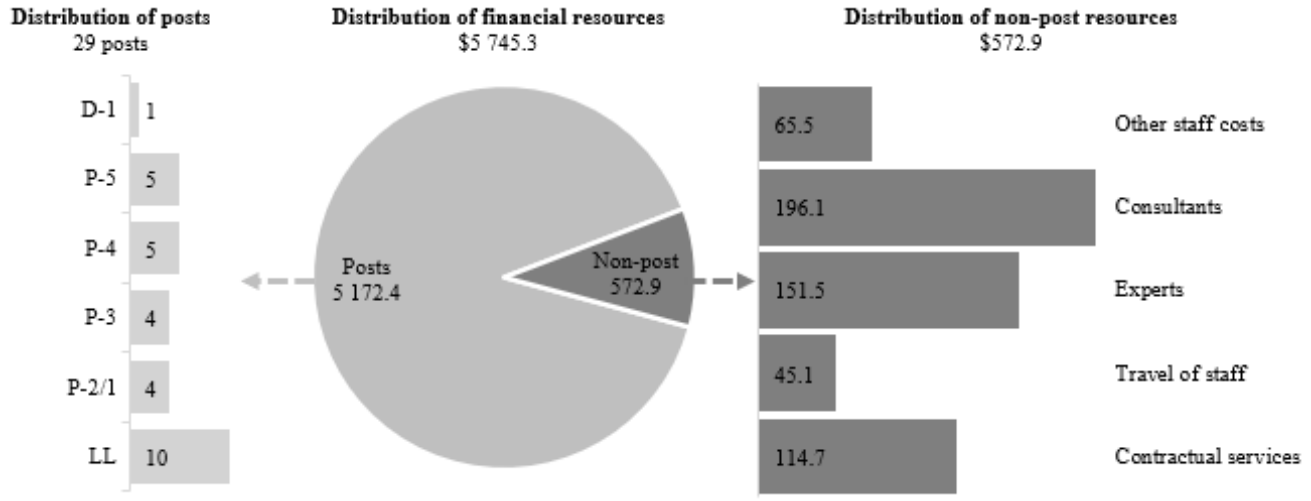
Subprogramme 2
Gender justice, population and inclusive development

22.112 The proposed regular budget resources for 2026 amount to $5,745,300 and reflect a net decrease of $48,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 22.98 (c) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.43 and figure 22.V.

Table 22.43
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 349.5	5 172.4	–	–	–	–	–	5 172.4
Non-post	602.0	621.7	–	–	(48.8)	(48.8)	(7.8)	572.9
Total	**5 951.5**	**5 794.1**	**–**	**–**	**(48.8)**	**(48.8)**	**(0.8)**	**5 745.3**
Post resources by category								
Professional and higher		19	–	–	–	–	–	19
General Service and related		10	–	–	–	–	–	10
Total		**29**	–	–	–	–	–	**29**

Figure 22.V
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



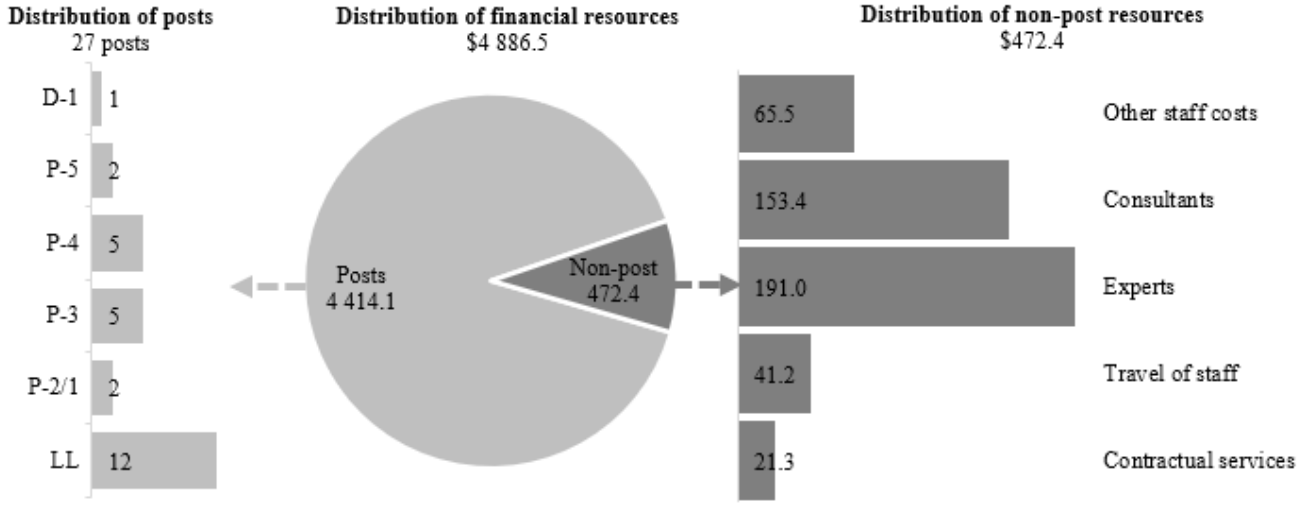
Subprogramme 3
Shared economic prosperity

22.113 The proposed regular budget resources for 2026 amount to $4,886,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.44 and figure 22.VI.

Table 22.44
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 513.0	4 414.1	–	–	–	–	–	4 414.1
Non-post	176.1	472.4	–	–	–	–	–	472.4
Total	**4 689.1**	**4 886.5**	**–**	**–**	**–**	**–**	**–**	**4 886.5**
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		12	–	–	–	–	–	12
Total		**27**	–	–	–	–	–	**27**

Figure 22.VI
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



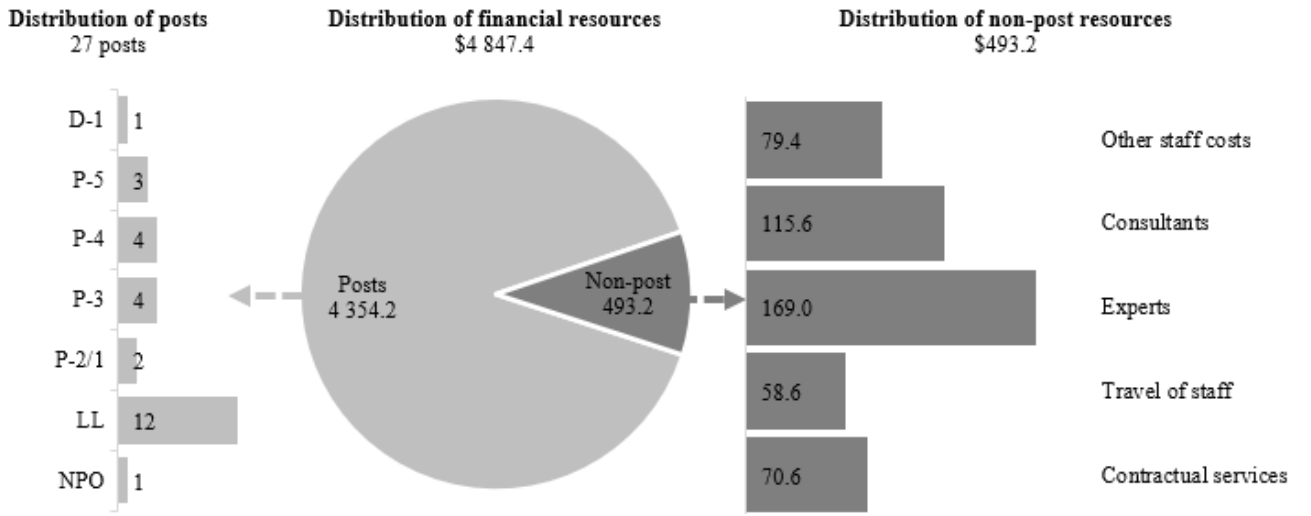
Subprogramme 4
Statistics, the information society and technology

22.114 The proposed regular budget resources for 2026 amount to $4,847,400 and reflect a net increase of $23,100 compared with the approved budget for 2025. The proposed change is explained in paragraph 22.98 (d) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.45 and figure 22.VII.

Table 22.45
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 699.2	4 354.2	–	–	–	–	–	4 354.2
Non-post	752.9	470.1	–	–	23.1	23.1	4.9	493.2
Total	**5 452.1**	**4 824.3**	**–**	**–**	**23.1**	**23.1**	**0.5**	**4 847.4**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		13	–	–	–	–	–	13
Total		**27**	–	–	–	–	–	**27**

Figure 22.VII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



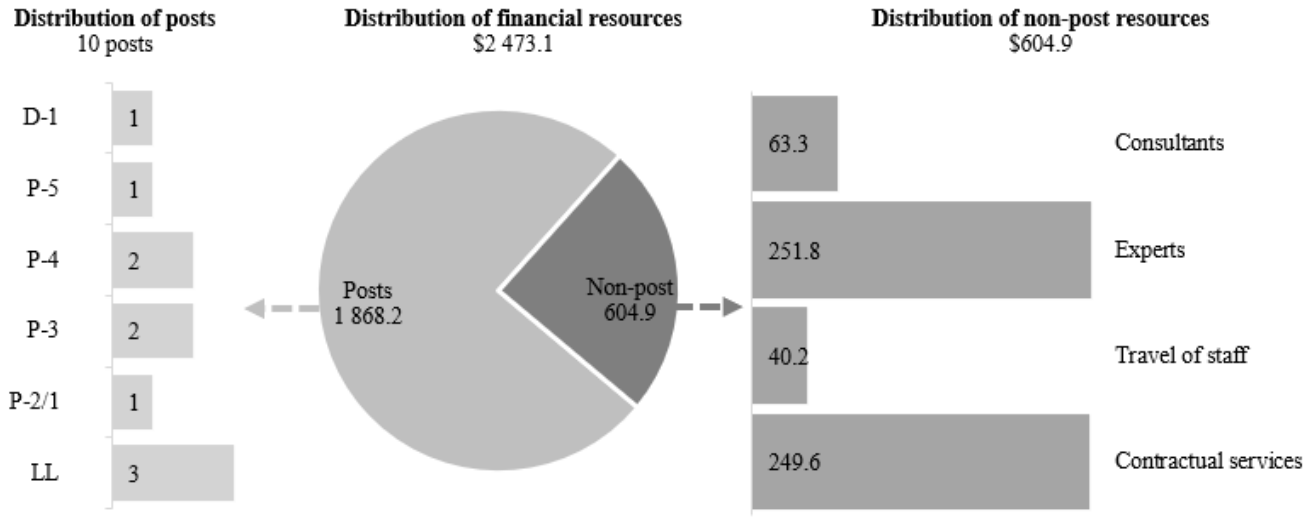
Subprogramme 5
2030 Agenda and SDG coordination

22.115 The proposed regular budget resources for 2026 amount to $2,473,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.46 and figure 22.VIII.

Table 22.46
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 829.6	1 868.2	–	–	–	–	–	1 868.2
Non-post	528.8	604.9	–	–	–	–	–	604.9
Total	**2 358.4**	**2 473.1**	**–**	**–**	**–**	**–**	**–**	**2 473.1**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		3	–	–	–	–	–	3
Total		**10**	–	–	–	–	–	**10**

Figure 22.VIII
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



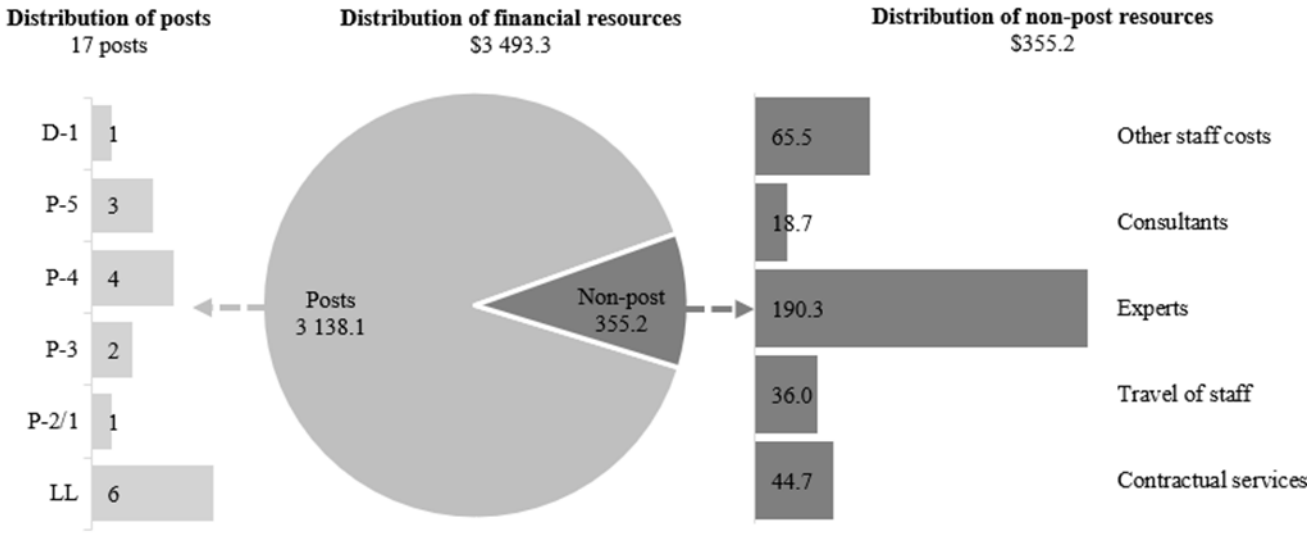
Subprogramme 6
Governance and conflict prevention

22.116 The proposed regular budget resources for 2026 amount to $3,493,300 and reflect a net decrease of $25,600 compared with the approved budget for 2025. The proposed change is explained in paragraph 22.98 (e) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.47 and figure 22.IX.

Table 22.47
Subprogramme 6: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 104.0	3 138.1	–	–	–	–	–	3 138.1
Non-post	153.6	380.8	–	–	(25.6)	(25.6)	(6.7)	355.2
Total	**3 257.6**	**3 518.9**	**–**	**–**	**(25.6)**	**(25.6)**	**(0.7)**	**3 493.3**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		6	–	–	–	–	–	6
Total		**17**	–	–	–	–	–	**17**

Figure 22.IX
Subprogramme 6: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

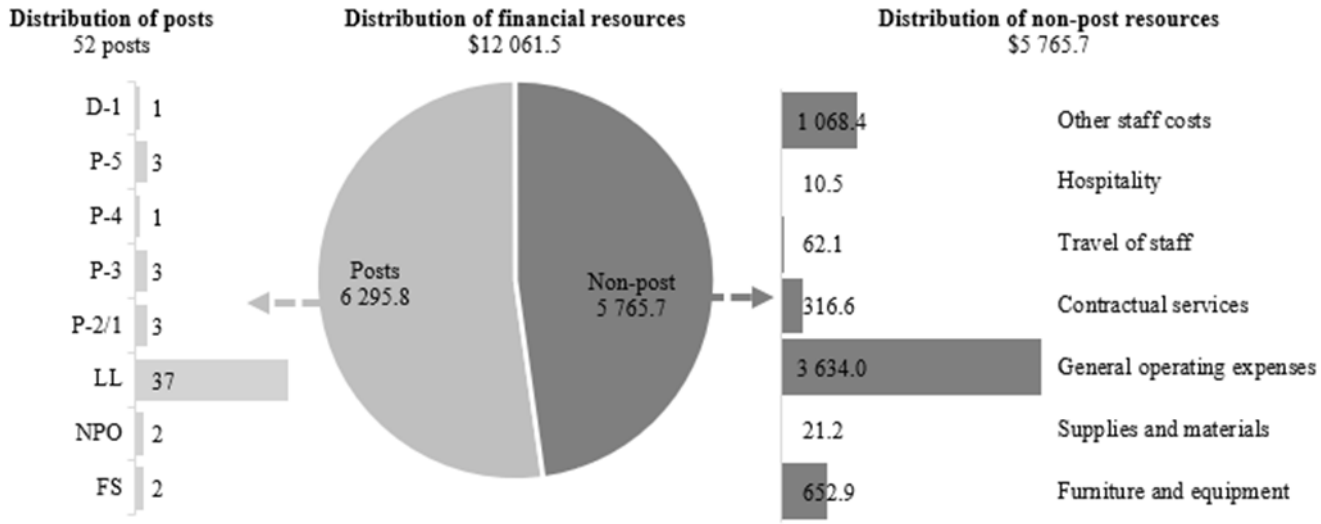
22.117 Programme support comprises the Resource Management and Service Development Division. The component will continue to provide timely, effective and efficient administrative and logistical support to implement the Commission's programme of work.

22.118 The proposed regular budget resources for 2026 amount to $12,061,500 and reflect a net decrease of $4,683,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 22.98 (f) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 22.48 and figure 22.X.

Table 22.48
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	12 863.2	10 347.9	–	–	(4 052.1)	(4 052.1)	(39.2)	6 295.8
Non-post	5 533.5	6 396.6	–	–	(630.9)	(630.9)	(9.9)	5 765.7
Total	**18 396.7**	**16 744.5**	**–**	**–**	**(4 683.0)**	**(4 683.0)**	**(28.0)**	**12 061.5**
Post resources by category								
Professional and higher		22	–	–	(11)	(11)	(50.0)	11
General Service and related		59	–	–	(18)	(18)	(30.5)	41
Total		**81**	**–**	**–**	**(29)**	**(29)**	**(35.8)**	**52**

Figure 22.X
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

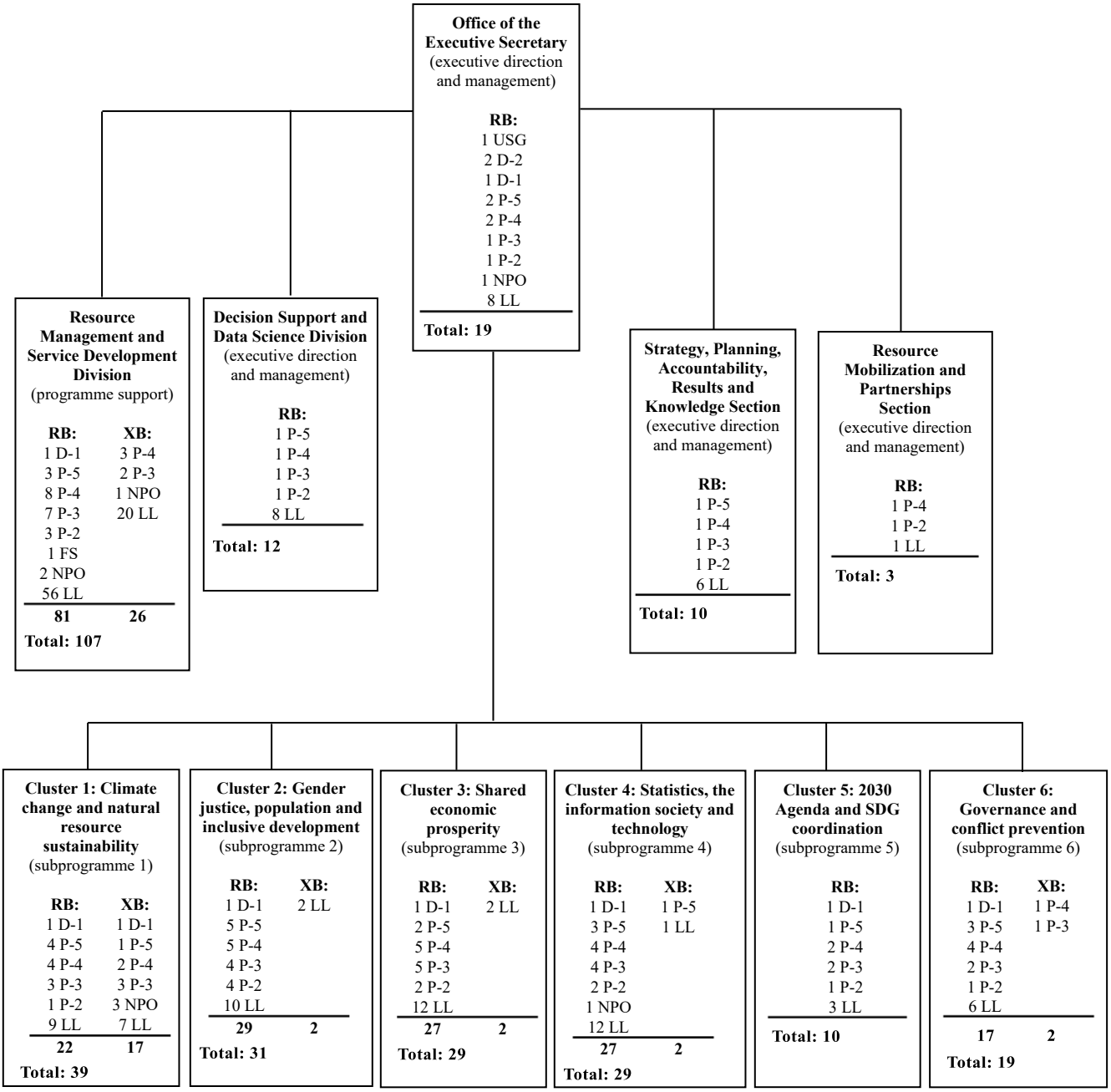
Organizational structure and post distribution for 2026

Two charts showing the organizational structure of ESCWA are presented below. Chart A reproduces the approved organizational structure for 2025 as contained in A/79/6 (Sect. 22). Chart B presents the proposed organizational structure for 2026.

Justification for the proposed changes

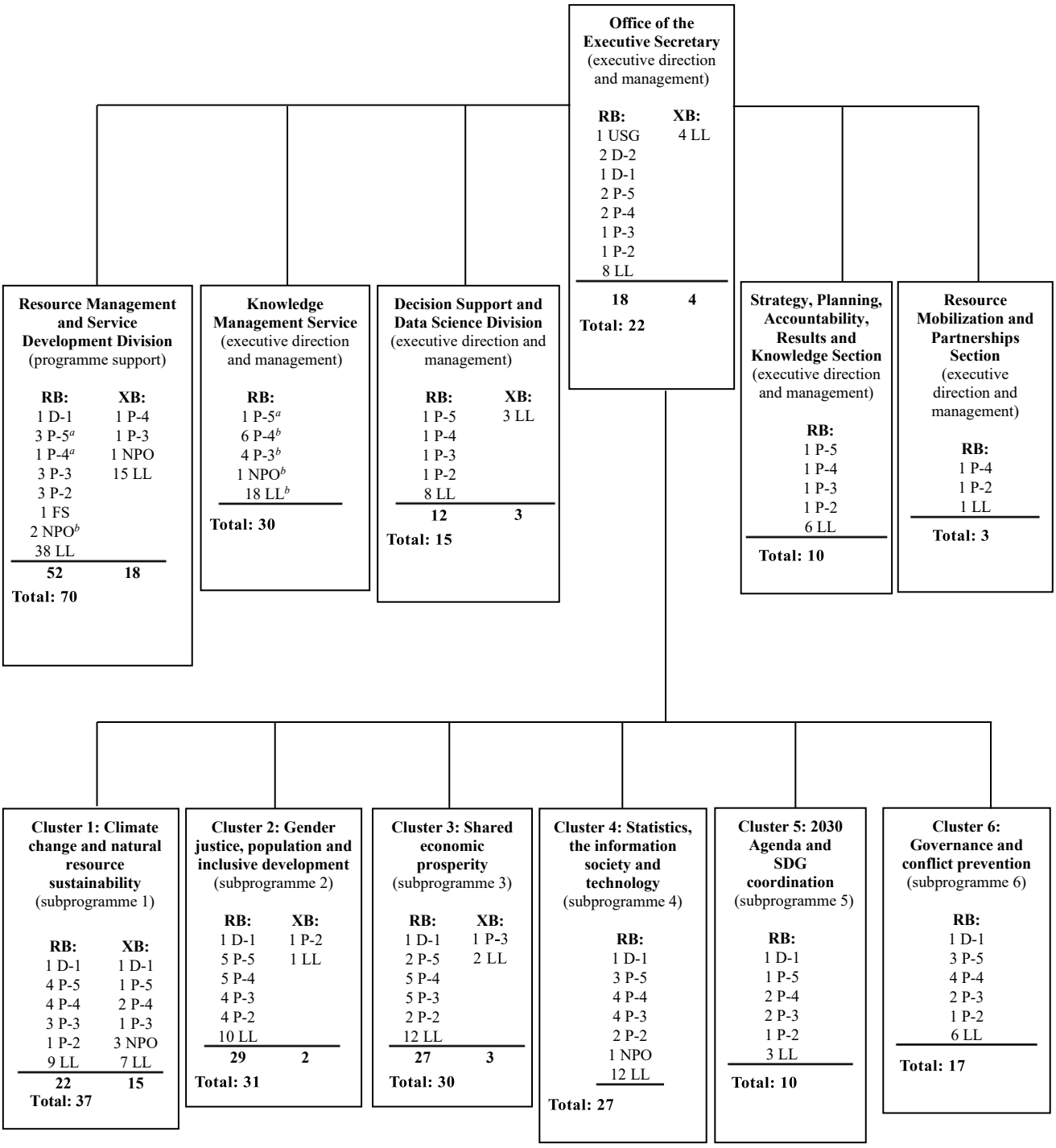
The structural redeployment of the Conference Services Section from programme support as the Knowledge Management Service under executive direction and management reflects the Commission's commitment to emphasizing efficiency, innovation and institutional learning. The Section operates at the intersection of content delivery and knowledge management, providing intellectual support through language, documentation and conference services integral to the work of ESCWA. The proposed redeployment of the Service would reinforce its ability to fulfil its role in enhancing ESCWA convening power, resonating with audiences and contributing substantively to the work programme. The proposed redeployment would facilitate closer integration with the ESCWA strategic planning and project cycles, fostering agility and responsiveness to the Commission's programmatic needs. Such structural realignment would ensure that expertise in communication, content quality and multilingual support is more directly applied to enhance the mission of ESCWA and uphold its visibility and cohesion as a knowledge-driven organization. Moreover, positioning knowledge management services under executive direction and management aligns with United Nations-wide practices, by which conference and language services typically report directly to senior leadership. The proposed Service will report to the Executive Secretary through the Deputy Executive Secretary, Programme Support.

A. Approved organizational structure and post distribution for 2025



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

B. Proposed organizational structure and post distribution for 2026



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

[a] Reflects the reclassification of one P-4 post to a P-5 post.

[b] Reflects the redeployment of one National Professional Officer post.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Executive direction and management			**Redeployment** of the following posts from programme support:	The proposed inward redeployment of 30 posts relates to the proposed redeployment of the Conference Management Section as the Knowledge Management Service under executive direction and management, which would facilitate closer integration with ESCWA strategic planning and project cycles, fostering agility and responsiveness to ESCWA programmatic needs. Such structural realignment would ensure that knowledge management expertise in communication, content quality and multilingual support is more directly applied to enhance the mission of ESCWA and uphold its visibility and cohesion as a knowledge-driven organization.
	1	P-5	1 Chief of Section, Conference Services	
	6	P-4	3 Reviser, Arabic; 1 Translator, English; 1 Editor, English; 1 Reviser	
	4	P-3	1 Translator, Arabic; 1 Editor, Arabic; 1 Editor, English; 1 Conference Services Officer	
	1	NPO	1 Assistant Document Management Officer	
	18	LL	1 Senior Language Reference Assistant; 1 Senior Editorial Assistant; 1 Senior Documents Management Assistant; 1 Editorial and Desktop Publishing Assistant; 1 Printing Press Operator; 1 Library Assistant; 2 Language Service Assistant; 2 Graphic Design Assistant; 2 Documents Management Assistant; 2 Administrative Assistant; 1 Desktop Publishing Assistant; 1 Offset Press Operator; 2 Assembly and Binding Equipment Assistant	
	(1)	NPO	**Redeployment** of 1 Programme Management Officer	The proposed outward redeployment would consolidate the quality-, oversight-, analytics- and assurance-related capacity under the programme support component, which would strengthen quality management and assurance over organizational matters in ESCWA. The redeployment is proposed in the context of a broader strategy within the programme support component reflecting enhanced overall management efforts through improved management of human and financial resources through the Resources Management Section and the increased overall emphasis on quality, oversight, assurance and analytics through the consolidation of related capacity under the Quality Management Section.
Programme support			**Redeployment** of the following posts from programme support:	See above reason for redeployments under executive direction and management.
	(1)	P-5	1 Chief of Section, Conference Services	
	(6)	P-4	3 Reviser, Arabic; 1 Translator, English;	

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
			1 Editor, English; 1 Reviser	
	(4)	P-3	1 Translator, Arabic; 1 Editor, Arabic; 1 Editor, English; 1 Conference Services Officer	
	(1)	NPO	1 Assistant Document Management Officer	
	(18)	LL	1 Senior Language Reference Assistant; 1 Senior Editorial Assistant; 1 Senior Documents Management Assistant; 1 Editorial and Desktop Publishing Assistant; 1 Printing Press Operator; 1 Library Assistant; 2 Language Service Assistant; 2 Graphic Design Assistants 2 Documents Management Assistant; 2 Administrative Assistant; 1 Desktop Publishing Assistant; 1 Offset Press Operator; 2 Assembly and Binding Equipment Assistant	
	1	NPO	**Redeployment** of one Programme Management Officer	See above reason for the redeployment under executive direction and management.
	(1) 1	P-4 P-5	**Reclassification** of a Medical Officer (P-4) to Senior Medical Officer (P-5)	The proposed reclassification reflects the expanding role of the Medical Officer on policy-driven initiatives, necessitating high-level representation in key United Nations working groups, including the United Nations Medical Directors Network, the global mental health team leadership and the United Nations country team occupational safety and health committee, in particular during crises. It also plays a pivotal role in the common back office planning for Lebanon, ensuring the continuity of medical services across the region. In addition, the post is responsible for continuous health and psychosocial risk assessments and developing health risk mitigation strategies for pandemics, infectious diseases and work-related incidents. The proposed model for ESCWA resembles other commissions, bearing in mind the security instability affecting the national healthcare system, which requires continuing mitigation support to bridge the gap and respond in a timely manner to support the needs of ESCWA staff in normal and/or crisis situations, which involves the following: (a) Regular visits/coordination with the national hospitals/healthcare providers, the Ministry of Public Health and the World Health Organization national office;

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				(b) Regular hospital assessments in the region for potential casualty and medical evacuations to both national and international staff with their eligible dependents. In addition, The P-4 post was originally established to oversee medical issues of ESCWA staff only. However, the current security situation in the country and the leading role of ESCWA in the region, has required the post to manage an additional Medical Officer (National Professional Officer), along with one Nurse (Local level), one Staff Assistant (Local level) and a part time stress counsellor for United Nations entities within the Lebanon north Litani River duty station and other entities in the region, namely, offices of the resident coordinator, Secretariat offices and the International Renewable Energy Agency.

Abbreviations: LL, Local level; NPO, National Professional Officer.

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General Assembly

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Eightieth session
Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part V
Regional cooperation for development

Section 23
Regular programme of technical cooperation**

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II.	Regional and subregional advisory services	37
	7. Economic and social development in Africa	37
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	10. Economic and social development in Latin America and the Caribbean	55
	11. Economic and social development in Western Asia	60

* A/80/50.

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

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Overview

Overall orientation

23.1 The regular programme of technical cooperation, established by the General Assembly in its resolution 58 (I) in 1946, serves to support developing countries, least developed countries, countries with economies in transition and countries emerging from conflict in their capacity development efforts. Currently, those efforts are geared towards the implementation of the 2030 Agenda for Sustainable Development, including the achievement of the Sustainable Development Goals and other internationally agreed development goals, and the outcomes of related United Nations conferences and summits. The programme's broad objective is to support and advance processes aimed at developing the capacity of Governments, through both individuals and institutions, to formulate and implement policies for sustainable economic and social development. The sharing of experiences across countries and regions, South-South cooperation, the use of national expertise from the beneficiary countries to the extent possible and the building of knowledge networks to facilitate continued exchange and assistance and promote sustainability are characteristic of the programme.

23.2 The programme enables the Secretariat to offer Member States access to the diverse global and regional specialized development expertise and knowledge readily available within the programme's implementing entities: the Department of Economic and Social Affairs, the five regional commissions (the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA)), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC), the United Nations Human Settlements Programme (UN-Habitat), the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

23.3 The capacity development activities of the implementing entities draw substantively from their normative and analytical work and respond to the policy guidance and programmes of action agreed by Member States through the intergovernmental mechanisms. This enables developing countries to benefit from both the knowledge acquired through that work and from the experiences of various geographical regions, allowing for the sharing and exchange of innovative and good practices. Of equal importance is the contribution that the capacity development work brings to the normative and analytical activities and, ultimately, to the support provided to the intergovernmental dialogue.

23.4 The defining features of the programme are that it is demand-driven, quick to respond and of a short-term nature, responding to an expressed need by Member States for capacity development support. At the same time, in order to ensure that services complement and are aligned with the overall and mandated strategic priorities of the implementing entities, they cannot be delivered solely on an ad hoc basis, but rather must be part of more strategic programmatic approaches based on a thorough understanding and appreciation of national needs, also taking into account regional and subregional contexts and specifics.

23.5 Member States have recognized that part of the successful implementation of the 2030 Agenda is the adoption of new, transformative and innovative approaches to integrate sustainability into national development planning, policies, budgets, law, institutions and monitoring and accountability frameworks. Doing so will require considerable individual, institutional, analytical and statistical capacities to address the complexity and cross-cutting nature of the sustainable development challenges in a coherent and integrated fashion. While countries have made important strides in some of these areas, the challenges remain enormous. For this reason, capacity development is a central requirement to advancing the implementation of the 2030 Agenda, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the Pact for the Future, as well as the outcomes of the upcoming Fourth International Conference on Financing for

Development and the Second World Summit for Social Development, among other key frameworks of action.

23.6 The global development landscape continues to face unprecedented challenges, including geopolitical tensions, climate change, rising inequalities and economic uncertainties that threaten to stall progress towards achieving the Sustainable Development Goals. The agile nature of the programme enables implementing entities to provide timely technical cooperation support to address emerging crises and evolving development needs.

23.7 The programme will continue to support Member States in strengthening their resilience to external shocks and global crises, including responding to food and energy crises, global financial instability and climate-related vulnerabilities, and in the sustainable management of natural resources, which is needed to contribute to social cohesion, stable financial systems and global peace and security. Through policy advice, knowledge-sharing and capacity-building initiatives, the programme aims to strengthen national institutions, address specific regional, subregional and transboundary challenges and facilitate sustainable and inclusive recovery pathways. The strength of the programme remains in its demand-driven nature, serving as a trusted asset that Member States rely on to address emerging development challenges with agility and tailored support.

23.8 While the programme cannot address many facets of these ongoing global challenges, the strategic use of the programme's resources facilitates rapid and tailored responses and initial support to emerging needs of Member States by implementing entities and is complementary to other development funds, including the United Nations Development Account and extrabudgetary resources, which optimizes the programme's impact through strengthened linkages and follow-through activities.

23.9 Global and regional entities of the Secretariat implementing activities under the programme coordinate those activities through established internal mechanisms. The Executive Committee on Economic and Social Affairs, the main focus of which is the harmonization of its members' programmes, helps to achieve a rational division of labour and complementarity between the global and regional entities by promoting programmatic coordination and identifying synergies for operational work. At another level, the engagement of implementing entities within the United Nations Sustainable Development Group brings about greater awareness by a larger group of entities of the specific expertise and operational strengths available in the United Nations system, thereby increasing potential cooperation to implement projects and undertake operational work at the country level and improving system-wide coherence in the context of relevant country processes and cooperation frameworks.

Coordination with the resident coordinator system and other partners

23.10 The implementing entities of the programme are all non-resident agencies. Accordingly, they engage with the resident coordinator and resident agencies and ensure peer learning across the countries, among other things, as part of the South-South cooperation mechanism to maximize the impact of country-level development work. Such cooperation enables access to up-to-date information on national development priorities and better positioning in the broader development cooperation environment. For resident agencies, it enables access to the knowledge and expertise of non-resident agencies, as well as to their data systems and policy tools. This cooperation can include joint programming and delivery, including through the common country analysis and the United Nations Sustainable Development Cooperation Framework, as well as joint needs assessments, joint workplans and, where appropriate, joint resource mobilization.

23.11 Regional commissions have increasingly strengthened their collaboration and engagement with the resident coordinator system and United Nations country teams, ensuring effective linkages between regional, subregional and national dimensions and recalibrating their offers in response to country needs and priorities. The regional collaborative platforms and related issue-based coalitions or inter-agency working groups help to bring together the collective expertise of the non-resident entities to provide optimal solutions to address regional, subregional and national priorities. There

has been considerable improvement in non-resident agency/resident agency cooperation in terms of better communication and coordination, including through increased awareness of one another's mandates, participation in knowledge networking and better advance planning by the non-resident agencies when undertaking country missions by engaging directly with the resident coordinator offices and resident agencies on country-level work. The development and adoption of the standard operating procedures for countries wishing to adopt the "delivering as one" approach is an important milestone in providing concrete, flexible solutions for United Nations country teams that are in line with the reform agenda, as formulated in General Assembly resolution 79/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. Some agencies have also developed their own standard operating procedures for enhanced collaboration with resident coordinator offices and United Nations country teams.

23.12 Cooperation with partners within the broader development assistance community, including the Bretton Woods institutions, the Organisation for Economic Co-operation and Development, regional development banks and other regional and subregional organizations, will continue to be pursued as partners work together to align with and improve the coherence of development priorities among country clusters (least developed countries/landlocked developing countries/small island developing States), within regional and subregional groupings, and at the country level for greater impact of the programme's activities in the field.

Objective and strategy

23.13 The overarching objective that guides the programming of the resources allocated to individual entities under the programme and the overall strategy and criteria followed for implementation are as follows:

(a) **Objective**. The objective to which each subprogramme of the entities of the regular programme of technical cooperation contributes can be found in the relevant fascicle of the proposed programme plan for 2026 (A/80/6), for each implementing entity;

(b) **Strategy**. The strategy consists of:

(i) Responding to the requests of Governments for urgent advice on policy-related issues;

(ii) Providing Governments with specific advice on sectoral matters relevant to their development strategies and programmes;

(iii) Assisting Governments in the formulation or evaluation of programmes and projects leading to the enhancement of national programmes;

(iv) Developing networks of experts and practitioners in the respective sectoral areas to facilitate information-sharing, synergies and potential collaboration, especially through information and communications technology, workshops and seminars;

(c) **Criteria**. The following criteria are relevant to all implementing entities of the programme:

(i) Activities should be responsive primarily to the requests of developing countries and be of a short-term nature (i.e., conceived and implemented within less than two calendar years); longer-term initiatives that require a phased approach and that build on knowledge acquired through previous interventions may continue, pending the mobilization of external resources; requests to the regular programme of technical cooperation may also lead to Development Account projects, in order to provide longer-term and sustainable support to the countries;

(ii) Activities should fall within one of the main work areas of the implementing entity as mandated by its governing body, and the entity should play a demonstrable leadership role in normative and analytical functions relating to the activities;

(iii) Activities should build capacity in developing countries, including for meeting treaty and related normative obligations and, through the sharing of experience gained at the country

level, enrich the analytical functions of the implementing entity for the benefit of all Member States;

(iv) Activities that aid in the preparation of specialized components of a country's development strategy or that help to prepare requests for larger-scale funding from other sources are encouraged.

23.14 In line with General Assembly resolution 2514 (XXIV) and Economic and Social Council resolution 1434 (XLVII), activities financed under the present budget section will continue to focus on short-term advisory services, training and field projects, as outlined below. Activities will be based on needs expressed by Member States and by regional and subregional cooperation groups, either at the request of a State or as guided by the intergovernmental process, bearing in mind the criteria set forth for the purposes and uses of the programme.

Short-term advisory services

23.15 Advisory services ensure the provision of high-level technical expertise, the transfer of knowledge from global and regional entities to Governments on policy-related issues and development strategies and the formulation, assessment or evaluation of projects and programmes. The core of the programme is built around regional and interregional advisers who are specialists in both capacity development and in the substantive knowledge of the subprogramme. These advisers represent the critical interface between the countries and the implementing entities, facilitating country-level access to the expertise of the Organization. Advisory services may also be provided by national consultants, supported by the implementing entity, or any other member of staff tasked with programming funds of the regular programme of technical cooperation. Services may be provided through an advisory mission, involving travel to the target country or virtual or hybrid means. Advisory services may lead to the formulation of technical cooperation projects, implemented either by a Government or in partnership with a United Nations entity. Advisory services may also lead to Development Account projects, providing a natural platform to pursue longer-term and sustainable support to the countries.

23.16 To ensure that the pool of interregional and regional advisers represents the highest calibre of technical skills and knowledge, all implementing entities of the programme have committed themselves to reviewing their advisory capacities so as to be able to replace advisers, as needed, to ensure that they have the best skills and knowledge to respond to the changing needs of Member States. Extensions are reviewed on an annual basis by senior-level departmental panels and include a review of the advisory services provided during the past period and an examination of a results-based workplan, which is fully integrated within the subprogramme's technical cooperation programme, for the forthcoming period. While there is an annual review of the advisory skills needed during the forthcoming period, the positions are redefined at the five-year mark to better respond to the changing needs of countries and to address new and emerging concerns. Doing so may result in a total change of competencies and skills or a redefinition of the positions' sectoral focus to address a specific technical area.

23.17 In line with past intergovernmental guidance, the implementing entities have taken steps to utilize complementary resources for the provision of advisory services, including the recruitment of short-term advisers who respond to very specific, distinct assignments of a limited duration, as well as consultancy assignments, in which national and regional expertise are drawn upon, in particular when addressing issues that are country-specific and for which expert knowledge of national or regional issues is fundamental in ensuring the most relevant and targeted support. The entities also rely on national or regional institutions, in particular in the context of national workshops, which ensures the transfer of local knowledge and expertise and promotes local follow-up actions.

Field projects

23.18 Field projects provide a link between research and analysis that is based on implementation experiences and provide opportunities to test-drive policy or other normative recommendations on

a small scale in which the impact can be gauged quickly and closely. The projects are designed in response to demands by Member States regarding a clearly articulated need, while simultaneously reflecting programmatic and subprogramme goals. They are longer-term initiatives and are often supplemented by extrabudgetary resources or the Development Account in order to scale up their activities. Such projects may be country-based but can also be interregional or subregional.

Training

23.19 Training is aimed at building knowledge and skills that will contribute to strengthening national capacity for policy development and the effective implementation of national policies. Training is often conducted through seminars and workshops, as well as through the provision of short-term fellowships, which foster peer-to-peer opportunities for learning. The exchange of good practices and South-South cooperation are fostered consistently. The main consideration guiding the training conducted under the programme is that the topics should play a catalytic role in the development process and should contribute to linking local needs and conditions with the follow-up of major conferences. Even where the organizing entity is a global one, the participation of the relevant regional commissions and United Nations country teams is encouraged in the interest of sustainability and continued regional and national support after the event.

23.20 Training is undertaken in response to an identified capacity gap in one or more countries and at the request of Member States. Interregional advisers, staff and/or consultants may lead and participate in seminars and workshops by developing training modules, facilitating discussions and providing hands-on training. Training can be held virtually, in person or through hybrid means. Seminars and workshops are held at the subnational, national and regional levels.

Alignment and complementarity of the regular programme of technical cooperation and the Development Account

23.21 Implementing entities have used the complementarity of the activities of the regular programme of technical cooperation and the Development Account, as well as extrabudgetary resources, to create multiplier effects that contribute to longer-term sustained development results. Initial support funded by the regular programme is often followed through by developing projects by the Development Account and extrabudgetary resources. For example, advisory missions undertaken under the regular programme may lead to the establishment of Development Account projects that provide a natural platform to pursue longer-term and sustainable support to countries, which serves to enhance the multiplier effect that contributes to longer-term, sustained impact.

Status of internal assessment

23.22 Considering the decentralized nature of the regular programme of technical cooperation, each implementing entity assesses the results of its regular programme activities and conducts periodic evaluations. As in previous years, the Department of Economic and Social Affairs has agreed to lead the preparation of the tenth progress report on the regular programme, in consultation with all implementing entities, covering regular programme activities conducted in 2024, in line with the recommendation contained in paragraph V.113 of the first report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2025 (A/79/7), in which the Advisory Committee recommended that the General Assembly request the Secretary-General to continue to present the progress report on an annual basis and which was endorsed by the Assembly in its resolution 79/257.

23.23 In the same resolution, the General Assembly requested the Secretary-General to present a report on strengthening the effectiveness of the regular programme of technical cooperation, in line with paragraphs V.117, V.122 and V.123 of the report of the Advisory Committee. The report will build on the findings of the evaluation conducted by the Office of Internal Oversight Services (OIOS) in 2023 and will be presented to the General Assembly at the main part of its eightieth session, through the Advisory Committee. The OIOS evaluation was conducted in 2023 in response to the recommendations contained in paragraphs V.103, V.111 and V.112 of the first report of the Advisory

Committee on the proposed programme budget for 2023 (A/77/7), endorsed by the Assembly in its resolution 77/262, and explored the relevance, effectiveness, efficiency and coherence of the regular programme in enhancing Member States' capacity to formulate and implement national development policies, plans, strategies and laws. The evaluation report was published as a programme manager report in February 2024 and is available on the OIOS website.[1]

Overview of resources for the regular budget

23.24 As shown in tables 23.1 and 23.2 and figures 23.I and 23.II, the overall resources proposed for 2026 amount to $51,706,000, reflecting an increase of $2,000,000, or 4.0 per cent, compared with the approved budget for 2025. Resource changes result from other changes. The overall increase takes into account anticipated additional requests for support in specific areas, including increased efforts towards the implementation of the 2030 Agenda and the development of a standardized fellowship programme across all the regional commissions to support capacity-building for Member States, especially for the least developed countries, landlocked developing countries and small island developing States, in line with the recommendation contained in paragraph V.29 of the first report of the Advisory Committee on the proposed programme budget for 2025 (A/79/7) endorsed by the General Assembly in its resolution 79/257. In response to this initiative, all regional commissions, under the leadership of ECA, are jointly exploring options for a standardized fellowship programme through a common set of principles and guidelines, while allowing space for innovation, creativity and responsiveness to the unique challenges and priorities of each region. Of the $2,000,000 in additional resources proposed for 2026, the amount of $1,500,000 has been proposed by the regional commissions for dedication towards the new fellowship programme.

23.25 The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 23.1
Evolution of financial resources by component and programme
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
I. Sectoral advisory services								
1. Economic and social affairs	9 816.3	11 495.0	–	–	115.6	115.6	1.0	11 610.6
2. Trade and development	2 025.0	2 278.0	–	–	22.9	22.9	1.0	2 300.9
3. Human settlements	1 089.8	1 532.0	–	–	15.4	15.4	1.0	1 547.4
4. International drug control, crime and terrorism prevention and criminal justice	1 004.4	1 265.5	–	–	12.7	12.7	1.0	1 278.2
5. Human rights	2 646.3	3 080.5	–	–	31.0	31.0	1.0	3 111.5
6. Humanitarian assistance	596.2	877.0	–	–	8.8	8.8	1.0	885.8
Subtotal, I	**17 178.0**	**20 528.0**	**–**	**–**	**206.4**	**206.4**	**1.0**	**20 734.4**
II. Regional and subregional advisory services								
1. Economic and social development in Africa	8 843.2	10 983.6	–	–	675.2	675.2	6.1	11 658.8
2. Economic and social development in Asia and the Pacific	3 709.2	4 221.2	–	–	259.5	259.5	6.1	4 480.7
3. Economic development in Europe	2 506.5	2 859.7	–	–	175.8	175.8	6.1	3 035.5

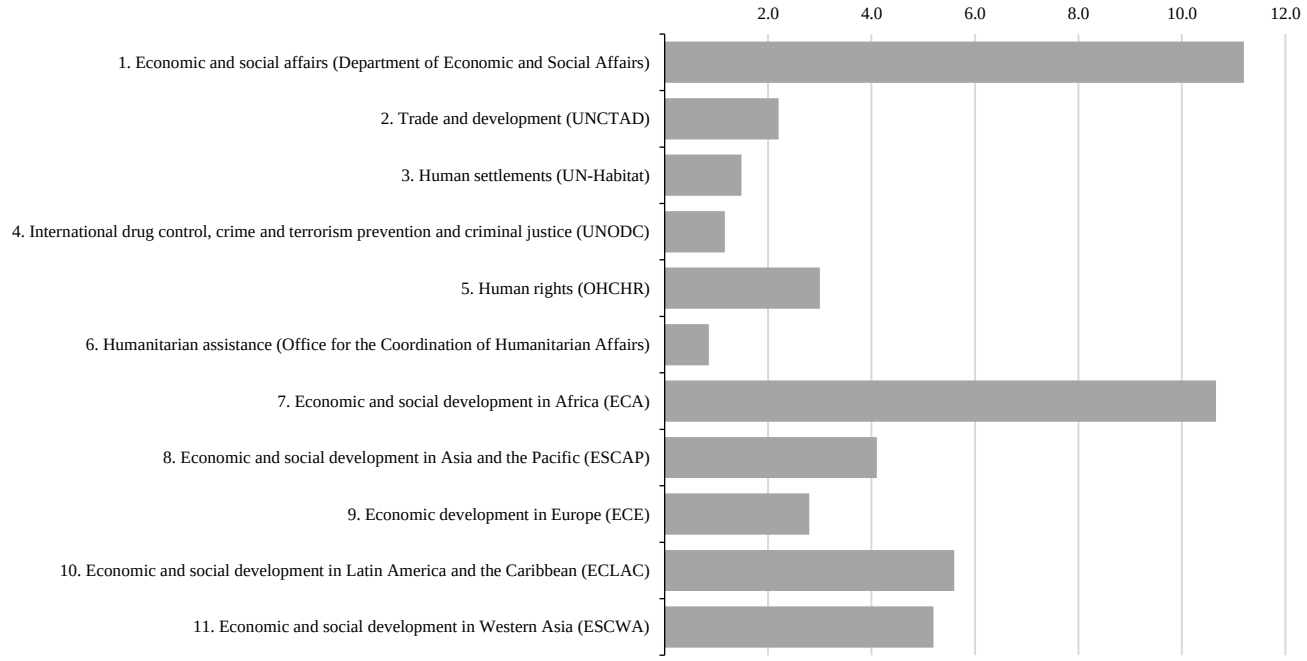
[1] See https://oios.un.org/file/10201/download?token=UFy407jy.

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
4. Economic and social development in Latin America and the Caribbean	4 834.3	5 720.9	–	–	351.6	351.6	6.1	6 072.5
5. Economic and social development in Western Asia	5 231.9	5 392.6	–	–	331.5	331.5	6.1	5 724.1
Subtotal, II	**25 125.1**	**29 178.0**	**–**	**–**	**1 793.6**	**1 793.6**	**6.1**	**30 971.6**
Total	**42 303.1**	**49 706.0**	**–**	**–**	**2 000.0**	**2 000.0**	**4.0**	**51 706.0**

Table 23.2
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

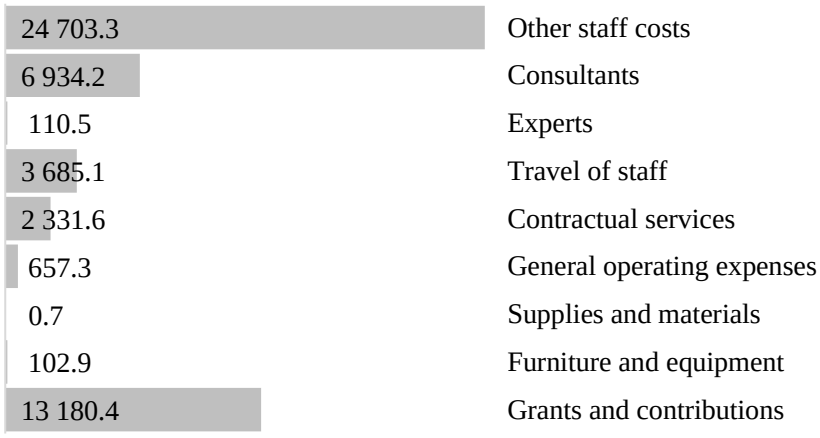
Object of expenditure	2024 expenditure	2025 approved	Changes: Total	Changes: Percentage	2026 estimate
Other staff costs	21 042.9	24 607.8	95.5	0.4	24 703.3
Consultants	6 025.0	6 870.3	63.9	0.9	6 934.2
Experts	986.7	–	110.5	–	110.5
Travel of representatives	74.7	–	–	–	–
Travel of staff	3 787.5	3 724.2	(39.1)	(1.0)	3 685.1
Contractual services	2 456.2	2 431.6	(100.0)	(4.1)	2 331.6
General operating expenses	1 534.3	657.3	–	–	657.3
Supplies and materials	58.5	0.7	–	–	0.7
Furniture and equipment	25.7	102.9	–	–	102.9
Grants and contributions	6 311.6	11 311.2	1 869.2	16.5	13 180.4
Total	**42 303.1**	**49 706.0**	**2 000.0**	**4.0**	**51 706.0**

Figure 23.I
Distribution of proposed resources for 2026 by implementing entity
(Millions of United States dollars)



Abbreviations: ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC; Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; OHCHR, Office of the United Nations High Commissioner for Human Rights; UN-Habitat, United Nations Human Settlements Programme; UNCTAD, United Nations Conference on Trade and Development; UNODC, United Nations Office on Drugs and Crime.

Figure 23.II
Distribution of proposed resources for 2026
(Thousands of United States dollars)



I. Sectoral advisory services

1. Economic and social affairs

A. Programmatic activities delivered through the regular programme of technical cooperation

23.26 The assistance to Member States provided by the Department of Economic and Social Affairs through the regular programme of technical cooperation leverages the Department's multidisciplinary expertise and mandates on economic, social and environmental issues to support the implementation of the 2030 Agenda for Sustainable Development through the following subprogrammes: subprogramme 2, Inclusive social development; subprogramme 3, Sustainable development; subprogramme 4, Statistics; subprogramme 5, Population; subprogramme 6, Economic analysis and policy; subprogramme 7, Public institutions and digital government; subprogramme 8, Sustainable forest management; and subprogramme 9, Financing for sustainable development.

23.27 In implementing the responses, the regular programme of technical cooperation contributes to the objectives and expected results of the subprogrammes and complements the strategies and deliverables highlighted by the subprogrammes in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 9)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.28 The Department utilizes various channels to promote and communicate the regular programme of technical cooperation. Its newly redesigned website offers an interactive platform with project dashboards, multimedia content and updated guidelines. Recently, the Department also released a brochure outlining its capacity development resources, aimed at assisting Member States in navigating the complex process of transforming the global sustainable development agenda into actionable plans. The brochure offers a detailed overview of the Department's capacity development services, available through the regular programme and other funding sources. These resources are further supported by focused outreach efforts during intergovernmental meetings, bilateral briefings and virtual workshops to raise awareness and encourage demand-driven support from the Department.

23.29 Building on its intergovernmental role, the Department actively engages in prominent forums, such as the high-level political forum on sustainable development, the Fourth International Conference on Financing for Development and the United Nations World Data Forum. These key platforms, along with valuable insights from its capacity development programmes, empower the Department to share innovative approaches to capacity-building and critical policy recommendations across economic, social and environmental sectors. Through these engagements, the Department strengthens its position as a thought leader and provider of strategic foresight, while also enabling it to offer direct technical support to Member States, permanent missions and resident coordinator offices.

Complementarity with the resident coordinator system

23.30 All country-level interventions, including those funded by the regular programme of technical cooperation, are guided by the Department's policy for country-level support within the resident coordinator system and standard operating procedures for engagement at the country level, adopted in May 2023 and May 2020, respectively. This guidance is aimed at ensuring that the Department's country-level interventions are aligned with national priorities and contribute to the national objectives outlined in the United Nations Sustainable Development Cooperation Framework. These activities are designed to complement ongoing regional and national United Nations efforts, addressing existing capacity gaps and strengthening United Nations policy support at the country

level. In line with the General Assembly's vision for the resident coordinator system, the Department proactively engages and collaborates with resident coordinators and United Nations country teams to programme country-level activities, including through joint programming, to support the implementation of the Cooperation Framework. This collaboration has enabled the Department to form strategic partnerships and engage in joint initiatives with other United Nations entities that have enhanced the reach and impact of its capacity development support.

Review of high-level positions at headquarters duty stations

23.31 In line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, the Department continues to implement its management reform, intended to optimize the resources of the regular programme of technical cooperation, including the use of general temporary assistance positions, such as the interregional advisers. The reform is intended to mainstream capacity development work across the Department to better align the support of the regular programme with the Department's expertise and increase the capacity of the Department to respond to the evolving and increasing needs of Member States, particularly developing countries. This is expected to reduce the reliance on dedicated interregional adviser resources while ensuring the continued effectiveness of the regular programme. The role, level, duration and number of interregional adviser positions are being progressively adjusted to this approach, which was formalized in a departmental policy for the use of regular programme resources and the guidelines for the recruitment of interregional advisers. The objective is to explore ways to reduce the long-term need for interregional advisers without compromising the Department's ability to meet Member States' needs effectively. The Department will continue to closely monitor Member States' demand related to implementation of the Sustainable Development Goals and ensure that regular programme resources are effectively deployed to meet such demand.

Responses provided to Member States' requests for support in 2024

Improved accessibility for the full and inclusive participation of persons with disabilities at the Conference of States Parties to the Convention on the Rights of Persons with Disabilities
(Result 1 of subprogramme 2 (A/80/6 (Sect. 9)))

23.32 In 2024, subprogramme 2, Inclusive social development, received a request for cooperation from Indonesia to provide capacity-building on the enhancement of social inclusion in the development of the creative economy, following the adoption of General Assembly resolution 78/133 on promoting creative economy for sustainable development. The creative economy offers strong potential for the creation of decent jobs and for the inclusion of vulnerable segments of the population, and a partnership was developed with the Government of Indonesia with the intention of training government officials on the social inclusiveness of the sector in an effort to implement the resolution. The project consisted of the organization of a national event in Jakarta followed by two capacity-building workshops in Yogyakarta and Bali, with the participation of the United Nations Resident Coordinator and the Minister of Tourism and Creative Economy. The events featured well-established creative artists and entrepreneurs, and it was the first time that the Ministry of Tourism and Creative Economy had engaged directly with marginalized segments of the population. Of particular significance was the participation of representatives of groups of persons with disabilities, with whom government officials envisaged future capacity-building activities. While it was the first time that the Department of Economic and Social Affairs had engaged regular programme resources on the theme of creative economy, the nature of the activities was closely aligned with its programming and budget. These interventions will help marginalized segments of the population, notably persons with disabilities, whose specific needs were highlighted during the events, including the requirement for universal design and the importance of flexible work environments.

23.33 This work contributed to result 1 of subprogramme 2, and the related performance measure (see table 23.3), in the proposed programme budget for 2026 (A/80/6 (Sect. 9)).

Table 23.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Greater inclusion through introduction of official documents in easy-to-read format	Guidance and feedback on specific modalities promoting accessibility were incorporated into the organization of the Conference of States Parties	Member States and stakeholders exchanged good practices on the use of specific modalities promoting accessibility	Good practices on the use of specific modalities are incorporated to continuously enhance the accessibility of the Conference	Enhanced accessibility of the Conference results in positive feedback among participants in a post-sessional survey

Expected responses to anticipated requests for support in 2026

Strengthened commitment and action to address the unique needs of small island developing States
(Result 1 of subprogramme 3 (A/80/6 (Sect. 9)))

23.34 In 2026, subprogramme 3, Sustainable development, will focus on assisting small island developing States in providing the following: (a) technical advice on policy options and their implications, aimed at generating countries' adoption or launch of transformative policies and new commitments to advance implementation of the Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity; (b) capacity-building in the areas identified in the Antigua and Barbuda Agenda, including on climate action, the sustainable use of ocean resources, disaster risk reduction and harnessing the potential of science, technology and innovation; (c) training for government officials and policy practitioners on national strategies and plans of action, including on science, technology and innovation for Sustainable Development Goals-related road maps, and mobilizing multi-stakeholder engagement and partnerships to accelerate implementation of the Antigua and Barbuda Agenda; and (d) workshops to enhance cooperation, capacity-building and knowledge exchange between small island developing States, particularly among their institutions.

23.35 The subprogramme will pursue its capacity development goals and objectives by working closely with United Nations country teams and resident coordinators, United Nations regional economic commissions and other partners, building on complementarity and thereby boosting the capacity of small island developing States to develop and implement national development strategies and plans and to effectively implement the Antigua and Barbuda Agenda and the 2030 Agenda and achieve the Sustainable Development Goals by the target date of 2030, leaving no one behind.

23.36 The expected responses in 2026 would contribute to strengthened commitment and action to address the unique needs of small island developing States through the implementation of the Antigua and Barbuda Agenda, which is reflected in result 1 of subprogramme 3, and the related performance measure (see table 23.4), in the proposed programme budget for 2026 (A/80/6 (Sect. 9)).

Table 23.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
A first set of modalities of the 2024 Conference was defined by Member States	Member States, including 118 representatives of small island developing States, participated in the preparatory process for the fourth Conference, comprising 3 regional meetings and 1 interregional meeting The report of the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States was issued	The Conference was held in Antigua and Barbuda in May 2024 The outcome document, titled the Antigua and Barbuda Agenda for Small Island Developing States, was adopted by Member States	New and additional mandates emanating from the outcome document of the fourth Conference are implemented, including the possible operationalization of the multidimensional vulnerability index Coordinated capacity-building support to small island developing States is initiated	Intergovernmental dialogue on the first report on the implementation of the Antigua and Barbuda Agenda Member States engage in a biennial review of progress made in the implementation of the Antigua and Barbuda Agenda across all small island developing States

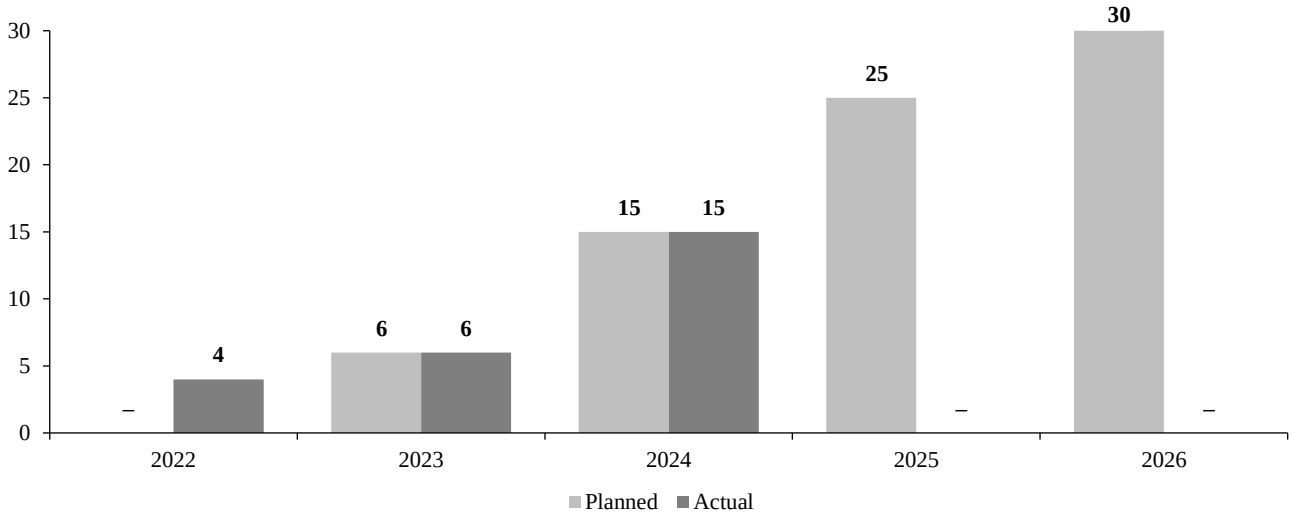
Accelerated implementation of the Integrated Geospatial Information Framework
(Result 1 of subprogramme 4 (A/80/6 (Sect. 9)))

23.37 In 2026, subprogramme 4, Statistics, will support countries in enhancing national geospatial information management capabilities and utilization. To that end, the subprogramme will provide the following: (a) technical assistance and strategic advice on the benefits of geospatial information management in addressing national priorities, leveraging the Integrated Geospatial Information Framework; (b) technical assistance and advice on capacity development on integrated geospatial information management and the availability of high-quality, timely and reliable data disaggregated by geographical location; and (c) guidance and training materials on geospatial information frameworks, standards and methods, in particular those related to the Sustainable Development Goals and the Integrated Geospatial Information Framework, and on other policy issues.

23.38 Capacity development will be delivered through a variety of means, including online and in-person training on the Integrated Geospatial Information Framework, as well as other topics, thereby contributing to the increased availability of geospatial information in support of informed policymaking and decision-making and monitoring and implementation of the 2030 Agenda. Some of these activities will be carried out as part of the regular programme of technical cooperation.

23.39 The expected response in 2026 would contribute to an increased number of country-level action plans based on the Integrated Geospatial Information Framework, which is reflected in result 1 of subprogramme 4, and the related performance measure (see figure 23.III), in the proposed programme budget for 2026 (A/80/6 (Sect. 9)).

Figure 23.III
Performance measure: number of countries that developed action plans based on the Integrated Geospatial Information Framework (cumulative)



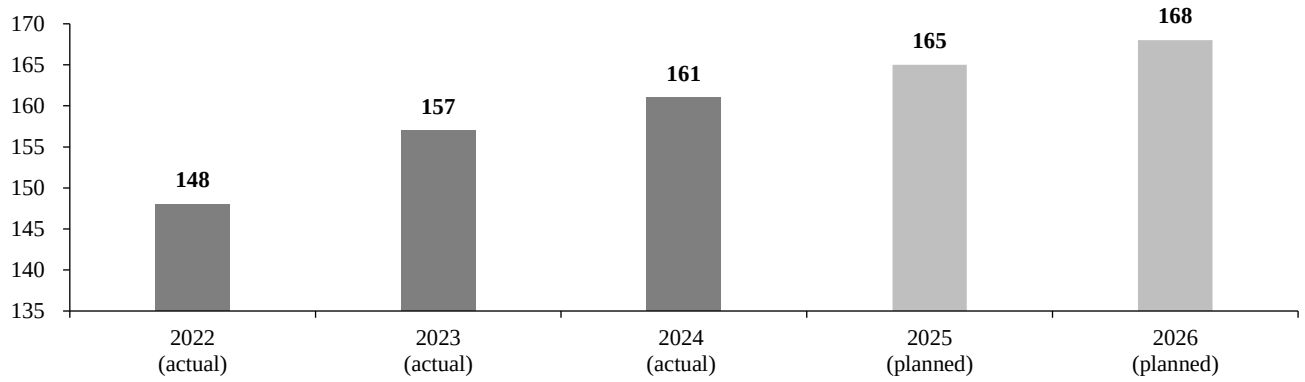
Improved global capacity for evidence-based Sustainable Development Goals progress monitoring
(Result 3 of subprogramme 4 (A/80/6 (Sect. 9)))

23.40 Subprogramme 4 will focus on increasing the availability of high-quality, timely and reliable data for measuring progress towards the Sustainable Development Goals. To achieve this objective, the subprogramme will support national statistical offices through technical assistance, methodological guidance and training. This support will be delivered through targeted technical assistance, e-learning courses for monitoring of the Goals, the implementation of standardized data-collection tools, and support to countries in the implementation of international statistical standards for reporting on the Goals.

23.41 In achieving this objective, in 2026 the subprogramme will continue to work closely with the United Nations regional commissions, Sustainable Development Goal custodian agencies and other partners in the United Nations system. Part of the planned capacity-building and technical assistance will be delivered through the regular programme of technical cooperation.

23.42 The expected response in 2026 would contribute to an increase in the number of tier I indicators in the global Sustainable Development Goals indicator database, as shown in result 3 of subprogramme 4, and the related performance measure (see figure 23.IV), in the proposed programme budget for 2026 (A/80/6 (Sect. 9)).

Figure 23.IV
Performance measure: number of tier I indicators in the global Sustainable Development Goals indicator database (cumulative)



B. Deliverables

Table 23.5
Department of Economic and Social Affairs: expected deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**334**	**324**	**324**	**332**

C. Proposed non-post resource requirements for 2026

Table 23.6
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	5 914.7	5 702.4	(76.4)	(1.3)	5 626.0
Consultants	811.3	1 540.4	–	–	1 540.4
Experts	70.4	–	–	–	–
Travel of representatives	4.1	–	–	–	–
Travel of staff	687.6	1 228.1	–	–	1 228.1
Contractual services	379.6	712.1	100.0	14.0	812.1
General operating expenses	372.3	166.3	–	–	166.3
Furniture and equipment	9.9	67.9	–	–	67.9
Grants and contributions	1 566.3	2 077.8	92.0	4.4	2 169.8
Total	**9 816.3**	**11 495.0**	**115.6**	**1.0**	**11 610.6**

23.43 The proposed regular budget resources for 2026 amount to $11,610,600, reflecting an increase of $115,600, or 1.0 per cent, compared with the approved budget for 2025. The proposed increase is attributable mainly to increases under contractual services ($100,000), for interpretation services and translation of materials for Member States, and grants and contributions ($92,000), offset in part by a decrease under other staff costs ($76,400), in line with expected requests from Member States in 2026.

2. Trade and development

A. Programmatic activities delivered through the regular programme of technical cooperation

23.44 The assistance provided by UNCTAD to member States to support the implementation of technical cooperation activities aimed at building their economic resilience and productive capacities and develop their capacity to formulate and implement policies on financing for development, investment, international trade, science and technology, and logistics and to support sustainable development is provided through five subprogrammes: subprogramme 1, Globalization, interdependence and development; subprogramme 2, Investment and enterprise; subprogramme 3, International trade and commodities; subprogramme 4, Technology and logistics; and subprogramme 5, Africa, least developed countries and special programmes.

23.45 In implementing the responses, the regular programme of technical cooperation contributes to the objectives and planned results of the subprogrammes and complements the strategies and deliverables presented in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 12)).

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

23.46 To raise awareness of the opportunities for developing countries to benefit from assistance offered through the regular programme of technical cooperation, UNCTAD continues to disseminate information on various training offerings, through face-to-face meetings with government officials, including permanent representatives from developing countries, in the context of intergovernmental meetings, conferences and various capacity-building events organized by the entity. With regard to the regional courses on key issues on the international economic agenda (the “paragraph 166” course), UNCTAD continued communication and engagement with the permanent missions to the United Nations based in Geneva with respect to the nomination for participation of capital-based policymakers and on the selection of topics for short courses. UNCTAD outreach and dissemination efforts also included the use of newsletters and online platforms, especially with regard to its activities to support developing countries. In this context, the online platform (etradeforall.org) continued to provide information to member States on activities aimed at building their readiness to engage in and benefit from e-commerce and digital trade.

Complementarity with the resident coordinator system

23.47 UNCTAD will continue to collaborate with resident coordinator offices, including through involvement in the preparation of common country analyses and United Nations Sustainable Development Cooperation Frameworks. Furthermore, it will assist in the implementation of joint programmes within the framework of the digital transformation window of the Joint Sustainable Development Goals Fund under the leadership of resident coordinator offices. It will also continue to lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in “delivering as one” operational activities at the country level.

Review of high-level positions at headquarters duty stations

23.48 UNCTAD regularly reviews all general temporary assistance positions and proposes only positions deemed required for anticipated requests from member States.

Responses provided to member States' requests for support in 2024

Improved availability of digital economy statistics in developing countries

(Result 2 of subprogramme 4 (A/80/6 (Sect. 12)))

23.49 Subprogramme 4, Technology and logistics, contributes to harnessing innovation and technology, including e-commerce and the digital economy, improving trade logistics and increasing human capacity for inclusive and sustainable trade and development in developing countries and economies in transition. In 2024, the subprogramme continued its engagement with developing countries for the development and implementation of national e-commerce strategies. Funding from the regular programme of technical cooperation contributed to the development of a national e-commerce strategy for Ghana and the implementation of the national e-commerce strategy for Côte d'Ivoire. In Ghana, the strategy was developed in collaboration with the Ministry of Trade, Agribusiness and Industry as part of the digital transformation window of the Joint Sustainable Development Goals Fund, a collaborative effort by the United Nations Capital Development Fund, UNCTAD and the United Nations Development Programme, under the leadership of the Resident Coordinator Office. On the basis of the conclusions of the eTrade Readiness Assessment for Ghana published in 2023, the draft strategy was shaped through extensive national consultations, focusing on fostering a robust and inclusive digital commerce ecosystem. In Côte d'Ivoire, the strategy was developed in partnership with the Ministry of Trade and Industry, on the basis of the eTrade Readiness Assessment published in 2021 and in alignment with the regional e-commerce strategy for the Economic Community of West African States. The strategy was validated in June 2024 and, in cooperation with the Resident Coordinator Office, UNCTAD has provided support for mobilizing development partners to advance its implementation.

23.50 The above-mentioned work contributed to result 2 of subprogramme 4, and the related performance measure (see table 23.7), in the proposed programme budget for 2026 (A/80/6 (Sect. 12)).

Table 23.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Establishment of the international task group on measuring e-commerce value	23 member States participated in developing internationally agreed guidelines and recommendations on measuring e-commerce value	At least two countries start using the internationally agreed guidelines	An additional two countries start using the guidelines

Expected responses to anticipated requests for support in 2026

Developing countries are equipped with policy proposals and measures to develop sustainable industrialization strategies to establish more resilient economies
(Result 1 of subprogramme 1 (A/80/6 (Sect. 12)))

Enhanced policymaking to facilitate economic diversification through increased data capacities in services trade
(Result 1 of subprogramme 3 (A/80/6 (Sect. 12)))

23.51 In response to the requests for assistance coming from member States, UNCTAD is expected to continue to support government officials and policy practitioners in developing countries on key issues on the international economic agenda, with a view to increasing their capacity to build more effective and integrated policy responses to a changing global economy, as mandated in paragraph 166 of the Bangkok Plan of Action and subsequently reconfirmed by the Sao Paulo Consensus, the Doha Programme of Action for the Least Developed Countries and the Nairobi Maafikiano of 2016. It was recognized in the Bridgetown Covenant, the most recent outcome document of the fifteenth session of UNCTAD, that the activities under paragraph 166 of the Bangkok Plan of Action were of great importance and utility and should be continued.

23.52 In this regard, UNCTAD will continue to provide its flagship "paragraph 166" course on key issues on the international economic agenda for policymakers, Geneva-based delegates and other stakeholders from developing and transition economies, including those in the Africa and the Middle East and North Africa regions. The course will continue to be based on the development perspective of UNCTAD and focus on the links between trade, finance, investment, technology, logistics and macroeconomic policies in the context of major economic trends and debates in multilateral forums, but also focusing on recovery and resilience in its overall curricula.

23.53 More specifically, the subprogramme will:

(a) Continue to address in the curriculum the challenges that developing economies face, including coping with the complexity of the global trading system, economic disparities and inequalities, in addition to the economic consequences of various types of crises and building resilience and responding to shocks;

(b) Develop the modules of the capacity-building programme focusing on development, development policies and the role of international trade and finance in a globalized world; harnessing benefits from trade and changing dynamics in the multilateral trading system, as well as trade logistics, regional trade agreements and the digital economy; and enhancing the productive capacity of developing countries through foreign direct investment, enterprise development and science, technology and innovation. The overall curricula are adapted to each region, taking into consideration its particular development challenges, for instance with regard to interconnectivity or illicit financial flows;

(c) Roll out two regional courses in 2026 in two of the five developing regions, covering the Middle East and North Africa (to be held in Cairo) and for African economies (destination to be determined by the advisory body in mid-2025). These courses will be tailored to the specific requirements of each region and the countries represented in the training courses.

23.54 The expected response in 2026 would contribute to results under all five subprogrammes, including to developing countries being equipped with policy proposals and measures to develop sustainable industrialization strategies to establish more resilient economies, which is reflected in result 1 of subprogramme 1, and to enhanced policymaking capacities to facilitate economic diversification through increased data capacities in services trade, which is reflected in result 1 of subprogramme 3, and the related performance measures (see tables 23.8 and 23.9), in the proposed programme budget for 2026 (A/80/6 (Sect. 12)).

Table 23.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States had access to a vast array of sustainable industrial policy options and ideas to mobilize resources to finance sustainable industrialization through the UNCTAD Division on Globalization and Development Strategies publication entitled “South-South cooperation for climate adaptation and sustainable development”	The Bolivarian Republic of Venezuela identified its priority sustainable value chains and Brazil and Honduras started the identification process and definition of the overall integration strategy to be pursued over the period 2024–2027	Consensus reached by Brazil, Colombia, the Dominican Republic and Honduras on priority industrial policy measures to deploy at the national and regional levels to favour the development of sustainable regional value chains	At least two countries in Latin America are prepared and have the capacity to implement the priority industrial policies	Increased capacities of policymakers and other stakeholders from at least five developing countries to formulate sustainable industrial and structural transformation policies

Table 23.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States benefit from the establishment of an open-ended and time-bound working group on data for services trade and development policies	Angola and Uzbekistan revised their services trade-related policies informed by better data collection and use	Iraq and Uzbekistan implemented services trade-related policies informed by better data collection and use	At least four additional countries adopt, revise or implement services trade-related policies	At least two additional countries adopt, revise or implement services trade-related policies

Least developed countries are able to graduate through the development of comprehensive strategies and policies for a graduation with momentum and beyond
(Result 1 of subprogramme 5 (A/80/6 (Sect. 12)))

23.55 In 2026, subprogramme 5 is expected to support three least developed countries (Rwanda, Uganda and the United Republic of Tanzania), in the light of the provisions included in General Assembly resolutions 46/206, adopted in 1991, and 59/209, adopted in 2004, and the report on the first session of the Committee for Development Policy of the Economic and Social Council (E/1999/33), whereby UNCTAD would be requested to prepare a vulnerability profile on the countries that met the graduation criteria for the first time to be taken into account by the Committee at its subsequent triennial review. In this context, subprogramme 5 will continue to work on vulnerability profiles of the three countries mentioned above, found pre-eligible for graduation by the Committee in 2024.

23.56 While the vulnerability profiles are designed to be used as a background document for the Committee for Development Policy deliberations (to be held at the beginning of 2027) on the preparedness of the countries for graduation from the least developed countries category and to inform the Committee in its assessment of the economic and social progress observed in Rwanda, Uganda and the United

Republic of Tanzania, they also provide an assessment of historical and current progress to structurally transform the economy and the policy measures being taken to insulate it from further shocks. To complement the analysis included in the vulnerability profiles, the subprogramme will also undertake national productive capacities gap assessments for the above-mentioned countries to identify gaps and limitations in the countries' domestic productive capacities and recommend holistic, economy-wide policy interventions to address the development challenges.

23.57 In response, more specifically, the subprogramme will:

(a) Prepare the vulnerability profiles for Rwanda, Uganda and the United Republic of Tanzania, carry out validation workshops and participate in the drafting of their graduation assessments;

(b) Undertake national productive capacities gap assessments in the above-mentioned countries and undertake a statistical training and policy-level discussion in each country;

(c) When possible, draft a holistic programme of support on fostering productive capacities and structural economic transformation for each country.

23.58 The expected response in 2026 would contribute to the enhanced ability of least developed countries to graduate through the development of comprehensive strategies and policies for a graduation with momentum and beyond, which is reflected in result 1 of subprogramme 5, and the related performance measure (see table 23.10), in the proposed programme budget for 2026 (A/80/6 (Sect. 12)).

Table 23.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Least developed countries have access to policy guidance on the development of a strategy for "graduation with momentum"	Three least developed countries (Cambodia, Senegal and Zambia) that have qualified for graduation have taken steps towards the drafting of a strategy for "graduation with momentum"	Senegal adopted a systemic transformation strategy and the Comoros formulated a road map for structural transformation, concordant with the priorities articulated by the vulnerability profiles and with a view to graduating with momentum	At least two least developed countries implement industrial policy measures as articulated in the vulnerability profile At least two least developed countries have engaged in new trade initiatives to adjust their trade policies as a result of graduation	At least two least developed countries adopt industrial policy initiatives aimed at the structural transformation of their economies

B. Deliverables

Table 23.11
United Nations Conference on Trade and Development: expected deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**51**	**43**	**51**	**51**

C. Proposed non-post resource requirements for 2026

Table 23.12
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate)*
Other staff costs	1 253.5	1 446.6	14.6	1.0	1 461.2
Consultants	116.8	–	–	–	–
Experts	2.4	–	–	–	–
Travel of representatives	3.1	–	–	–	–
Travel of staff	128.0	325.4	3.3	1.0	328.7
Contractual services	177.8	–	–	–	–
General operating expenses	51.7	–	–	–	–
Supplies and materials	50.5	–	–	–	–
Furniture and equipment	1.5	–	–	–	–
Grants and contributions	239.9	506.0	5.0	1.0	511.0
Total	**2 025.0**	**2 278.0**	**22.9**	**1.0**	**2 300.9**

23.59 The proposed regular budget resources for 2026 amount to $2,300,900, reflecting an increase of $22,900, or 1.0 per cent, compared with the approved budget for 2025. The proposed increase is attributable mainly to increases under other staff costs ($14,600), travel of staff ($3,300) and grants and contributions ($5,000), in line with expected requests from Member States in 2026, including for advice and support for the smooth graduation process for least developed countries and to build readiness to engage in e-commerce and digital trade, including increasing their capacity to build more effective and integrated policy responses to a changing global economy.

3. Human settlements

A. Programmatic activities delivered through the regular programme of technical cooperation

23.60 The assistance to Member States provided by UN-Habitat through the regular programme of technical cooperation falls under the following subprogrammes: subprogramme 1, Reduced spatial inequality and poverty in communities across the urban-rural continuum; subprogramme 2, Enhanced shared prosperity of cities and regions; subprogramme 3, Strengthened climate action and improved urban environment; and subprogramme 4, Effective urban crisis prevention and response.

23.61 In implementing the responses, the regular programme of technical cooperation contributes to the objectives and planned results of the subprogrammes and complements the strategies and deliverables of those subprogrammes presented in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 15)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.62 UN-Habitat raises awareness of opportunities for countries to gain access to assistance with meetings, workshops and seminars with government officials and in the context of intergovernmental meetings. UN-Habitat conducts initial assessments of needs and attempts to match them with in-house expertise, and seeks to integrate long-term requests into programming.

Complementarity with the resident coordinator system

23.63 UN-Habitat ensured the continued alignment of housing and urban development priorities with the United Nations Sustainable Development Cooperation Framework, in coordination with the United Nations country teams and under the leadership of the resident coordinator system.

Review of high-level positions at headquarters duty stations

23.64 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, UN-Habitat conducted a review of existing positions and concluded that those positions continued to be required for the implementation of the work programme under the regular programme of technical cooperation in 2025.

Responses provided to Member States' requests for support in 2024

Voluntary local reviews to enhance the shared prosperity of cities and regions globally through Sustainable Development Goal localization

(Result 1 of subprogramme 2 (A/80/6 (Sect. 15)))

23.65 In 2024, the regular programme responded to requests regarding housing and sustainable urban development from a wide range of regions, countries and locations (Africa: Ghana, Rwanda, Somalia, South Africa, Tunisia and Zambia; Arab region: Iraq and the State of Palestine; Eastern Europe: Albania, Belarus, Bosnia and Herzegovina, Kosovo,[2] Montenegro, North Macedonia, the Republic of Moldova, Serbia and Ukraine; Western Europe and Others Group: Türkiye; Central Asia and Asia and the Pacific: Armenia, Azerbaijan, China, Georgia, Iran (Islamic Republic of), Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan; and Latin America and the Caribbean: Bolivia (Plurinational State of), Brazil, Colombia and Costa Rica).

23.66 The participation of countries from Eastern Europe, the Caucasus and Central Asia at the twelfth session of the World Urban Forum, held in Cairo from 4 to 8 November 2024, saw a significant increase compared with previous sessions. This positive trend reflects the region's growing commitment to advancing the 2030 Agenda for Sustainable Development and the New Urban Agenda, while also highlighting its increasing international engagement in key sustainable development conferences. Notably, the region is set to host several major global events, including the seventeenth meeting of the Conference of the Parties to the Convention on Biological Diversity, to be held in Yerevan in 2026, and the thirteenth session of the World Urban Forum, to be held in Baku in May 2026. In preparation for the twelfth session of the World Urban Forum, UN-Habitat conducted several technical advisory missions to selected countries in the region, participating in national urban forums, where New Urban Agenda partners discussed local and national urban development priorities. These missions included visits to Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Serbia, Turkmenistan and Uzbekistan, among other visits.

23.67 With the aim of incentivizing cities to accelerate the achievement of the Sustainable Development Goals and implementation of the New Urban Agenda by recognizing outstanding achievements, UN-Habitat, jointly with the Shanghai municipal government, announced the winning cities of the second cycle of the Global Award for Sustainable Development in Cities ("Shanghai Award") in October 2024 during the global observance of World Cities Day in Alexandria, Egypt, at which five cities from Africa, Latin America and Asia and the Pacific (Agadir (Morocco), Thiruvananthapuram (India), Iztapalapa (Mexico), Melbourne (Australia) and Doha (Qatar)) were awarded. The Shanghai Manual 2024 annual report was also launched during the event, providing 18 best practice cases and 24 policy recommendations from 12 countries across six regions, which are shared globally.

23.68 Through the Development Account, UN-Habitat was able to cooperate in joint regional projects in Eastern Europe and Central Asia with various United Nations partners, with the United Nations Environment Programme on nature-based solutions to address urban air pollution and sustainable

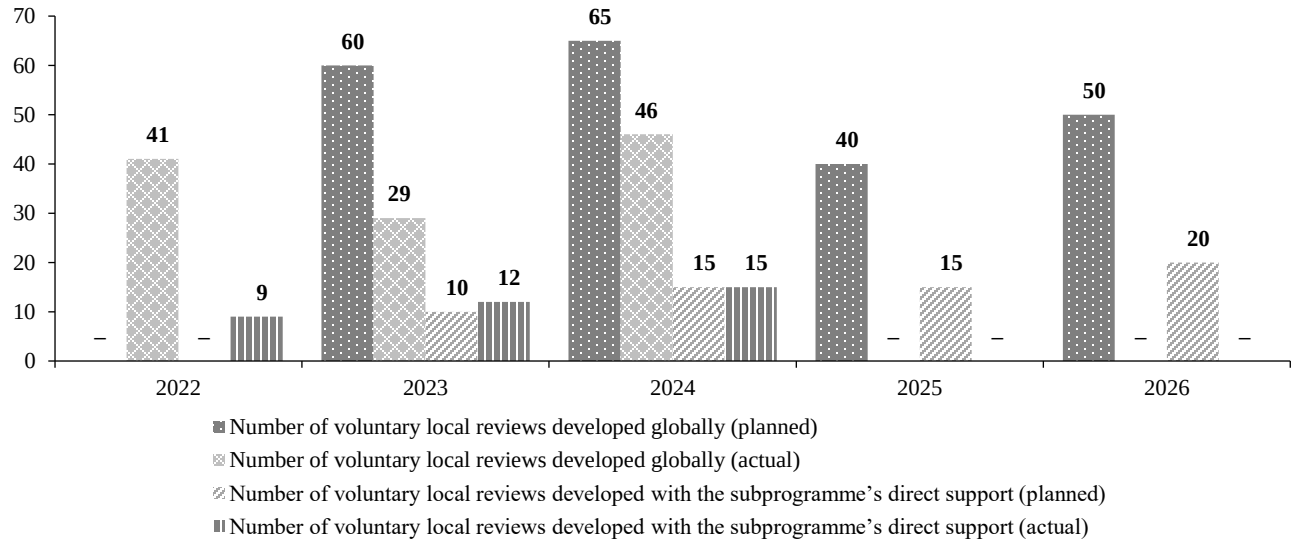
[2] References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

urban mobility, with ECE in the preparation of voluntary local reviews for selected urban areas in the region, and in support of access to adequate housing for all. UN-Habitat also supports the implementation of the Secretary-General's Action Agenda on Internal Displacement, emphasizing the urban dimension of displacement, with a focus on Burkina Faso, Colombia, Iraq and Somalia.

23.69 UN-Habitat supported the urban crisis response in Ukraine, advising on the development of an urban recovery framework, and finalized a report on the status of the efforts to reconstruct the human settlements in the Gaza Strip. Additional advisory services were provided in support of refugee integration in Pakistan and the management of displacement in urban settings in diverse contexts.

23.70 UN-Habitat efforts led to the development of 15 voluntary local reviews to meet the planned target. In addition, the organization contributed to 46 voluntary local reviews globally, which, although below the target, helped to generate significant interest in voluntary local reviews as a tool for urban development planning. This momentum led to a regional initiative involving four cities in Eastern Europe and Central Asia – Niš (Serbia), Tbilisi, Bishkek and Dushanbe – as well as the launch of two Joint Sustainable Development Goals Fund initiatives in Serbia and Kyrgyzstan, both emerging from initial voluntary local review work in those countries and requests for support from Kazakhstan. The expected response would contribute to result 1 of subprogramme 2, and the related performance measure (see figure 23.V), in the proposed programme budget for 2026 (A/80/6 (Sect. 15)).

Figure 23.V
Performance measure: number of voluntary local reviews prepared by local and regional governments (annual)



Expected responses to anticipated requests for support in 2026

Digital transformation for sustainable urban development
(Result 2 of subprogramme 2 (A/80/6 (Sect. 15)))

23.71 For 2026, additional requests for technical advisory services on integrated programming are expected, as reflected in the expected increase in deliverables. This will result in more transformative action that permits countries and cities to accelerate their implementation of the urban dimensions of the Sustainable Development Goals, the New Urban Agenda and other global agendas as set forth in the decade of action and delivery for sustainable development. Particular focus will be on Sustainable Development Goal localization, housing, and climate and urban crisis response in selected countries in sub-Saharan Africa, the Middle East and North Africa, Central and South-East Asia, Latin America and the Caribbean, and Eastern Europe and the Caucasus.

23.72 In response to the anticipated requests in 2026, UN-Habitat will support result 2 of subprogramme 2 by undertaking the following activities:

(a) Providing technical advisory services in response to urban crisis situations, focusing on preparedness, response, recovery and reconstruction, as well as risk reduction, resilience and urban displacement solutions;

(b) Providing technical advisory and knowledge exchange services, particularly to countries in Eastern Europe, the Caucasus and Central Asia, on implementing the Sustainable Development Goals and the New Urban Agenda, alongside the establishment of a subregional presence;

(c) Providing technical advisory and knowledge exchange services and capacity-building support, prioritizing the least developed countries, landlocked developing countries and small island developing States, on climate adaptation, access to adequate housing and basic urban services;

(d) Promoting technical cooperation and knowledge exchange among regions, including through the Shanghai Award for 2026, the Shanghai Adapted Index and the Shanghai Manual annual report for 2026.

23.73 The expected response in 2026 would contribute to the implementation of the outcomes of the urban dimensions of the 2030 Agenda and the New Urban Agenda under result 2 of subprogramme 2, and the related performance measure (see table 23.13), set out in the proposed programme budget for 2026 (A/80/6 (Sect. 15)).

Table 23.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Thirty cities adopted people-centred smart city strategies	UN-Habitat Assembly adopted resolution 2/1 Fifteen cities developed people-centred smart city strategies and plans	Twenty cities piloted strategies, plans and projects to inform the development of the international guidelines on people-centred smart cities	The international guidelines on people-centred smart cities are endorsed by the UN-Habitat Assembly	Ten cities pilot the international guidelines on people-centred smart cities

B. Deliverables

Table 23.14
United Nations Human Settlements Programme: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**28**	**32**	**28**	**30**

C. Proposed non-post resource requirements for 2026

Table 23.15
Financial resources by object of expenditure

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	779.8	1 086.8	–	–	1 086.8
Consultants	139.7	197.8	–	–	197.8
Travel of staff	74.6	97.7	15.4	15.8	113.1
Contractual services	74.8	114.6	–	–	114.6
General operating expenses	16.5	27.0	–	–	27.0
Supplies and materials	1.0	0.7	–	–	0.7
Furniture and equipment	3.5	7.4	–	–	7.4
Total	**1 089.8**	**1 532.0**	**15.4**	**1.0**	**1 547.4**

23.74 The proposed regular budget resources for 2026 amount to $1,547,400, reflecting an increase of $15,400, or 1.0 per cent, compared with the approved budget for 2025. The proposed increase under travel of staff ($15,400) is to provide additional technical advisory services in response to Member States' requests for support, in particular to small island developing States, least developed countries and landlocked developing countries.

4. International drug control, crime and terrorism prevention and criminal justice

A. Programmatic activities delivered through the regular programme of technical cooperation

23.75 The activities under this sector are implemented by UNODC under subprogramme 8, Technical cooperation and field support, and contribute to the objectives and expected results of all the subprogrammes. They are implemented in close coordination with the UNODC field office network, and complement the respective subprogrammes' strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 16)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.76 UNODC outreach and dissemination were ensured through regular dialogues with national counterparts; national campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons and International Anti-Corruption Day; and fundraising initiatives and strategic partnerships with regional and international stakeholders. UNODC also liaises with United Nations country teams to discuss pending requests for the regular programme of technical cooperation and devise coordinated approaches to Member States' needs that fall under areas of the regular programme.

Complementarity with the resident coordinator system

23.77 UNODC has aligned with the resident coordinator system to deliver a coherent, effective, efficient and accountable response, in accordance with national needs and priorities, in country settings and the implementation of the country-level chapter of the management and accountability framework. As of January 2024, UNODC supported 150 countries and territories through United Nations Sustainable Development Cooperation Frameworks or the common country analysis. UNODC is

present in 97 countries and territories and has a non-physical presence in 53 countries. It contributes to strengthening system-wide analysis, planning and reporting through Cooperation Frameworks and regional collaborative platforms.

Review of high-level positions at headquarters duty stations

23.78 UNODC conducts regular reviews of the two advisory positions in Vienna (UNODC headquarters) and Pretoria (within the UNODC Regional Office for Southern Africa) with a view to enhancing operational efficiency, improving programming support, and ensuring the alignment of resources with strategic priorities.

Responses provided to Member States' requests for support in 2024

Enhanced national and international collaboration to combat terrorist attacks on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief
(Programme performance in 2024 of subprogramme 8 (A/80/6 (Sect. 16)))

23.79 In 2024, one illustrative case of the work of subprogramme 8 was addressing terrorist attacks on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief, which undermine social cohesion and pose significant threats to global security. Their transnational nature creates a need for increased international and regional cooperation. In line with General Assembly resolution 77/298 on the eighth review of the United Nations Global Counter-Terrorism Strategy, in which the Assembly called upon Member States to take appropriate measures to address the phenomenon, including through investigation, information exchange and cooperation, the subprogramme worked to develop effective responses to these challenges by training and raising awareness among law enforcement officials. This helped to strengthen national and international strategies against such threats, fostering collaboration among countries to address and counter phenomena related to xenophobia, racism and other forms of intolerance, or in the name of religion of belief, more effectively. In 2024, through targeted events, subprogramme 8 built expertise in investigating, prosecuting and disrupting such acts, including their financing.

23.80 The above-mentioned work contributed to enhanced national and international collaboration to combat terrorist attacks on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief. The work contributed to the programme performance in 2024, and the related performance measure (see table 23.16), in the proposed programme budget for 2026 (A/80/6 (Sect. 16)).

Table 23.16
Performance measure

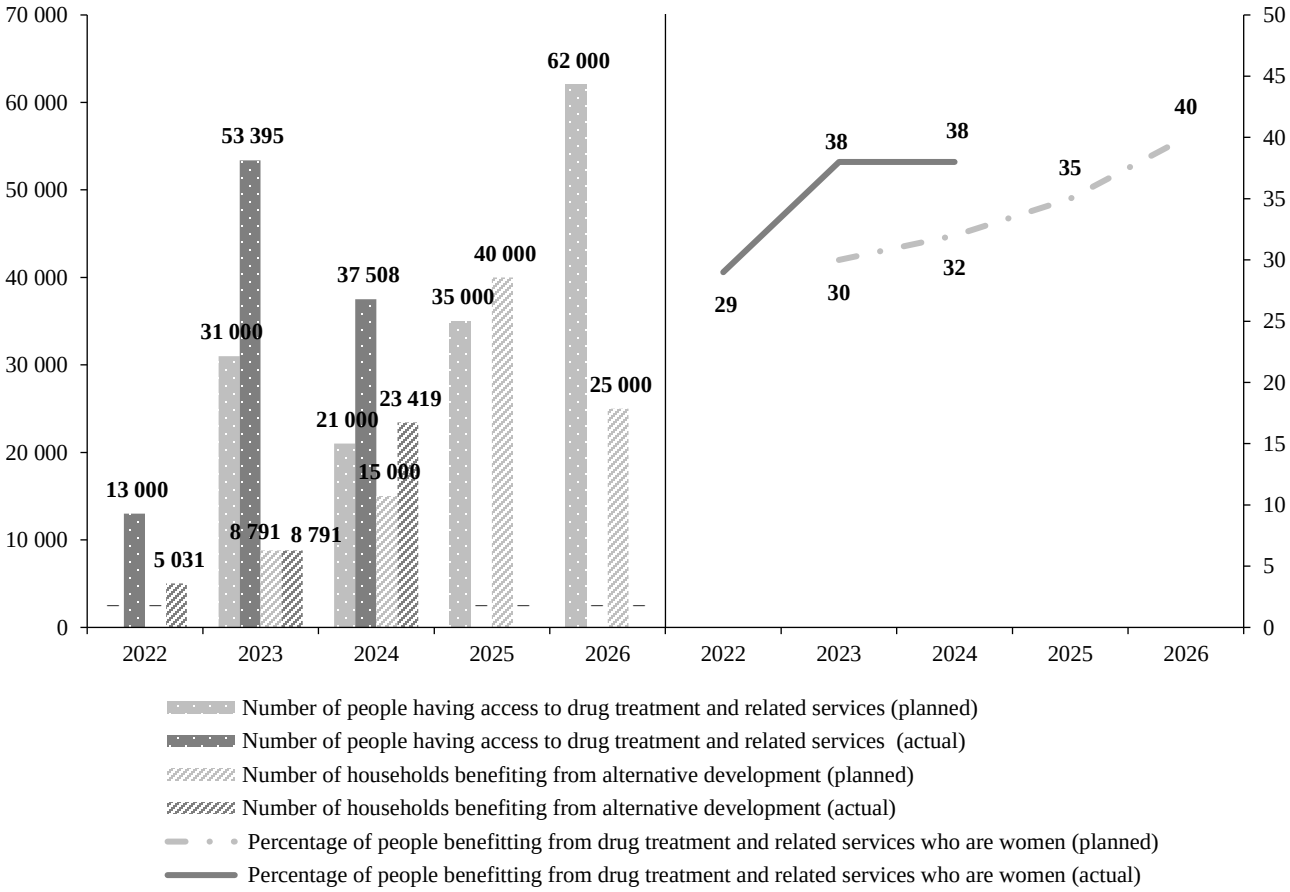
2022 (actual)	*2023 (actual)*	*2024 (actual)*
Manual on Prevention of and Responses to Terrorist Attacks on the Basis of Xenophobia, Racism and Other Forms of Intolerance, or in the Name of Religion or Belief available to Member States	Law enforcement experts increased their expertise in investigating and prosecuting cases related to terrorist acts and violent extremism on the basis of xenophobia, racism and other forms of intolerance, or in the name of religion or belief	Criminal justice officials from Latin America increased information-sharing when working on transnational cases related to xenophobia, racism and other forms of intolerance, or in the name of religion or belief that are of common interest, including with the Spanish National Police and the Department of State and Federal Bureau of Investigation of the United States of America

Expected responses to anticipated requests for support in 2026

Drug production and use are addressed through alternative livelihood and health services (Result 1 of subprogramme 8 (A/80/6 (Sect. 16)))

23.81 The subprogramme's work supported 23,419 households (2,241 headed by women) in Afghanistan in 2024, which exceeded the planned target of 15,000. The subprogramme also contributed to increased access to evidence-based drug use prevention, treatment and reintegration services, reducing negative health and social consequences, and reached 37,508 people (38 per cent of whom were women), which exceeded the planned targets of 21,000 and 32 per cent. Progress towards the objective and the target for 2026 are presented in the related performance measure (see figure 23.VI), in the proposed programme budget for 2026 (A/80/6 (Sect. 16)).

Figure 23.VI
Performance measure: beneficiaries in Afghanistan of United Nations Office on Drugs and Crime programmes on alternative development and prevention and treatment of drug use and drug use disorders (cumulative)



Navigating challenges to safety at sea through strengthened maritime safety management systems (Result 2 of subprogramme 8 (A/80/6 (Sect. 16)))

23.82 The subprogramme's work contributed to three ports becoming International Ship and Port Facility code compliant, which met the planned target. These ports include Moroni in the Comoros, Lamu in Kenya and Victoria in Seychelles, which are key to potential economic growth in the region.

23.83 This progress will support reaching the objective and the target for 2026 under result 2 of subprogramme 8, and the related performance measure (see table 23.17), in the proposed programme budget for 2026 (A/80/6 (Sect. 16)).

Table 23.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Enhanced regional coordination in the prosecution of maritime crime	Ports in nine countries started to conduct daily patrols and review their port facility security plans Protected radiata tortoises seized in Madagascar A new port control unit established in Maputo	One new port control unit established in Port Louis, Mauritius Three additional ports in the Comoros, Kenya and Seychelles are International Ship and Port Facility code compliant	At least one port in each of the nine countries assisted is International Ship and Port Facility code compliant	At least two ports in each of the nine countries assisted is International Ship and Port Facility code compliant

Enhanced transparency and efficiency in asset management for improved crime prevention and public trust
(Result 3 of subprogramme 8 (A/80/6 (Sect. 16)))

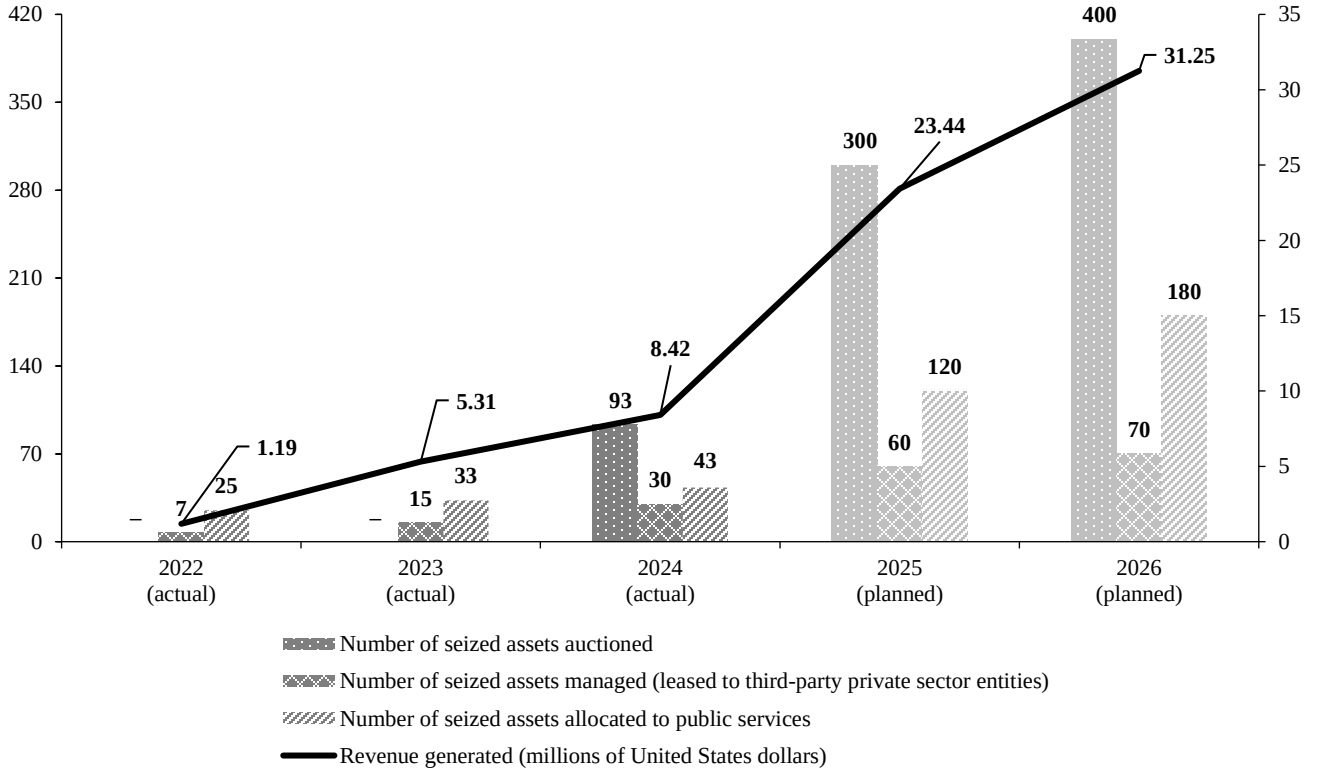
23.84 Seizing and confiscating crime-derived assets is crucial for disrupting organized crime, as it deprives criminal networks of their resources. Strengthening the capacity to effectively manage seized and confiscated assets is crucial for upholding the rule of law, while also generating revenue for States, which can be reinvested in crime prevention and social services. For example, the subprogramme has significantly strengthened the capacity of Mozambique to manage seized assets. Key achievements include the enactment of a dedicated regulatory framework, the establishment of the Asset Management Office and the creation of a real-time asset tracking portal.

Lessons learned and planned change

23.85 The lesson for the subprogramme was the importance of leveraging technology to enhance transparency and efficiency in asset management. The need for more advanced digital tools to streamline processes and ensure accountability was identified as a key internal improvement. In applying the lesson, the subprogramme will implement a comprehensive digital asset management system, that is fully interoperable with existing platforms, and develop an electronic auction portal to increase public participation and maximize revenues from seized assets.

23.86 Expected progress towards the objective is presented in the related performance measure (see figure 23.VII) in the proposed programme budget for 2026 (A/80/6 (Sect. 16)).

Figure 23.VII
Performance measure: asset management and revenue generation in Mozambique (annual)



B. Deliverables

Table 23.18
United Nations Office on Drugs and Crime: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**23**	**23**	**18**	**18**

C. Proposed non-post resource requirements for 2026

Table 23.19
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	480.0	767.7	9.7	1.3	777.4
Consultants	80.2	72.0	3.0	4.2	75.0
Travel of staff	123.2	65.8	–	–	65.8

	2024 expenditure	2025 approved	Changes		2026 estimate
			Total	Percentage	
Contractual services	141.6	175.3	–	–	175.3
General operating expenses	64.7	4.2	–	–	4.2
Supplies and materials	3.2	–	–	–	–
Furniture and equipment	9.3	–	–	–	–
Grants and contributions	102.2	180.5	–	–	180.5
Total	**1 004.4**	**1 265.5**	**12.7**	**1.0**	**1 278.2**

23.87 The proposed regular budget resources for 2026 amount to $1,278,200, reflecting an increase of $12,700, or 1.0 per cent, compared with the approved budget for 2025. The proposed increase in other staff costs and consultants would provide for additional capacity-building support required in the delivery of technical assistance as a result of the growing number of requests by Member States.

5. Human rights

A. Programmatic activities delivered through the regular programme of technical cooperation

23.88 The assistance to Member States provided by OHCHR supports the implementation of national development policies, plans, strategies and laws to address existing gaps in the protection and promotion of all human rights, according to international human rights standards, through subprogramme 1, Human rights mainstreaming, right to development, and research and analysis, and subprogramme 3, Advisory services, technical cooperation and field activities.

23.89 In implementing the responses, the regular programme of technical cooperation contributes to the objectives and planned results of the subprogrammes and complements the strategies and deliverables presented in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 24)) of those subprogrammes. Priority will continue to be given to the needs of landlocked developing countries, the least developed countries, small island developing States, countries emerging from conflict and other countries with special needs, such as post-conflict countries. The principles of equality, non-discrimination, leave no one behind and participation will be placed at the centre of the activities, with special attention given to marginalized groups.

23.90 In 2026, regular programme of technical cooperation-funded activities will continue to:

(a) Enhance the awareness, knowledge and skills of policymakers, public officials and regional and subregional organizations on international human rights standards and mechanisms;

(b) Enhance cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in addressing human rights issues that require a regional approach and initiative;

(c) Foster the sharing and exchange of valuable knowledge and good practices across geographical regions;

(d) Advise on the adoption of laws to establish new national human rights institutions or strengthen the capacity of existing ones;

(e) Advance the integration of human rights, including the right to development, into development processes, to achieve the Sustainable Development Goals and contributions to be made by the United Nations in the field.

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.91 Outreach and dissemination of information on the regular programme takes place in the context of intergovernmental meetings and meetings with government officials, national human rights institutions and civil society, as well as through capacity-building activities, including conferences, workshops and wider consultations. These settings allow for an initial assessment of country needs, matching them with in-house expertise.

Complementarity with the resident coordinator system

23.92 Through interventions by the regular programme at the national, subregional and regional levels in the form of advisory services, global, regional and national technical cooperation projects, conferences, seminars, workshops and group training, and fellowships and partnerships, OHCHR will pursue its technical assistance goals and objectives by working closely with national and regional human rights structures, civil society and other stakeholders, the United Nations country teams and other partners for effective coordination, building on complementarity.

Review of high-level positions at headquarters duty stations

23.93 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, OHCHR regularly reviews its regular programme-funded positions, assessing their strategic value, impact and cost-effectiveness. OHCHR has no high-level positions charged against the regular programme, either at headquarters level or in field duty stations.

Responses provided to Member States' requests for support in 2024

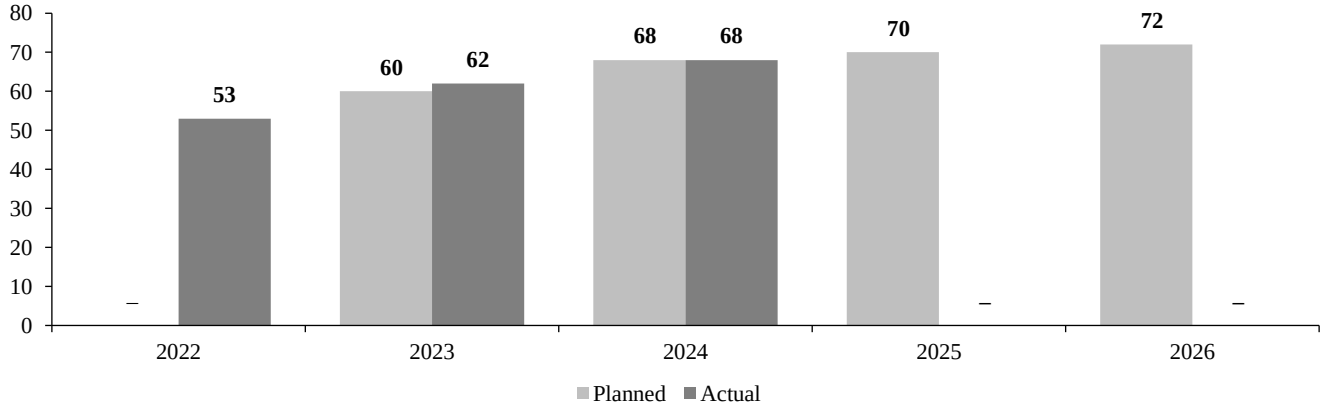
Towards implementation by Member States of recommendations emanating from international human rights mechanisms

(Result 1 of subprogramme 3 (A/80/6 (Sect. 24)))

23.94 In 2024, the subprogramme's work contributed to the provision of advisory services and the delivery of technical cooperation activities to least developed countries and small island developing States to enhance their capacity to implement recommendations emanating from international human rights mechanisms, as requested by the Human Rights Council in its resolution 51/30.

23.95 This work contributed to result 1 of subprogramme 3, and the related performance measure (see figure 23.VIII), in the proposed programme budget for 2026 (A/80/6 (Sect. 24)).

Figure 23.VIII
Performance measure: number of least developed countries and small island developing States that implement recommendations emanating from international human rights mechanisms (cumulative)



Expected responses to anticipated requests for support in 2026

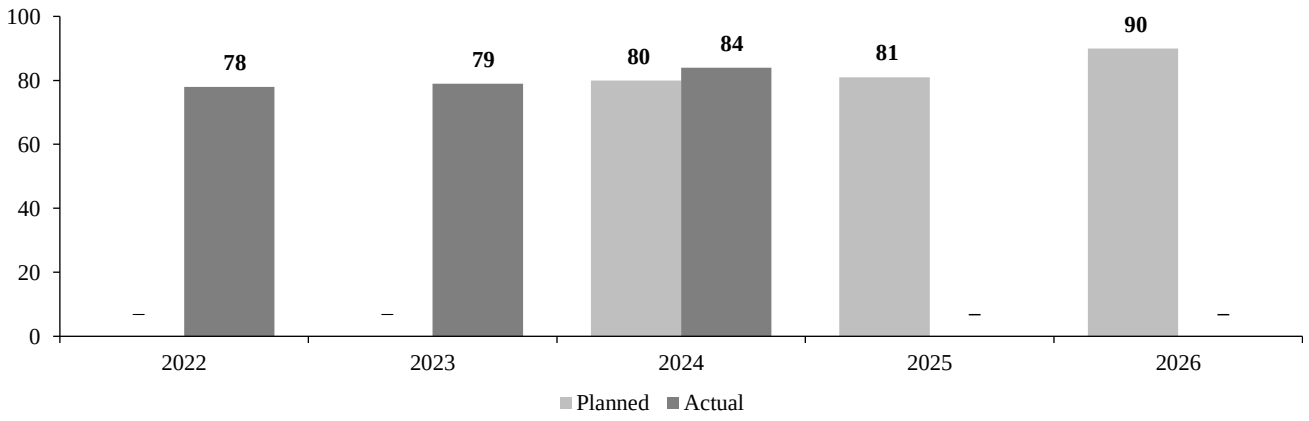
Strengthened effectiveness of national human rights institutions in line with the Paris Principles (Result 2 of subprogramme 3 (A/80/6 (Sect. 24)))

23.96 In 2026, OHCHR will continue to respond to requests linked to subprogramme 1 on human rights mainstreaming, right to development, and research and analysis to sustain efforts towards addressing implementation gaps for the protection and promotion of all human rights, including as regards the implementation of the 2030 Agenda, its Sustainable Development Goals and the principle of leaving no one behind.

23.97 The subprogramme will continue to provide Member States and stakeholders in all regions with advisory services and technical cooperation programmes to establish or strengthen the effectiveness of national human rights institutions, in accordance with the principles relating to the status of national institutions for the promotion and protection of human rights (the Paris Principles).

23.98 This work is expected to contribute to the advancement of the promotion and protection of the effective enjoyment by all of all human rights, through enhanced capacity-building, including assistance to requesting States, which would be demonstrated by an increased number of national human rights institutions established or strengthened with the subprogramme's support, as reflected in result 2 of subprogramme 3, and the related performance measure (see figure 23.IX), in the proposed programme budget for 2026 (A/80/6 (Sect. 24)).

Figure 23.IX
Performance measure: number of national human rights institutions established or strengthened in line with the Paris Principles (cumulative)



B. Deliverables

Table 23.20
Office of the United Nations High Commissioner for Human Rights: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**260**	**236**	**290**	**290**

C. Proposed non-post resource requirements for 2026

Table 23.21
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	1 131.2	1 352.6	31.0	2.3	1 383.6
Consultants	145.8	184.0	–	–	184.0
Travel of representatives	56.7	–	–	–	–
Travel of staff	318.5	99.2	–	–	99.2
Contractual services	99.2	46.6	–	–	46.6
General operating expenses	168.8	233.0	–	–	233.0
Supplies and materials	1.1	–	–	–	–
Furniture and equipment	1.2	–	–	–	–
Grants and contributions	723.8	1 165.1	–	–	1 165.1
Total	**2 646.3**	**3 080.5**	**31.0**	**1.0**	**3 111.5**

23.99 The proposed regular budget resources for 2026 amount to $3,111,500, reflecting an increase of $31,000, or 1.0 per cent, compared with the approved budget for 2025. The proposed increase under other staff costs ($31,000) is driven by expanded technical cooperation activities in landlocked developing countries (Kyrgyzstan) and small island developing States (Fiji) in 2026, in line with expected programmatic needs.

6. Humanitarian assistance

A. Programmatic activities delivered through the regular programme of technical cooperation

23.100 The assistance to Member States provided by the Office for the Coordination of Humanitarian Affairs will support the implementation of humanitarian assistance through the following subprogrammes: subprogramme 1, Policy and analysis; subprogramme 2, Coordination of humanitarian action and emergency response; subprogramme 3, Emergency support services; and subprogramme 4, Humanitarian emergency information and advocacy.

23.101 In implementing these responses, the regular programme of technical cooperation contributes to the objectives and planned results of the subprogrammes and complements the strategies and deliverables presented in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 27)) of those subprogrammes.

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.102 The second annual report of the Flagship Initiative will be launched in April 2025, marking two years of piloting a community-focused humanitarian approach in four countries. It will document lessons learned and propose structural changes to improve humanitarian coordination. The report will be launched virtually with donors, United Nations entities and humanitarian stakeholders.

Complementarity with the resident coordinator system

23.103 The Flagship Initiative is closely aligned with the resident coordinator system through the integration of humanitarian efforts with broader development and peacebuilding objectives at the country level. Through its emphasis on community-driven priorities, area-based coordination and localized funding, the Initiative complements the mandate of the resident coordinator system to enhance coherence across humanitarian, development and peace actors. In all pilot countries, the Initiative works alongside the resident coordinator and the humanitarian country team to adapt coordination structures and align with national strategies, ensuring that humanitarian action is responsive and inclusive and contributes to long-term resilience. Regular programme activities bolster the resident coordinator system by delivering targeted technical assistance and capacity-building support, as demonstrated in the 2024 earthquake response exercise in Ecuador, the multi-risk preparedness programme in Mauritania and the Southern African Development Community Emergency Response Team induction training in Botswana. Through these complementary activities, the resident coordinator system ensures cohesive coordination among national, regional and international stakeholders, thereby enabling effective disaster preparedness and response.

Review of high-level positions at headquarters duty stations

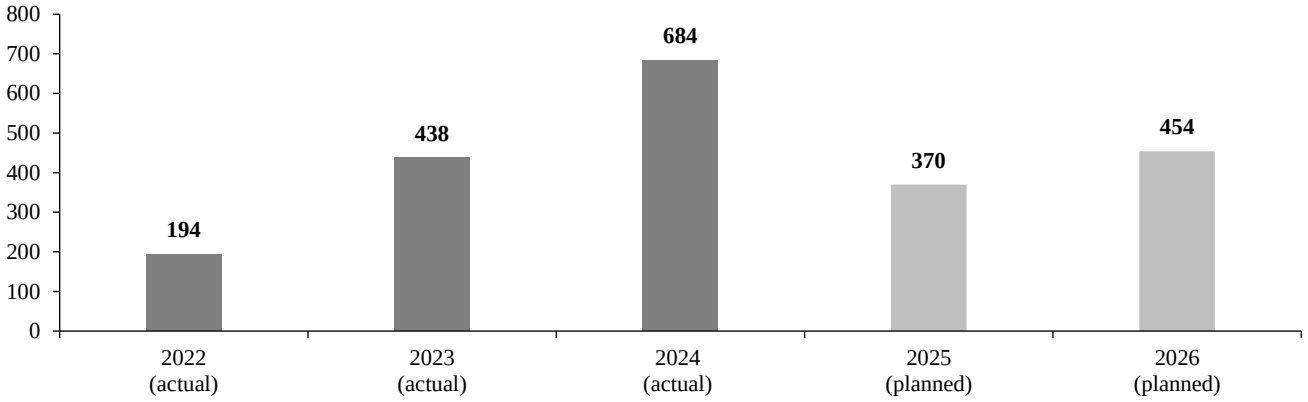
23.104 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, the Office confirms that the three positions currently funded by the regular programme will continue to be needed for the 2026 exercise to service Member States' requests. Specifically, the Humanitarian Affairs Officer (P-4) and the Humanitarian Affairs Officer (P-3) based in New York will provide continuous coordination of field activities. The Associate Information Systems Officer (P-2) based in Istanbul, Türkiye, will assist offices by providing technical support and advice, resolving issues and ensuring smooth communication between headquarters and field offices. Offices of the Office for the Coordination of Humanitarian Affairs indirectly support the work of Member States by hosting meetings with host country government officials, and support in times of crisis through the ability to connect with many different responding agencies.

Responses provided to Member States' requests for support in 2024

Crisis-affected people received emergency humanitarian assistance in the immediate aftermath of a catastrophe
(Result 3 of subprogramme 3 (A/80/6 (Sect. 27)))

23.105 The subprogramme's work contributed to the deployment of three United Nations Disaster Assessment and Coordination Teams to support responses to three sudden-onset emergencies in Vanuatu, Yemen and countries in the Latin America and the Caribbean region (Barbados, Grenada, Jamaica and Saint Vincent and the Grenadines). These teams established On-Site Operation Coordination Centres and supported the government-led responses with sector coordination, civil-military coordination, information management, environmental needs assessments and infrastructural damage assessments. This work supported the objectives under result 3 of subprogramme 3, and the related performance measure (see figure 23.X), in the proposed programme budget for 2026 (A/80/6 (Sect. 27)).

Figure 23.X
Performance measure: number of emergency responders trained in United Nations Disaster Assessment and Coordination Team and United Nations humanitarian civil-military coordination to deploy and respond to sudden-onset emergencies (annual)



Expected responses to anticipated requests for support in 2026

Increased engagement of communities in humanitarian response to effectively address their needs
(Result 2 of subprogramme 1 (A/80/6 (Sect. 27)))

23.106 In 2026, the Office is expected to receive more requests from Member States for data, documented evidence and lessons of best practices. Lessons learned from the Flagship Initiative are expected to be applied in additional country contexts, beyond the initial four pilot countries. Therefore, the following activities are expected to be carried out in Colombia, the Niger, the Philippines and South Sudan, and additional countries, as feasible:

(a) Field support;

(b) Learning missions and events to inform policy development;

(c) Publication of a final Flagship Initiative learning report at the global level with concluding lessons learned and approaches to be applied in other contexts.

23.107 The expected response in 2026 would contribute to an expansion of community engagement and community-led humanitarian action practice, as developed under the Flagship Initiative, to two additional countries (Ethiopia and Somalia (both to be confirmed)), as reflected in result 2 of subprogramme 1, and the related performance measure (see table 23.22), in the proposed programme budget for 2026 (A/80/6 (Sect. 27)).

Table 23.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Stakeholders in the humanitarian system, including governments, partners and communities in four countries (Colombia, the Niger, the Philippines and	Improved active listening approaches adopted in four pilot countries	Increased community participation and local actors' engagement in the design and implementation of humanitarian coordination and	Community engagement and community-led humanitarian action practice in two additional countries

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
	South Sudan), commence pilot initiative for community-centric coordination and response structures		response structures, including financing, with a view to assessing practices for further scaling and replicating for other contexts	

B. Deliverables

Table 23.23
Office for the Coordination of Humanitarian Affairs: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	2024 actual	2025 planned	2026 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**59**	**325**	**156**	**148**

C. Proposed non-post resource requirements for 2026

Table 23.24
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	2025 approved	Total	Percentage	2026 estimate
Other staff costs	440.7	579.6	8.8	1.5	588.4
Consultants	59.1	80.1	–	–	80.1
Travel of staff	64.4	97.0	–	–	97.0
Contractual services	10.0	54.8	–	–	54.8
General operating expenses	15.9	16.7	–	–	16.7
Furniture and equipment	–	27.6	–	–	27.6
Grants and contributions	6.1	21.2	–	–	21.2
Total	**596.2**	**877.0**	**8.8**	**1.0**	**885.8**

23.108 The proposed regular budget resources for 2026 amount to $885,800, reflecting an increase of $8,800, or 1.0 per cent, compared with the approved budget for 2025. The proposed increase is for strengthening the coordination of field activities in responding to requests from Member States.

II. Regional and subregional advisory services

7. Economic and social development in Africa

A. Programmatic activities delivered through the regular programme of technical cooperation

23.109 The activities under economic and social development in Africa are implemented by ECA, through all subprogrammes, and are used to support African countries in their capacity development efforts and technical advisory services.

23.110 In implementing the responses, the regular programme of technical cooperation contributes to the objectives and expected results of the subprogrammes and complements their respective strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 18)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.111 ECA leveraged various communication channels to raise awareness and promote the regular programme of technical cooperation. A total of 48 outreach activities were undertaken reaching all 54 ECA member States. ECA builds on its convening power through intergovernmental meetings, conferences and workshops, such as the Africa Sustainable Regional Forum on Sustainable Development, the annual Africa Climate Resilience Investment Summit and the Conference on Land Policy in Africa, to raise awareness of regular programme of technical cooperation opportunities.

Complementarity with the resident coordinator system

23.112 ECA has been implementing a strategy towards enhancing close collaboration with the resident coordinator system at all levels, including the regional, subregional and national levels, encompassing all sources of funding, including regular programme of technical cooperation. While designing their project proposals, subprogrammes have to meet several strategic criteria as defined in internal guidelines and templates updated annually, following annual reporting and recommendations emanating from United Nations legislative bodies, including the General Assembly. One of these criteria is related to the consultation and sustained collaboration with the resident coordinator system while implementing projects in line with the United Nations Sustainable Development Cooperation Framework, which will continue to be demonstrated and evidenced during reporting.

23.113 ECA also collaborates with the resident coordinator system and United Nations country teams, including on regular programme of technical cooperation projects through the Regional Collaborative Platform for Africa in which the resident coordinators request support through the Regional Collaborative Platform Joint Secretariat and relevant opportunity/initiative based coalition are deployed to provide the requested support. At the regional level, ECA works closely with the Africa office of the Development Coordination Office in planning this type of support. In addition, the ECA subregional offices which serve as non-resident members of the United Nations country teams in their respective regions, contribute to the work of the country teams, including on the development of common country analysis, United Nations Sustainable Development Cooperation Framework and technical advisory services, some of which is funded under regular programme of technical cooperation. Leveraging on its strength of convening a wide range of stakeholders on the development priorities of Africa, ECA further engages resident coordinators in the planning, organization and delivery of its intergovernmental regional platforms such as the Africa Regional Forum on Sustainable Development.

Review of high-level positions at headquarters duty stations

23.114 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, ECA reviewed its existing inter-agency technical advisory positions to better align with its demand-driven programme of work and the evolving strategic priorities.

23.115 In line with these above, ECA leadership assessed the existing high-level positions to better focus on the Commission's programmes and address capacity gaps resulting from these new initiatives. As a result, three D-1 and one P-5 positions were abolished, and in their place, two P-5, two P-4 and three P-3 positions were created. These positions will serve the subregional offices and the newly established subprogramme on Technology, Innovation, Connectivity and Infrastructure, ensuring a more responsive approach to demands by member States.

23.116 The main function of interregional advisers is to provide technical expertise, facilitate the transfer of knowledge from global deliberations and the latest analytical work to governments and institutions, and to contribute to the formulation, assessment and/or evaluation of national and subregional policies, strategies, programmes and projects of member States and regional economic communities upon request. Their specific roles and/or functions and/or areas of expertise are reflected in the job descriptions and/or terms of reference and are classified at the appropriate level. Any new appointments (and extensions of appointments) of interregional advisers are subject to the review and approval of the head of entity. The specific focus of each of these positions evolves over time in line with the strategic focus areas of ECA, shifting priorities of member States and regional trends.

Responses provided to member States' requests for support in 2024

23.117 In 2024, ECA received a number of requests from member States to support efforts towards implementing the African Continental Free Trade Area to deepen regional integration and boost intra-African trade. Regional integration is central to the ability of African countries to achieve the commitments under the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union: The Africa We Want. To support them, subprogramme 2 developed a programme to facilitate trade among the East African Community bloc. Subprogramme 2 also supported the development of comprehensive training curricula and established a pool of expert trainers in leadership and management development for middle managers in Customs administration and authorized operator programmes. Subprogramme 7, component 4, supported the capacity-building of policymakers and private sector actors in Djibouti (50 participants, 11 women) and Seychelles (44 participants, 32 women) on the Free Trade Area protocols on trade in goods and trade in services, to enhance their knowledge on the technical and operational instruments of the agreement, as well as to sensitize them on its opportunities and benefits. Subprogramme 7, component 2, supported the training of 50 entrepreneurs on the rules of origin to drive to foster trade under the Free Trade Area.

Harnessing Africa's Demographic Dividend

(Result 1 of subprogramme 7, component 2 (A/80/6 (Sect. 18)))

23.118 In 2024, ECA provided a response focused on operationalizing demographic dividend-sensitive budgeting in Burkina Faso, the Niger, Senegal and Togo. In these countries, as is the case with the rest of Africa, the population is largely young, with an estimated 65 per cent of the population under the age of 24. This presents an opportunity for the region to realize a demographic dividend by capitalizing on the youth bulge. However, several challenges in harnessing the demographic dividend persist, including high youth unemployment, gender inequality, inadequate education systems and infrastructure deficits, among others. In 2017, the African Union developed the Roadmap on Harnessing the Demographic Dividend through Investments in Youth under four pillars: employment and entrepreneurship; education and skills development; health and well-being; and law, governance and youth empowerment. To harness the potential of a demographic dividend, targeted investments are needed to improve youth outcomes. Therefore, ensuring that African countries strategically

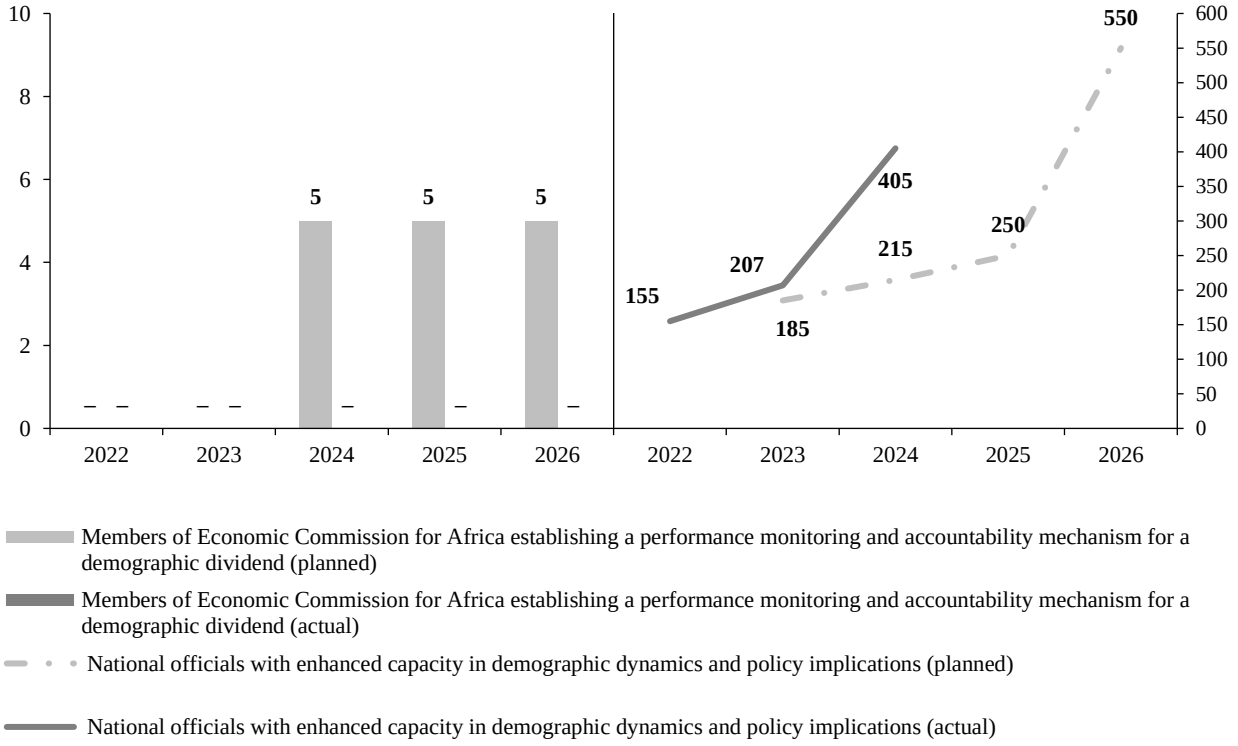
allocate resources to maximize benefits for youth is a crucial underpinning for realizing a demographic dividend.

23.119 In response, ECA supported member States to operationalize the demographic dividend sensitive-budgeting approach. ECA supported the capacity-building of policymakers, budget experts and national planning officials in these four countries in the use of demo-economics for integration of the demographic dividend sensitive-budgeting approach in national planning and budgeting cycles. ECA also supported policy dialogues targeting multidisciplinary teams of budget experts, parliamentarians and policymakers from line ministries to discuss the importance of the demographic dividend sensitive-budgeting approach in enhancing budgeting processes. The four member countries served by ECA were able to integrate demographic dividend sensitive-budgeting in budgetary and planning processes. In Burkina Faso, the Niger and Togo, demographic dividend dimensions were integrated in their 2025 budgetary frameworks, laying the foundation for resource allocation to demographic targets in national budgets. In Senegal, the Public Investment Programme (2025–2027) integrated demographic dividend dimensions. demographic dividend-sensitive budgeting is not merely a policy imperative, it is crucial to transforming Africa's youthful population into engines of economic growth and fostering sustainable development.

23.120 This work contributed to member States to strengthen budgetary and planning frameworks towards harnessing a demographic dividend, which is a result reflected under result 1 of subprogramme 7, component 2, and the related performance measure (see figure 23.XI below) in the proposed programme budget for 2026 (A/80/6 (Sect. 18)).

Figure 23.XI

Performance measure: number of national officials acquiring enhanced capacity in demographic dynamics and policy implications and number of members of the Economic Commission for Africa establishing a performance monitoring and accountability mechanism for a demographic dividend (cumulative)



Expected response to anticipated requests for support in 2026

23.121 In response to an ever-growing demand for assistance from member States, ECA would continue to provide support alongside its strategic areas of focus: macroeconomic policies and development financing; regional integration, economic diversification and sustainable industrialization; infrastructure development including energy; technology, innovation and connectivity; and climate action and food security as enablers of the 2030 Agenda and Agenda 2063, in the context of the second 10-year implementation plan of Agenda 2063. In an increasingly challenging global and continental context of recurring crises and conflicts, ECA will endeavour to address emerging issues and opportunities in Africa aimed at strengthening Africa's position and access, development, use and application of latest technologies (such as artificial intelligence), as well as upscale its pioneering work on boosting intraregional trade through the operationalization of the African Continental Free Trade Area and related protocols. ECA will pursue its work on reform of the global financial architecture and debt management as well as on innovative public and private financing and economic governance models to enhance domestic resource mobilization and seek to increase population resilience through improved food systems and targeted investments in climate action. ECA will also seek to strengthen its support on data and statistics within the framework of the outcomes of the ninth session of the Statistical Commission for Africa.

Member States develop and implement policies for resilient and inclusive agrifood systems
(Result 2 of subprogramme 5 (A/80/6 (Sect. 18)))

23.122 Subprogramme 5 provides policy advice and technical support to members of ECA, in collaboration with key partners such as the African Union Commission, the African Development Bank and Regional Economic Communities, on agriculture and food systems transformation through financing, insurance and de-risking investment; youth and women entrepreneurship; development of regional value chains; agro-industrialization; and climate resilience.

23.123 ECA receives many requests for support from members served by ECA on multiple topics, including, among others, strengthening capacity to develop policies, strategies and programmes for inclusive and climate resilient agrifood systems transformation. For example, the subprogramme has in the recent past, and upon request, supported Malawi (2022) and Guinea (2023) in promoting the application of a decision-support mapping tool for identifying investment opportunities in value chains to enhance food security and agricultural commercialization. Leveraging the power of earth observation data sets, global climate models and geospatial information has proven essential for catalysing investments from the private sector, a critical enabler and accelerator of agrifood systems. ECA also supported Uganda in 2024, on advancing agrifood systems transformation for enhanced resilience, economic diversification and intra-African trade. These interventions empower African small and medium enterprises in the agrifood industry for sustainable transition aiming to support Algeria, Tunisia and Senegal in strengthening their capacity to design and implement related policies, including guidelines for a just sustainable transition and tools to analyse climate related changes for small and medium enterprises transformation.

23.124 In response to the anticipated increased number of requests for support in 2026, the subprogramme will continue to provide technical assistance and advisory services to more countries in Africa, thereby strengthening their capacity to develop and implement policies, strategies and programmes for inclusive and climate resilient agricultural transformation. The anticipated support would lead to the enhanced national capacity of targeted countries to assess gaps, vulnerabilities and opportunities for sustainability transition as well as to design socioeconomic policies to support small and medium enterprises in the agrifood industry.

23.125 The expected response in 2026 would contribute to enhanced capacity of members of ECA and Regional Economic Communities to develop policies, strategies and programmes for resilient and inclusive agrifood systems, which is reflected in result 2 of subprogramme 5, and the performance measure (see table 23.25 below), in the proposed programme budget for 2026 (A/80/6 (Sect. 18)).

Table 23.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Twelve members of ECA designed policies and/or programmes to support land reforms	Two members of ECA implemented policies in line with outcomes of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment on the Food Systems Summit	Two additional members implemented policies in line with the outcomes of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment on the Food Systems Summit	One member of ECA or one Regional Economic Community develops a policy framework to enhance land governance and management	One member of ECA or one Regional Economic Community develops policy framework on resilient and inclusive agrifood systems

B. Deliverables

Table 23.26
Economic Commission for Africa: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops, and training events (number of days)	**440**	**442**	**460**	**475**

C. Proposed non-post resource requirements for 2026

Table 23.27
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026*
Other staff costs	2 352.4	4 119.3	–	–	4 119.3
Consultants	1 945.1	1 868.7	–	–	1 868.7
Experts	906.0	–	110.5	–	110.5
Travel of representatives	6.1	–	–	–	–
Travel of staff	977.8	477.8	–	–	477.8
Contractual services	768.0	499.5	–	–	499.5
General operating expenses	554.6	–	–	–	–
Supplies	1.4	–	–	–	–
Grants contributions	1 331.8	4 018.3	564.7	14.1	4 583.0
Total	**8 843.2**	**10 983.6**	**675.2**	**6.1**	**11 658.8**

23.126 The proposed regular budget for 2026 amounts to $11,658,800, representing an increase of $675,200, or 6.1 per cent, compared with the approved budget for 2025. This increase is primarily attributed to increases under grants and contributions ($564,700) and experts ($110,500). The increase in the budget for grants and contributions is intended to enhance engagement in fellowship programmes, with particular emphasis on raising attention to small island developing States, least developed countries and landlocked developing countries. This will also create more diverse opportunities for the younger graduate generation in member States in Africa to acquire relevant skills and experiences. These individuals will subsequently contribute to the advancement of their respective countries by bolstering the provision of technical expertise and advisory services, supporting policymakers, research and development departments, the achievement of the Sustainable Development Goals and facilitating knowledge transfer through training and expert group meetings. The increase of $110,500 for experts will enable ECA to fund expert activities, ensuring engagement with high-quality, regionally diverse expertise that supports the implementation of ECA technical cooperation projects across its member States. The resulting benefits will enhance policy research outputs, tools, and capacity development, thereby maximizing the impact of the regular programme of technical cooperation.

8. Economic and social development in Asia and the Pacific

A. Programmatic activities delivered through the regular programme of technical cooperation

23.127 The activities under economic and social development in Asia and the Pacific are implemented by ESCAP under all nine subprogrammes.

23.128 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their respective strategies and deliverables, which can be found in the relevant paragraphs within the proposed programme plan for 2026 (A/80/6 (Sect. 19)).

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

23.129 The secretariat of ESCAP continues to enhance awareness of the opportunities for technical assistance and services that the programme offers, upon request, in particular through: (a) official documentation of intergovernmental meetings, conferences, other events and forums and related publication information; (b) regular briefings to the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission; (c) bilateral meetings of the Executive Secretary with senior officials and permanent representatives of member States; (d) official missions and advisory services of ESCAP senior management and other staff; and (e) official correspondence addressed to seats of government relating to advisory and other technical assistance offerings, available to member States upon request.

Complementarity with the resident coordinator system

23.130 ESCAP has continued working with resident coordinator offices in the design and implementation of technical assistance activities, as appropriate.

Review of high-level positions at headquarters duty stations

23.131 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, the Department for Economic and Social Affairs reviewed all positions under general temporary assistance to ensure that only required positions are continued into 2026. ESCAP does not have Regional Adviser positions above the P-5 level and a Departmental Panel has been in place to review all new and renewal cases since 2019 with regular updates to related guidelines, as required.

Response provided to member States' requests for support in 2024

Increased ambition of national commitments by member States towards modern and clean energy in support of Goal 7
(Result 1 of subprogramme 9 (A/80/6 (Sect. 19)))

23.132 In 2024, subprogramme 9, Energy, responded to requests from member States to build capacity for clean cooking, with a focus on South Asia and South-East Asia. For example, ESCAP delivered a series of capacity-building initiatives for policymakers in Bhutan, the Lao People's Democratic Republic and Nepal to enhance the uptake of clean cooking solutions based on electric cookstoves. Related activities undertaken (workshops, knowledge products and advisory services) enhanced the capacity of policymakers to better understand and assess acceptance of the technology by users, identify appropriate modality for implementation of electric cookstove, enhance awareness of clean cooking and develop appropriate national strategies to achieve universal access to clean cooking. In Bhutan, one of the outcomes has been the inclusion of clean cooking as an area for cooperation in the recently signed Implementation Agreement on Carbon Credits between the Government of Bhutan and the Government of Singapore, which will direct funding to clean cooking.

23.133 These interventions complement work being undertaken under subprogramme 6, Social Development on women's empowerment. It also complements the work under subprogramme 4, Environment and Development, by contributing to the improvement of indoor air quality. This work contributed to result 1 of subprogramme 9, and the related performance measure (table 23.28) of the proposed programme for 2026 (A/80/6 (Sect. 19)).

Table 23.28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States provided updates on the development of sustainable energy policies at meetings of the Expert Working Group on Universal Access to Modern Energy Services, Renewable Energy, Energy Efficiency and Cleaner Use of Fossil Fuels	Member States agreed on accelerated Sustainable Development Goal 7 actions in the areas of energy access, energy efficiency and renewable energy, in support of the 2030 Agenda and the Paris Agreement under the ministerial declaration adopted by ESCAP member States at the Third Asian and Pacific Energy Forum, in October 2023	Bhutan, Cambodia, Fiji and Viet Nam announced more ambitious national commitments to increase the share of energy from renewable sources, and to adopt advanced energy efficiency and enhance access to electricity and clean cooking technologies, research, technology and investments in clean energy	Member States in Asia and the Pacific announce commitments to close gaps on achieving Sustainable Development Goal 7 targets	Member States introduce strengthened policies to achieve Sustainable Development Goal 7 by 2030 and announce more ambitious clean energy commitments towards achieving mid-century net zero targets

Expected responses to anticipated requests for support in 2026

Enhanced policies for safe and inclusive transport mobility
(Result 1 of subprogramme 3 (A/80/6 (Sect. 19)))

Increased efficiency and resilience of transport connectivity and logistics networks in Asia and the Pacific
(Result 2 of subprogramme 3 (A/80/6 (Sect. 19)))

Accelerated transition to low-emission transport
(Result 3 of subprogramme 3 (A/80/6 (Sect. 19)))

23.134 At its eighth session, the Committee on Transport noted the progress made in the implementation of the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026) and urged member States to scale up cooperation and complete its implementation in 2026, in line with national priorities. The Committee took note of requests for technical assistance and capacity-building activities for improving road safety at the national level to achieve the goal of the Second Decade of Action for Road Safety 2021–2030. In 2026, it is expected that requests for activities supporting road safety advancements in the Asia-Pacific region will continue to be received, particularly from countries in South-East Asia and South and South-West Asia.

23.135 In line with the deliberations and decisions of the Committee, ESCAP expects to continue supporting initiatives to meet the connectivity needs of landlocked developing countries and small island developing States in Asia and the Pacific, as well as to pursue collaborative efforts to accelerate regional and interregional transport connectivity and sustainability. Relevant requests in 2026 are expected to be received from countries in North and Central Asia, the Pacific and South and South-West Asia. The expected responses will be undertaken also bearing in mind relevant decisions and requests formulated during the meetings of the intergovernmental Working Groups on the Asian Highway, Trans-Asian Railway and Dry Ports, as well as the conclusions of the Regional Dialogue on Sustainable Maritime Connectivity taking place in 2025.

23.136 Additional requests related to subprogramme 3, result 3, on the policy framework or measures required for the acceleration of low carbon transport, including electric mobility, are also expected from Mongolia and countries in South-West Asia and South-East Asia in 2026. This work will support the objectives of the subprogramme following implementation of the accelerating the transition to electric mobility for public transport in Asia and the Pacific – phase II project and the seventeenth tranche of the United Nations Development Account project on strengthening the capacity of ESCAP member States to implement low carbon and resilient transport action plans in Asia and the Pacific.

23.137 These expected responses would contribute to results 1, 2 and 3 of subprogramme 3, and the related performance measure (see tables 23.29–23.31 below, respectively), in the proposed programme budget for 2026 (A/80/6 (Sect. 19)).

Table 23.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Regional Plan of Action for Asia and the Pacific for the Second Decade of Action for Road Safety 2021–2030 was welcomed by the Committee on Transport	Bangladesh, the Islamic Republic of Iran and the Lao People's Democratic Republic formulated national road safety policies and	Malaysia, the Philippines, Thailand and Viet Nam formulated national measures to reduce road traffic deaths and injuries by at least 50 per	Three additional member States, including a least developed country, formulate national measures to reduce road traffic deaths and injuries by at least 50 per cent	Two member States in the Pacific formulate national policies to improve social inclusion by means of their transport systems

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
ESCAP member States contributed to the development of regional guidelines on enhancing social inclusion and innovations in urban transport systems in Asia-Pacific cities	initiatives to improve road safety	cent between 2021 and 2030	between 2021 and 2030	

Table 23.30
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States proposed amendments to the coverage of the eight Asian Highway routes and eight Trans-Asian Railway routes	Member States adopted amendments to five Asian Highway routes and two Trans-Asian Railway routes	Three member States shared advance information on their intention to amend the Asian Highway and Trans-Asian Railway routes involving international border crossings	Member States consider the proposed amendments to the configuration of transport networks	Member States update policy initiatives to increase the resilience and efficiency of Asian Highway and Trans-Asian Railway routes

Table 23.31
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	20 member States joined the Asia-Pacific initiative on electric mobility	Four member States establish national vertical coordination mechanisms to accelerate their transition to electric mobility	At least two member States establish pilot electric bus routes Member States consider the implementation of the regional action plan on low-emission transport at the Ministerial Conference on Transport

Local governments localize the Sustainable Development Goals and contribute to national climate strategies

(Result 1 of subprogramme 4 (A/80/6 (Sect. 19)))

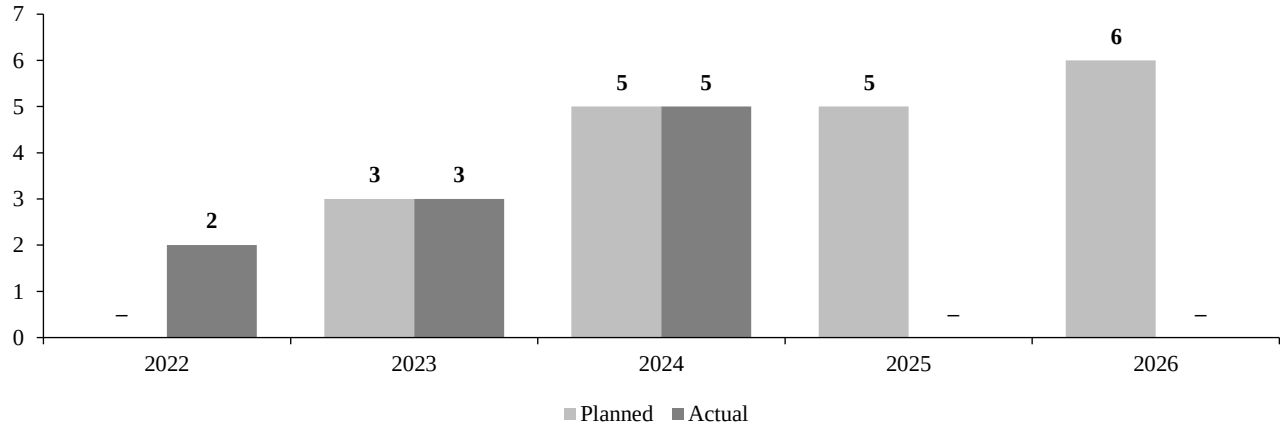
23.138 At the eighth session of the Committee on Environment and Development, member States took note of the need for localization of the Sustainable Development Goals to enhance sustainable urban development, including by promoting integrated urban planning, strengthening policy and governance, increasing financing and building capacity at the national and local levels. Subprogramme 4 focuses on supporting member States and local governments to localize the Sustainable Development Goals and on contributing to national climate strategies through the development of normative guidance and by providing country-level technical assistance and capacity to national and local officials on the development of voluntary local reviews and/or climate actions in urban areas. In addition, ESCAP is expected to implement a United Nations Development Account project (eighteenth tranche) in Bangladesh, Cambodia and the Lao People's Democratic Republic, focused on enhancing local smart city strategies and increasing women's participation in the digital economy, providing opportunities for further local actions in support of multiple Sustainable Development Goals (Goals 1, 5, 9, 10, 11 and 17).

23.139 Building on the regional guidance produced by ESCAP for voluntary local reviews and activities in 2022, 2023 and 2024 to support subnational and national authorities to develop reviews (including in Fiji, Indonesia, Maldives, Nepal, the Philippines and Thailand), and the assessment of urban content in national climate strategies across the region, ESCAP expects additional requests from countries in South and South-West Asia, South-East Asia and the Pacific for technical support and capacity-building for localization of the Sustainable Development Goals and to improve the enabling environment for local climate action.

23.140 The expected response to anticipated requests in 2026 will contribute to result 1 of subprogramme 4, and the related performance measure (see figure 23.XII below), as indicated in the proposed programme budget for 2026 (A/80/6 (Sect. 19)).

Figure 23.XII

Performance measure: number of cities developing voluntary local reviews and/or Sustainable Development Goal localization plans with the direct support of the Economic and Social Commission for Asia and the Pacific (annual)



B. Deliverables

Table 23.32
Economic and Social Commission for Asia and the Pacific: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**150**	**275**	**155**	**160**

C. Proposed non-post resource requirements for 2026

Table 23.33
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	784.5	1 069.6	53.5	5.0	1 123.1
Consultants	1 067.5	1 376.8	(11.0)	(0.8)	1 365.8
Experts	7.2	–	–	–	–
Travel of representatives	1.9	–	–	–	–
Travel of staff	440.2	472.2	(72.2)	(15.3)	400.0
Contractual services	390.1	616.8	(200.0)	(32.4)	416.8
General operating expenses	153.7	210.1	–	–	210.1
Supplies	1.3	–	–	–	–
Furniture and equipment	0.3	–	–	–	–
Grants contributions	869.5	475.7	489.2	102.8	964.9
Total	**3 709.2**	**4 221.2**	**259.5**	**6.1**	**4 480.7**

23.141 The proposed regular budget resources for 2026 amount to $4,480,700, reflecting an increase of $259,500, or 6.1 per cent, compared with the approved budget for 2025. The proposed increase is attributable to an increase under grants and contributions ($489,200), mainly for planned capacity-building aimed at least developed countries, landlocked developing countries and small island developing States under fellowships; and other staff costs ($53,500) reflecting a 5 per cent annual increment under general temporary assistance. ESCAP will continue providing regional advisory services in response to anticipated increased demand from member States in the Asia-Pacific region for technical cooperation assistance and tailored services, including in the areas of climate finance, official statistics and environment statistics and subregional priorities in South-East Asia and the Pacific, guided by the 2030 Agenda and the Paris Agreement and taking into account other existing frameworks such as those under the Association of Southeast Asian Nations, in the case of South-East Asia, and the Antigua and Barbuda Agenda for small island developing States, in the case of the Pacific. The decreases under consultants ($11,000) results from the discontinuation of special consultancies; under travel of staff ($72,200) is due to an anticipated increase of online advisory services and workshops; and under contractual services ($200,000) is to better align with actual demands and expected requests from member States in 2026.

9. Economic development in Europe

A. Programmatic activities delivered through the regular programme of technical cooperation

23.142 The activities under economic development in Europe are implemented by ECE in support of programme 17 under all ECE subprogrammes.

23.143 Technical cooperation is focused on the United Nations programme countries in the ECE region, where ECE is a signatory of the Sustainable Development Cooperation Framework. Anchored in ECE norms and standards, ECE technical cooperation is intended to strengthen national capacities to accede to and implement the Commission's international legal instruments, norms and standards. The activities promote regional, subregional and transboundary cooperation and support Governments in accelerating the implementation and the achievement, respectively, of the 2030 Agenda and the Sustainable Development Goals.

23.144 In 2026, ECE will provide technical advice and policy expertise to Governments in the areas of environmental governance; transport and connectivity; statistics; public-private partnerships; innovation; sustainable energy; trade; forestry; urban development and population. Sectoral and cross-sectoral advisory services, training and field projects within ECE mandate and expertise areas will continue to be delivered in response to demands from member States. A fellowship programme will also be established in response to General Assembly resolution 79/257.

23.145 In line with its technical cooperation strategy, ECE will continue to work closely with the resident coordinators and United Nations country teams in the United Nations programme countries. ECE technical cooperation activities funded from the regular programme of technical cooperation will also continue to complement the United Nations Development Account projects implemented in the ECE region. Technical cooperation activities also integrate South-South cooperation, with transfer of knowledge and peer-learning components to share experience on various capacity-development approaches and policy options that could be replicated in and outside of the region.

23.146 The ECE secretariat is not able to meet all requests for technical assistance formulated by member States each year, but ECE could provide additional advisory services in cooperation with relevant partners.

23.147 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their respective strategies and deliverables, which can be found in the relevant paragraphs within the proposed budget for 2026 (A/80/6 (Sect. 20)).

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

23.148 ECE has established a robust outreach approach to provide information on technical cooperation opportunities for the United Nations programme countries in the ECE region. It includes: (a) targeted presentations on technical cooperation at regular ECE intergovernmental sessions (b) briefings and meetings with permanent missions to the United Nations based in Geneva; (c) outreach to sectoral ministries during technical cooperation interventions in the programme countries such workshops, advisory missions, (d) regular meetings with the resident coordinators and United Nations country teams to identify areas for partnerships and joint programming in support of governments; (e) participation in regional and subregional platforms, such as the European Union-Central Asia working group on the environment, the United Nations Special Programme for the Economies of Central Asia, the inter-State commission on sustainable development and the newly established Regional Centre for the Sustainable Development Goals for Central Asia and Afghanistan; and (f) engagement in the United Nations Sustainable Development Cooperation Framework processes, including participation in the thematic results groups.

23.149 The ECE technical cooperation tracking tool, launched in 2024, documents the demands from ECE member States and the responses provided. It will also enable the secretariat to analyse the coverage of countries and adjust its outreach if required.

23.150 In recent years, ECE has multiplied its efforts to leverage various funding sources for technical cooperation in addition to the regular programme of technical cooperation and the development account, including the Joint Sustainable Development Goals Fund and bilateral donors. In 2026, ECE looks forward to working with the recently established multi-partner trust fund under the Special Programme of Economies of Central Asia. ECE coordinates its technical cooperation portfolio with other United Nations organizations to ensure synergies and complementarities with national and subregional intervention to multiply the impact and sustainability of ECE technical cooperation interventions.

Complementarity with the resident coordinator system

23.151 ECE regularly interacts with the resident coordinators and United Nations country teams in the United Nations programme countries to ensure complementarities and collaboration to support countries in achieving Sustainable Development Goals. To this end, ECE participates in the development and implementation of the United Nations Sustainable Development Cooperation Frameworks and is a member of United Nations country teams in the United Nations programme countries. Each ECE regional adviser acts as focal point in three United Nations country teams in the region, which enables ECE to enhance national ownership, align technical cooperation to national priorities and strengthen cooperation with development stakeholders at the country level.

Review of high-level positions at headquarters duty stations

23.152 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, the Department reviewed the positions funded through the regular programme of technical cooperation and decided to create any new positions of regional advisers at the P-4 level instead of at the P-5 level.

Response provided to Member States' request for support in 2024

Increased number of United Nations Member States becoming parties to multilateral environmental agreements serviced by the Economic Commission for Europe
(Result 1 of subprogramme 1 (A/80/6 (Sect. 20)))

Improved reporting for monitoring the Sustainable Development Goals
(Result 3 of subprogramme 3 (A/80/6 (Sect. 20)))

Enhanced resilience of energy systems in the Economic Commission for Europe region
(Result 1 of subprogramme 5 (A/80/6 (Sect. 20)))

23.153 In 2024, ECE focused its technical cooperation on delivering integrated policy and capacity-building responses to facilitate transboundary cooperation, improve environmental governance, enhance connectivity, strengthen data and statistics systems, support green transformation and sustainable cities, promote public-private partnerships and sustainable management of natural resources and enable systems for innovations and start-ups.

23.154 To respond to member States requests in statistics, energy and environment, ECE delivered several interventions including studies, legal reviews and assessments supported by capacity-building activities. Three studies were delivered, one on "Integrating twin transition with legacy energy systems: regional overview of the selected countries in Central Asia, the Caucasus, Eastern and South-Eastern Europe"; a second one on "Establishing a national energy efficiency and renewable energy agency in Georgia: Comparative Analysis and Strategic Recommendations based on ECE member States' experiences"; and a third one on "Energy connectivity in Central Asia: an inventory of existing national energy systems, with a focus on Tajikistan" were delivered. The first study aimed at accelerating the transition from legacy energy systems to centralized analogue energy

infrastructure for better energy connectivity in Central Asia. In the area of data and statistics, at the request of the Government of Uzbekistan, a global assessment of the National Statistical System of Uzbekistan acknowledged many improvements that have been made since the previous global assessment and delivered new recommendations for the national development plan of statistics. Lastly the regular programme of technical cooperation supported Armenia to accede to the Protocol on Pollutant Release and Transfer Registers under the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters; at the request of the Government, ECE experts reviewed the legislative and institutional frameworks and proposed detailed recommendations for structure and management procedure of the pollutant release and transfer register systems. This last example highlights an integrated response using different modalities: advisory services, policy advice and capacity-building.

23.155 The above-mentioned work contributed to result 1 of subprogramme 1; result 3 of subprogramme 3; and result 1 of subprogramme 5 and the related performance measures (see figures 23.XIII to 23.XV, respectively, below) in the proposed programme budget for 2026 (A/80/6 (Sect. 20)).

Figure 23.XIII
Performance measure: number of Parties to multilateral environmental agreements serviced by the Economic Commission for Europe (cumulative)

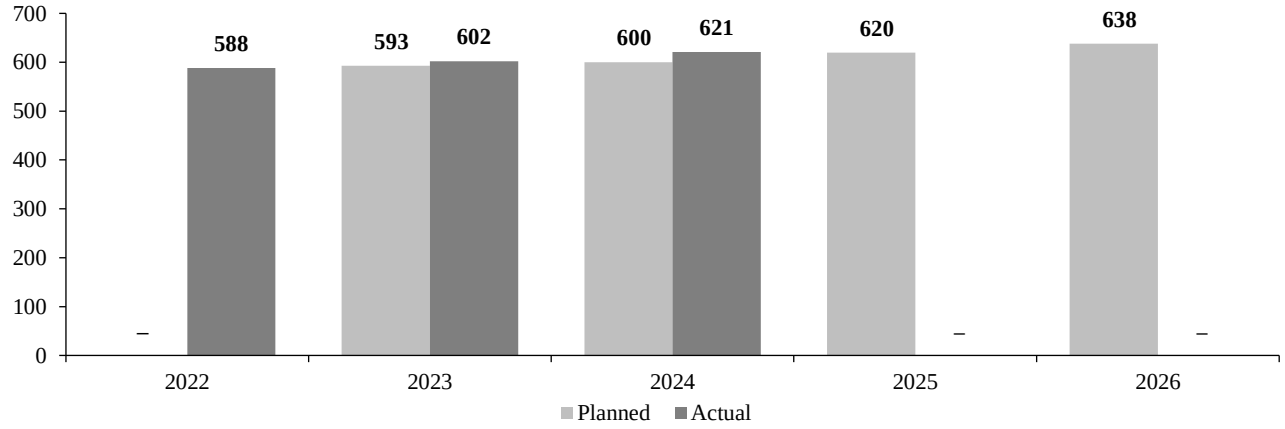


Figure 23.XIV
Performance measure: percentage of Sustainable Development Goal indicators that have sufficient data for assessing progress at the level of the Economic Commission for Europe region (annual)

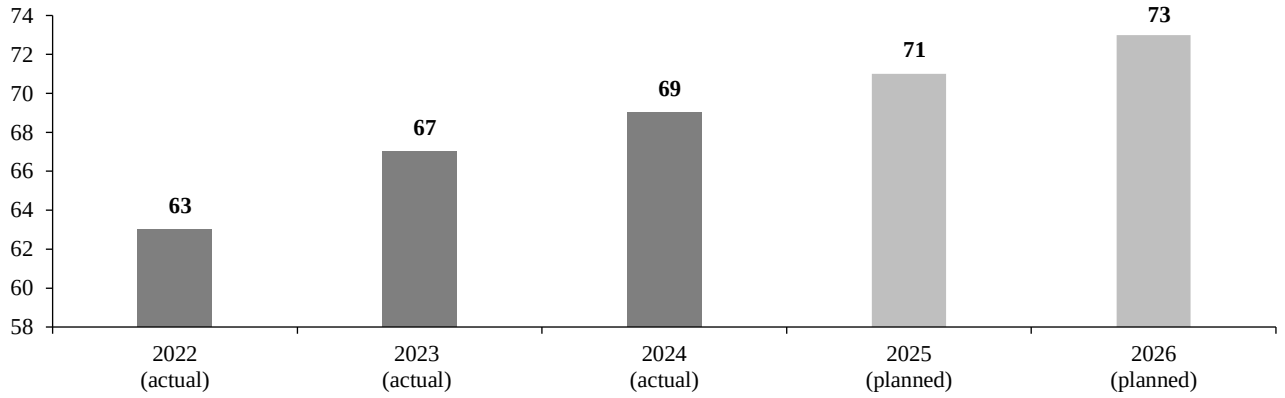
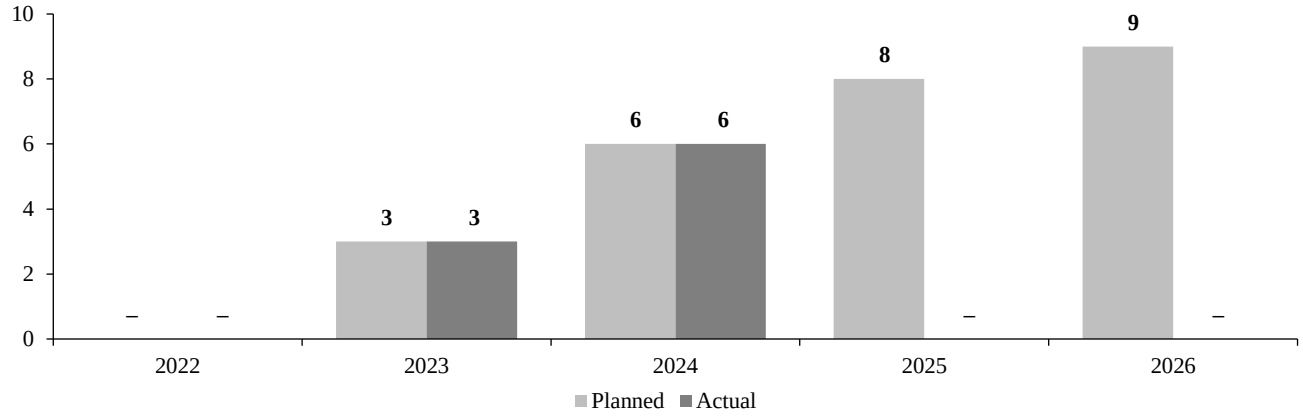


Figure 23.XV
Performance measure: number of member States using Economic Commission for Europe mechanisms to enhance the resilience of energy systems in the Economic Commission for Europe region (cumulative)



Expected responses to anticipated requests for support in 2026

Increased accessions to core road safety conventions as an initial step to contribute to fewer worldwide road accident fatalities and injuries
(Result 2 of subprogramme 2 (A/80/6 (Sect. 20)))

Improved reporting for monitoring the Sustainable Development Goals
(Result 3 of subprogramme 3 (A/80/6 (Sect. 20)))

Increased adoption of electric mobility for a sustainable energy transition
(Result 3 of subprogramme 5 (A/80/6 (Sect. 20)))

Enhanced digitalization of trade
(Result 2 of subprogramme 6 (A/80/6 (Sect. 20)))

More age-sensitive and inclusive policies to respond to the opportunities and challenges of individual and population ageing
(Result 2 of subprogramme 8 (A/80/6 (Sect. 20)))

23.156 In response to anticipated requests in 2026, ECE subprogrammes will: (a) support the ratification and implementation of ECE international norms and standards; (b) address specific national, regional, subregional and transboundary challenges; (c) improve connectivity and sustainable management of natural resources; and (d) build infrastructure and environmental resilience supported by data analysis.

23.157 ECE subprogrammes, more specifically, will focus on:

(a) Supporting the accession of Tajikistan to the ECE Convention on the Transboundary Effects of Industrial Accidents through the provision of advisory services;

(b) Preparing the Kazakhstan road safety performance review to reduce road casualties and improve national road safety systems;

(c) Conducting a global assessment of the national statistical systems of Kyrgyzstan and Azerbaijan to support the development of a national plan for official statistics. Moreover, as a follow-up to the previous global assessments of the national statistical systems of Uzbekistan and Tajikistan, sector reviews of specific areas will be conducted in these two countries;

(d) Supporting Albania to transition towards increased electric mobility for a sustainable energy transition;

(e) Supporting institutional structures for innovation and technology and building enabling environment for public-private partnerships in ECE programme countries;

(f) Supporting digital trade and transport corridors using the United Nations Centre for Trade Facilitation and Electronic Business Standards in Central Asia, Caucasus, Western Balkans and Eastern Europe countries to speed up information flow and improve efficiency of international trade and transport in the region;

(g) Developing evidence-based urban and housing policies through the preparation of a country profile on housing and land management for Montenegro;

(h) Developing ageing-related policies through a situation analysis (road map for mainstreaming ageing), advisory missions or training workshops on mainstreaming ageing for programme countries.

23.158 The expected responses would contribute to results under all subprogrammes, including, for example: (a) increased accessions to road safety conventions to contribute to fewer road accident fatalities and injuries, which is reflected in result 2 of subprogramme 2, and the related performance measure (see figure 23.XVI); (b) improved reporting for monitoring the Sustainable Development Goals, which is reflected in result 3 of subprogramme 3 and the related performance measure (see figure 23.XVII); (c) increased adoption of electric mobility for a sustainable energy transition, which is reflected in result 3 of subprogramme 5, and the related performance measure (see figure 23.XVIII); (d) enhanced digitalization of trade, which is reflected in result 2 of subprogramme 6, and the related performance measure (see figure 23.XIX); (e) more age-sensitive and inclusive policies to respond to the opportunities and challenges of individual and population ageing, which is reflected in result 2 of subprogramme 8, and the related performance measure (see table 23.34) of the proposed programme budget for 2026 (A/80/6 (Sect. 20)).

Figure 23.XVI

Performance measure: number of Contracting Parties to core United Nations road safety conventions and number of events during which member States share challenges and good practices on road safety convention implementation (cumulative)

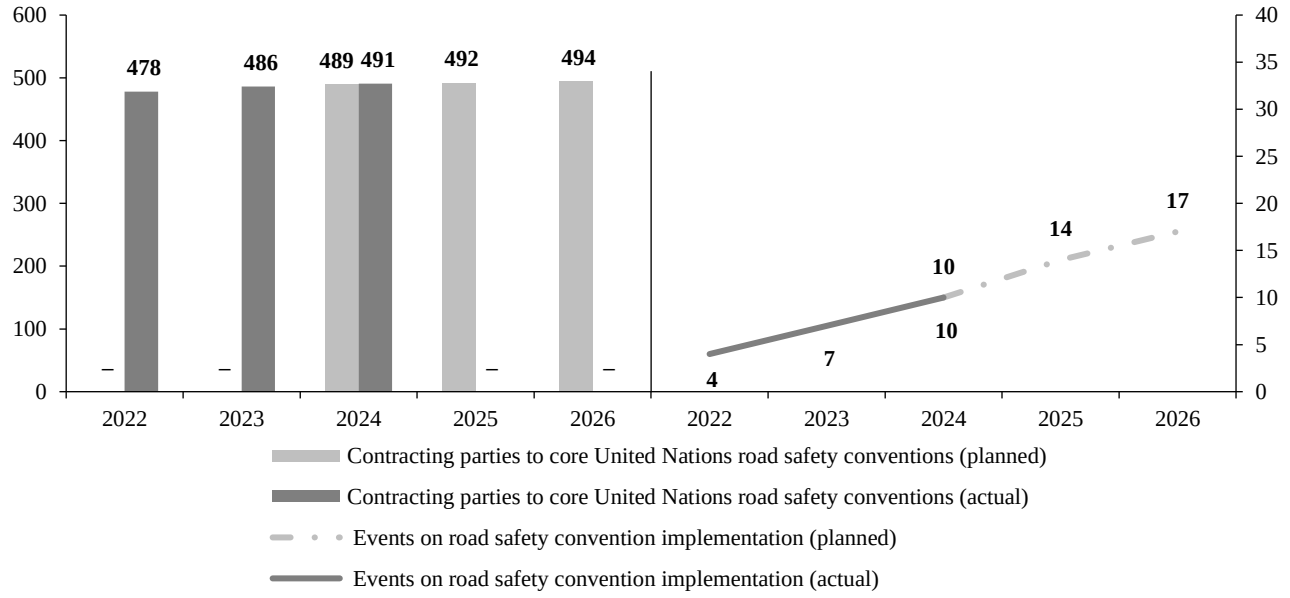


Figure 23.XVII

Performance measure: percentage of Sustainable Development Goal indicators that have sufficient data for assessing progress at the level of the Economic Commission for Europe region (annual)

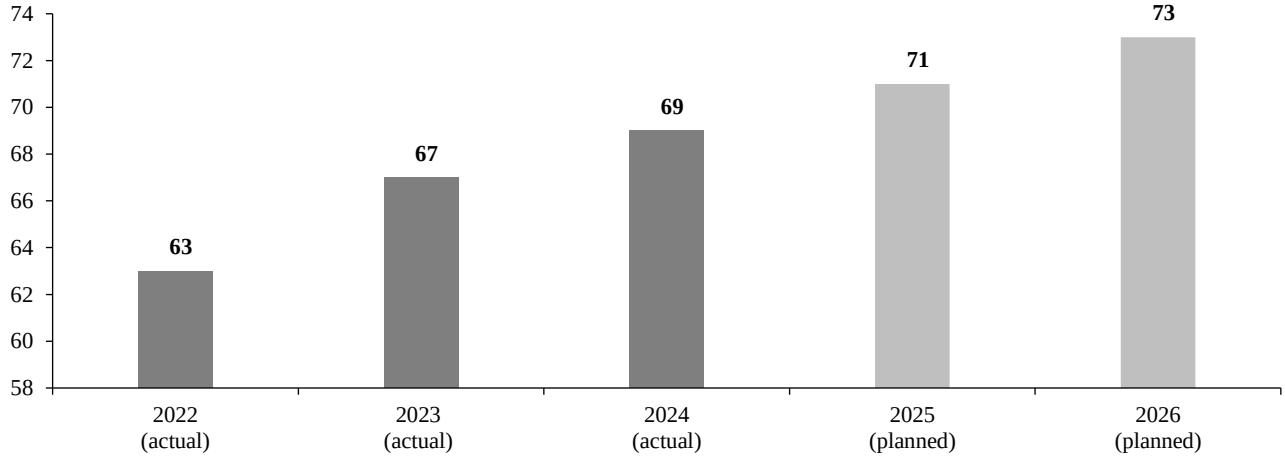


Figure 23.XVIII

Performance measure: number of member States adopting e-mobility policies that apply Economic Commission for Europe recommendations on best practices for integration of e-mobility into energy systems (cumulative)

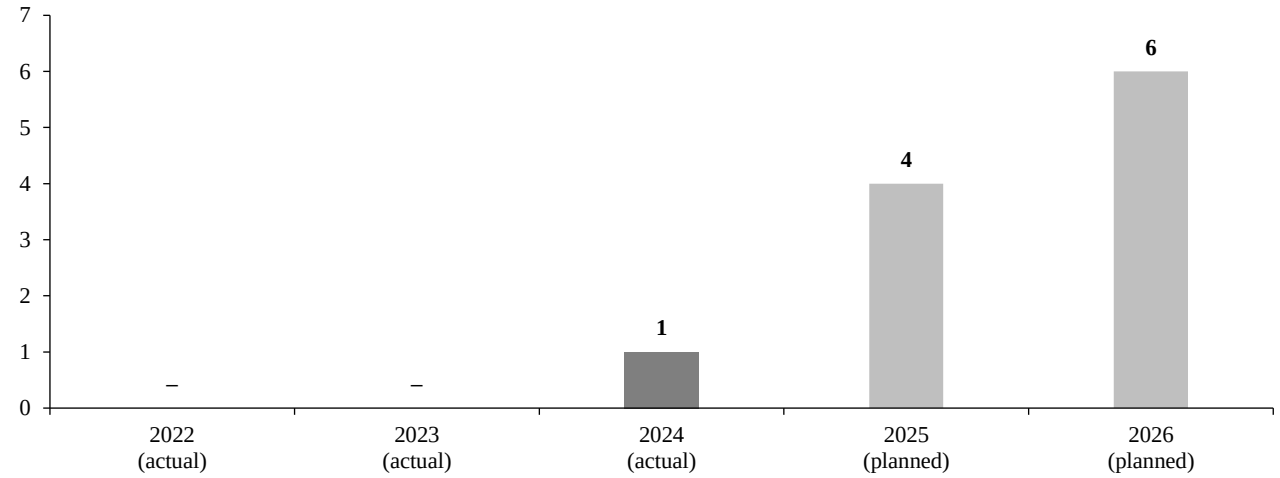
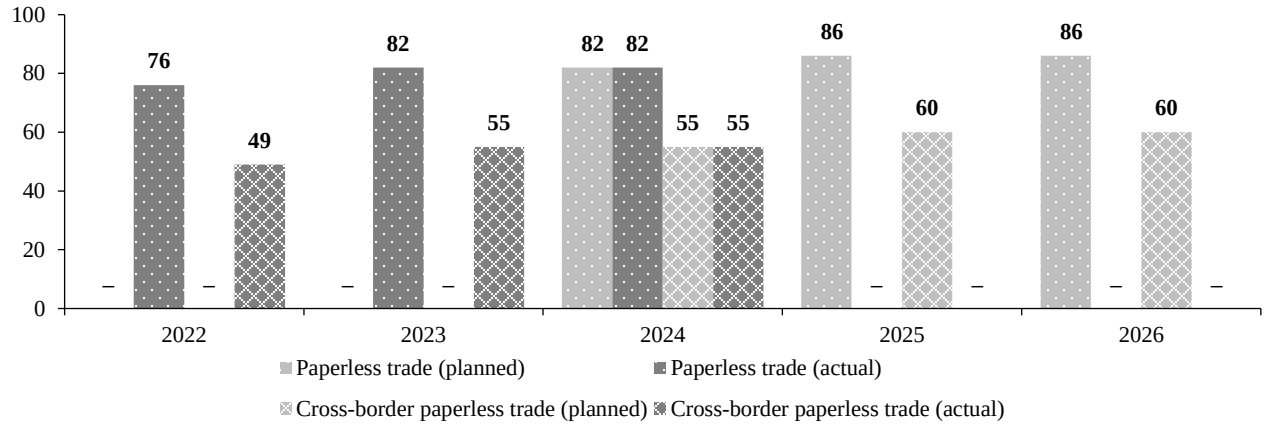


Figure 23.XIX
Performance measure: average implementation rate of trade facilitation measures in the Economic Commission for Europe region
(Percentage)



Note: The data are captured every two years through the United Nations Global Survey on Digital and Sustainable Trade Facilitation (available at: https://www.untfsurvey.org/) conducted most in 2023. Data for 2024 reflects achievements in 2023.

Table 23.34
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Development of an ageing policies database was included in the programme of work of the Standing Working Group on Ageing	Member States agreed on the scope and design of the ageing policies database	Member States, academia, civil society and the general public gain access to the ageing policies database	At least 15 member States share ageing-related policy updates for inclusion in the ageing policies database	At least 20 member States share ageing-related policy updates for inclusion in the database

B. Deliverables

Table 23.35
Economic Commission for Europe: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**75**	**77**	**77**	**82**

C. Proposed non-post resource requirements for 2026

Table 23.36
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	1 680.9	1 792.3	–	–	1 792.3
Consultants	299.6	466.7	14.4	3.1	481.1
Travel of staff	239.1	228.0	14.4	6.3	242.4
Contractual services	47.8	–	–	–	–
General operating expenses	14.3	–	–	–	–
Grants contributions	224.8	372.7	147.0	39.4	519.7
Total	**2 506.5**	**2 859.7**	**175.8**	**6.1**	**3 035.5**

23.159 The proposed regular budget resources for 2026 amount to $3,035,500, and reflect a resource increase of $175,800, or 6.1 per cent, compared with the approved level for 2025. The proposed increase under consultants ($14,400), travel of staff ($14,400), and grants and contributions ($147,000) are required for the establishment of a fellowship programme in ECE, building on the best practices from other regional commissions and accelerating the 2030 Agenda for sustainable development through regional advisory services with a particular focus on landlocked developing countries.

10. Economic and social development in Latin America and the Caribbean

A. Programmatic activities delivered through the regular programme of technical cooperation

23.160 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the following subprogrammes and complements their respective strategies and deliverables: subprogramme 1: International trade, integration and infrastructure; subprogramme 2: Production and innovation; subprogramme 3: Macroeconomic policies and growth; subprogramme 4: Social development and equality; subprogramme 6: Population and development; subprogramme 7: Sustainable development and human settlements; subprogramme 8: Natural resources; subprogramme 10: Statistics; subprogramme 11: Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico; and, subprogramme 12: Subregional activities in the Caribbean.

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

23.161 In line with the demand-driven nature of the regular programme of technical cooperation, ECLAC raises awareness of the opportunities for Latin American and Caribbean countries to access technical support from the regular programme of technical cooperation resources through outreach and notifications and announcements on various ECLAC training offerings, and face-to-face meetings with government officials, including permanent representatives, of the countries of the region, in the context of intergovernmental meetings, conferences, seminars, workshops and various capacity-building events organized by the entity. These informal settings are better suited for an initial assessment of country needs and an attempt at matching them with in-house expertise.

Complementarity with the resident coordinator system

23.162 The work of ECLAC is closely aligned with the resident coordinator system, through whose offices ECLAC receives enquiries for support from member States. After internal revision, ECLAC determines the most appropriate subprogramme(s) to provide support to the member States, taking also into consideration the mandates entrusted to the Commission. ECLAC subregional headquarters and national offices fully participate in the work of the country team and provide direct support, inputs and data on selected economic and social development perspectives to the resident coordinators and the country team in their respective countries. ECLAC also provides regular support and inputs for the elaboration of selected areas of the common country analysis and the United Nations Sustainable Development Cooperation Frameworks Cooperation Frameworks.

Review of high-level positions at headquarters duty stations

23.163 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, ECLAC reviewed all its positions and does not have any high-level positions at headquarters duty stations. All other positions proposed for 2026 have been reviewed in line with anticipated member States' needs.

Responses provided to Member States requests for support in 2024

Energy compacts: a milestone on the road to energy integration in Central America
(Programme performance in 2024 of subprogramme 11 (A/80/6 (Sect. 21)))

23.164 In 2024, Subprogramme 11, which contributes to improve the formulation of evidence-based public policies in the economic, social and environmental fields in the countries in the subregion, received requests from the Central American Integration System to continue the support delivered in previous years for the elaboration of energy compacts.

23.165 Building on the work carried out in previous years, which was informed by the outcomes achieved under the implementation of a project on updating the regional energy strategy for 2020–2030 and the creation of a specialized working group of the Central American Integration System to discuss energy efficiency standards, the subprogramme continued progress during 2024, which included the provision of technical assistance to Central American Integration System countries in the drafting of energy compacts, focusing on universal access to electricity; reduction of fuelwood use; promotion of renewable energy (including non-conventional); and increasing energy efficiency. In this regard, the subprogramme supported the discussion of the drafts through 10 webinars, participated in the review of comments for incorporation into the documents, and contributed to their finalization.

23.166 This work contributed to the result of the approval of the energy compacts, as reflected under programme performance under subprogramme 11, and the related performance measure (see table 23.37 below), in the proposed programme budget for 2026, (A/80/6 (Sect. 21)).

Table 23.37
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Drafting of five energy compacts proposals by the Central American Integration System countries	At its seventeenth regular meeting, the Central American Integration System Council of the Ministers of Energy approved the energy compacts which are intended to coordinate agendas on climate, food security, transportation and biodiversity.

Expected responses to anticipated requests for support in 2026 which will contribute to a specific performance measure

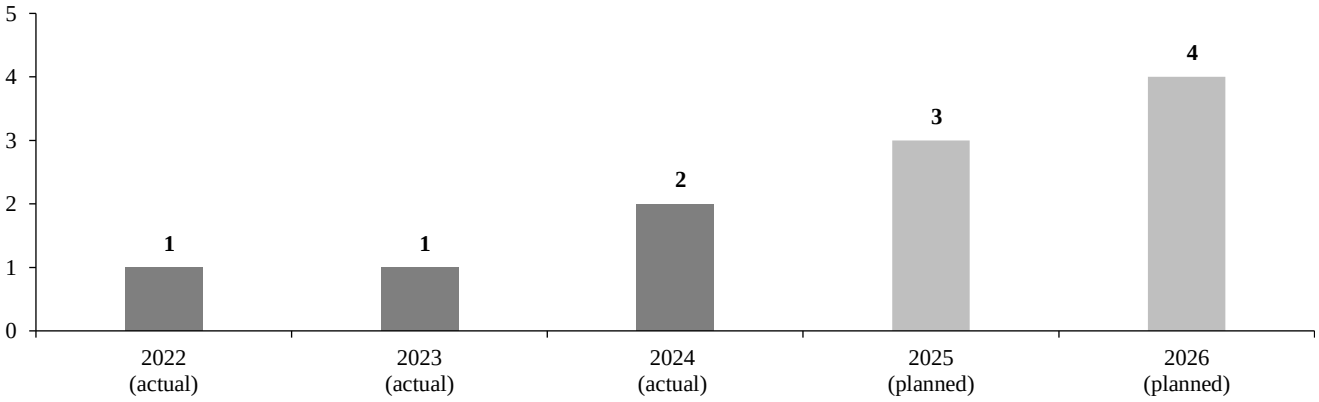
Strengthened tax expenditure policymaking to support the Sustainable Development Goals
(Result 3 of subprogramme 3 (A/80/6 (Sect. 21)))

23.167 In 2026, subprogramme 3 will continue to contribute to foster suitable and inclusive growth in Latin America and the Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues, and to evaluate, design and implement development-centred macroeconomic and financing for development policies that incorporate a gender perspective and are based on comparative analysis. In this regard, the subprogramme has been providing technical support to countries of the region to strengthen the formulation of fiscal policies, and in particular regarding tax expenditures. Tax expenditure, or revenue foregone due to preferential tax treatments, is widely used in the region and can have an impact on the resources that can deployed to finance the Sustainable Development Goals. ECLAC estimates that revenues losses due to tax expenditure in 2021 averaged 3.7 per cent of gross domestic product in the region, equivalent to 19 per cent of average central government budgetary expenditure. The subprogramme is providing member States with technical reports and capacity-building workshops to improve the quantification of tax expenditure and the evaluation of preferential tax treatments.

23.168 In response to the anticipated requests in 2026, the subprogramme will expand knowledge-sharing spaces in technical workshops to strengthen the capacity of policymakers to analyse and review tax expenditure with the aim of aligning them with the requirements to achieve the Sustainable Development Goals.

23.169 The expected response in 2026 would contribute to increased capacity of national authorities to estimate and evaluate tax expenditure in line with the objectives of the Sustainable Development Goals, which is reflected under result 3 of subprogramme 3, and in the related performance measure (see figure 23.XX below), in the proposed programme budget for 2026 (A/80/6 (Sect. 21)).

Figure 23.XX
Performance measure: number of countries estimating and evaluating tax expenditure in line with the objectives of the Sustainable Development Goals (cumulative)



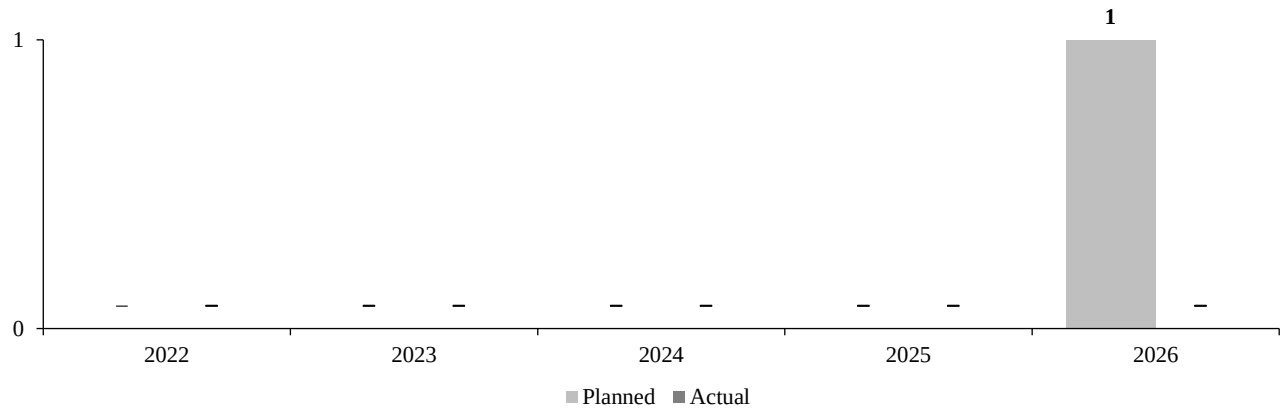
New initiatives to promote the energy transition in Latin America and the Caribbean
(Result 3 of subprogramme 8 (A/80/6 (Sect. 21)))

23.170 In 2026, subprogramme 8 will continue to support countries of the region to improve the governance and enhance the sustainable use and exploitation of national resources in Latin America and the Caribbean, focusing on water resources management affordable, inclusive and clean energy; extractive resources efficiency; and biodiversity. The subprogramme has been supporting member States in carrying out policy dialogues which have identified the main obstacles to universalize electricity access, increase the use of renewable energy in transport and industries and foster greater energy efficiency.

23.171 In response to the anticipated requests in 2026, the subprogramme will tailor its technical support to strengthen technical capacities to accelerate the energy transition, through the promotion of national initiatives such as policies and instruments, energy planning, the assessment of investment needs and methodologies that can be replicated. The subprogramme will also promote technical, operative, political and prospective capacities, strengthen multi-stakeholder dialogues, and produce evidence about the multidimensional benefits of the energy transition paths to support new initiatives in energy transition in the countries of the region.

23.172 The expected response in 2026 would contribute to new initiatives being developed by countries of the region to promote the energy transition, which is reflected under result 3 of subprogramme 8, and the related performance measure (see figure 23.XXI below), in the proposed programme budget for 2026 (A/80/6 (Sect. 21)).

Figure 23.XXI
Performance measure: number of new initiatives developed by countries of the region to promote the energy transition (cumulative)



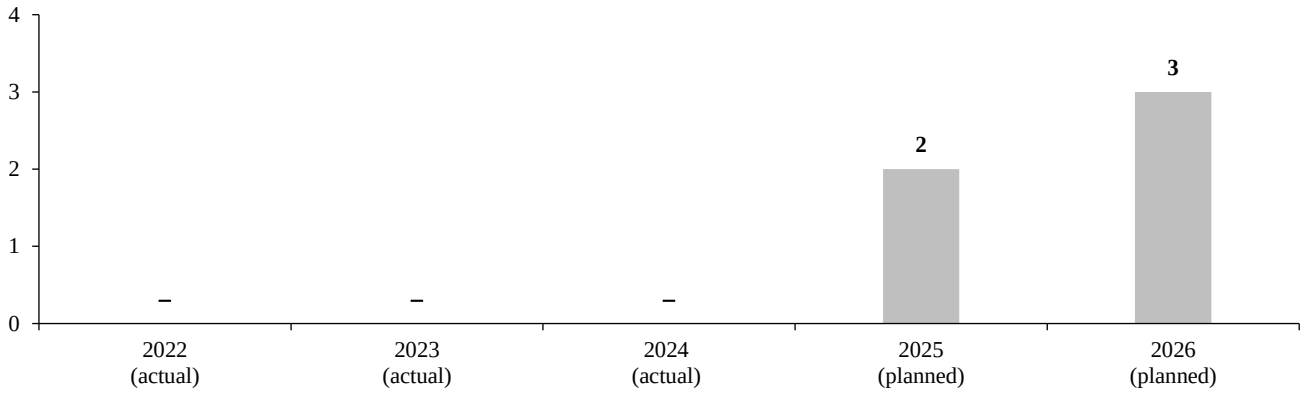
Enhanced use of administrative registers for statistical production
(Result 3 of subprogramme 10 (A/80/6 (Sect. 21)))

23.173 For 2026, subprogramme 10 will continue to support national officials and government authorities from countries of Latin America and the Caribbean to improve the production, dissemination and use of statistics for evidence-based decision-making in the region. In this regard, the subprogramme has continued to encourage the use of administrative records and non-traditional data sources and the adoption of new methodologies for the integration of different data sources. Administrative registers can complement census and household survey data, improving accuracy, cost-efficiency and timeliness. However, national statistical offices may face challenges in integrating administrative registers, including limited data access, lack of standardization, data quality issues and insufficient expertise and infrastructure. During 2024, the subprogramme supported countries of the region in addressing some of these challenges through the development of regional guidelines.

23.174 In response to anticipated requests in 2026, the subprogramme will provide technical support to the countries of the region in the development of comprehensive assessments of the administrative registers, identifying strengths and areas for improvement in critical population and social records, and organize technical workshops to strengthen capacities on innovative methodologies and technologies to use and integrate administrative registers with other data sources.

23.175 The expected response in 2026 would contribute to increased capacity of national statistical offices to initiate data exchanges with administrative records providers, which is reflected under result 3 of subprogramme 10 and the related performance measure (see figure 23.XXII below), in the proposed programme budget for 2026 (A/80/6 (Sect. 21)).

Figure 23.XXII
Performance measure: number of countries having initiated data exchanges between national statistical offices and administrative records providers (cumulative)



B. Deliverables

Table 23.38
Economic Commission for Latin America and the Caribbean: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**65**	**65**	**68**	**72**

C. Proposed non-post resource requirements for 2026

Table 23.39
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	2 697.4	3 145.0	–	–	3 145.0
Consultants	896.6	860.7	57.5	6.7	918.2
Travel of staff	368.0	391.5	–	–	391.5
Contractual services	85.6	179.7	–	–	179.7
General operating expenses	0.8	–	–	–	–
Grants, contributions	786.0	1 144.0	294.1	25.7	1 438.1
Total	**4 834.3**	**5 720.9**	**351.6**	**6.1**	**6 072.5**

23.176 The proposed regular budget resources for 2026 amount to $6,072,500 and reflect a resource increase of $351,600 compared with the appropriation for 2025. The proposed increase under grants and contributions ($294,100) is to provide for engagement of fellows with more attention on small island developing States, least developed countries and landlocked developing countries; and the increase under consultants ($57,500) will support the technical advice delivered to member States to address anticipated requests in area of statistics and national accounts.

11. Economic and social development in Western Asia

A. Programmatic activities delivered through the regular programme of technical cooperation

23.177 The assistance to Member States provided by the Economic and Social Commission for Western Asia to support the implementation of responses to their requests is carried out under subprogramme 1: Climate change and natural resource sustainability; subprogramme 2: Gender justice, population and inclusive development; subprogramme 3: Shared economic prosperity; subprogramme 4: Statistics, the information society and technology; subprogramme 5: 2030 Agenda and Sustainable Development Goal coordination, and; subprogramme 6: Governance and conflict prevention.

23.178 In implementing these responses, the regular programme of technical cooperation contributes to the objectives and planned results of the subprogrammes and complements the strategies and deliverables presented in the relevant paragraphs of the proposed programme budget for 2026 (A/80/6 (Sect. 22)) of those subprogrammes.

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.179 In December 2024, ESCWA organized the annual meeting of its technical cooperation network comprised of national technical cooperation focal points in member States to discuss their priorities and needs, highlight modes of regular programme of technical cooperation delivery and means of requesting assistance, and present an overview of main technical cooperation interventions in member States in 2024. ESCWA also sent the latest sectoral technical cooperation reports prepared for its subsidiary bodies under the different subprogrammes to the members of the technical cooperation network to keep them abreast of regular programme of technical cooperation activities in the different economic and social sectors. Finally, ESCWA sent a guiding note to representatives of national women's machineries in member States informing them about regular programme of technical cooperation and the services that ESCWA offers on women's advancement in the context of its subprogramme 2. Throughout the year, ESCWA also placed a discussion of regular programme of technical cooperation on the agendas of all formal policy dialogues held with member States in the context of intergovernmental committees, namely the Executive Committee, and the committees on women; statistics; social development; and transport and logistics.

23.180 In 2024, the Executive Secretary of ESCWA led more than five outreach visits to different member States to advance the regular programme of technical cooperation assistance provided to them, including one to Algeria, an underserved country as identified in the 2024 Office of Internal Oversight Services evaluation of regular programme of technical cooperation, which resulted in 10 new requests from the country. Throughout the year, ESCWA staff also organized briefings or participated in meetings to showcase technical cooperation services, contributing to some 70 outreach activities, including conferences, meetings and seminars on services that ESCWA renders in all areas of its work.

Complementarity with the resident coordinator system

23.181 In 2024, ESCWA attended United Nations country team meetings led by resident coordinators, following up on discussions and presenting its work when requested. ESCWA has also engaged with some country team working groups and contributed to some common country analyses. ESCWA has also continued to organize briefings to resident coordinator offices on its work and services.

Review of high-level positions at headquarters duty stations

23.182 In response to the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 77/262, ESCWA is reviewing the renewal of contracts of regional advisers against the requests received in their areas of work, considered as a testimony that their expertise is still required when such requests exist.

Response provided to member States' requests for support in 2024

Member States adopt multidimensional approach to poverty reduction
Programme performance in 2024 and planned target for 2026
(Result 2 of subprogramme 2 (A/80/6 (Sect. 22)))

23.183 In 2024, ESCWA, in response to requests from Egypt, Jordan, Mauritania, Morocco, Somalia and Tunisia, provided advisory and technical assistance for increasing the effectiveness and efficiency of social protection systems, including through a comprehensive mapping of all system components in four of those countries to produce national social protection profiles, through combined funding from the regular programme of technical cooperation, the development account and extrabudgetary sources. The profiles describe and assess whole systems, proposing recommendations for reform and increased efficiency, in addition to costing for proposed reform measures. In Morocco, ESCWA provided capacity development for improving the organizational framework of social protection delivery, and in Somalia, ESCWA carried out an assessment of capacity development needs and is rolling out a plan to improve efficiency and effectiveness of the social protection system. Such work is aimed at supporting the leaving no one behind principle of the 2030 Agenda.

23.184 The above-mentioned work contributed to result 2 of subprogramme 2, and the related performance measure (see table 23.40 below), in the proposed programme budget for 2026 (A/80/6 (Sect. 22)).

Table 23.40
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
One member State (State of Palestine) piloted a nationalized multidimensional poverty index	Two member States (Iraq and Somalia) adopted a nationalized multidimensional poverty index as a poverty analysis tool	Two member States (Egypt and Jordan) utilized a nationalized multidimensional poverty index and assist tool to assess drivers of poverty, including inequalities and exclusion	Two member States develop policy frameworks and/or strategies for the eradication of poverty	One additional member State develops policy framework and/or strategy for the eradication of poverty

Expected responses to anticipated requests for support in 2026

Contextualized economic modelling informs development of economic, social and trade policies
(Result 1 of subprogramme 3 (A/80/6 (Sect. 22)))

Member States reach bilateral trade agreements beyond the region
(Result 3 of subprogramme 3 (A/80/6 (Sect. 22)))

Skills-focused approaches to boost access to employment opportunities
Programme performance in 2024 and planned target for 2026
(Result 1 of subprogramme 2 (A/80/6 (Sect. 22)))

Member States adopt multidimensional approach to poverty reduction
Programme performance in 2024 and planned target for 2026
(Result 2 of subprogramme 2 (A/80/6 (Sect. 22)))

23.185 In 2024, ESCWA continued to provide support to member States, in particular Oman and the United Arab Emirates, in response to their requests to develop computable general equilibrium models for simulating economic chocks and assessing their estimated repercussions on a host of macroeconomic and social indicators, chosen by each requesting member State according to its needs. In this context, ESCWA provided technical advice and support for the refinement of national models and their digital interfaces, in addition to capacity development workshops for their use. In 2025, ESCWA embarked on work with Algeria on such a model and expects to receive more requests of that nature in 2026, due to the dire need of member States for achieving economic diversification and adopting sound macroeconomic policies, based on evidence. On the trade modelling side, in 2024, ESCWA initiated responses to requests from Egypt, Morocco, Oman, Saudi Arabia and the United Arab Emirates for the development of tailored national versions of the ESCWA global economy-wide trade simulator interface and received – at the end of 2024 – an additional request from Tunisia on the same subject. It is expected that more requests of such nature will be received in 2025 and 2026 to guide trade decision-making in an increasingly complex global trade environment.

23.186 In 2026, subprogramme 3 will have enhanced its capabilities to accelerate its response to country requests for macroeconomic and trade modelling. It will further develop the network of Member States using ESCWA macroeconomic and trade modelling tools, encouraging knowledge and experience exchange among them and leveraging South-South cooperation in that area. Work on providing tools and evidence for sound economic policymaking under subprogramme 3 will be complemented by work under subprogramme 2 on advancing evidence-based social policymaking, also based on data and information derived from smart tools developed by ESCWA such as the Skills Monitor and the multidimensional poverty assist tool. ESCWA will continue to leverage cutting-edge technology, including artificial intelligence, in line with the UN 2.0 vision, for supporting member States in preparing youth for the future of work through provision of evidence on factors affecting the job market (skillsets in demand and inclusiveness), and in utilizing a nationalized multidimensional poverty index and the multidimensional poverty assist tool to assess drivers of poverty, including inequalities and exclusion, and devise resource optimization strategies to combat poverty.

23.187 The expected response will contribute to additional member States using those tools as, reflected in results 1 and 3 of subprogramme 3 and related performance measures, (see tables 23.41 and 23.42 respectively); and results 1 and 2 of subprogramme 2 and related performance measures (see tables 23.43 and 23.44 respectively), in the proposed programme budget for 2026 (A/80/6 (Sect. 22)).

Table 23.41
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Two member States (Yemen and State of Palestine) used national computable general equilibrium models	Three additional member States (Mauritania, Oman and United Arab Emirates) used computable general equilibrium models	Two member States (Oman and United Arab Emirates) have access to upgraded computable general equilibrium models	Two additional member States use computable general equilibrium models	One additional member States uses computable general equilibrium model

Table 23.42
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Arab trade simulator interface is available to member States	At least two member States have access to national global economy-wide trade simulator interfaces platforms	One member State applies global Economy-Wide Trade Simulator Interfaces to develop a bilateral trade agreement

Table 23.43
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Working-age populations in four member States (Jordan, Kuwait, Lebanon and Qatar) were enabled to identify job opportunities based on their skills through artificial intelligence-based Skills Monitor portal	Policymakers in 11 member States gained access to evidence on factors affecting the job market (skillsets in demand, inclusiveness)	Three academic institutions (Lebanese American University, Petra University, and Quds University) utilized the Skills Monitor as part of their career-planning support to graduates Two member States (Jordan and Qatar) adopted the ESCWA future of work initiative framework	Two member States develop policy frameworks aimed at boosting access to the labour market	One member State implements labour market policy to enhance market skills needed for the future of work

Table 23.44
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
One member State (State of Palestine) piloted a nationalized multidimensional poverty index	Two member States (Iraq and Somalia) adopted a nationalized multidimensional poverty index as a poverty analysis tool	Two member States (Egypt and Jordan) utilized a nationalized multidimensional poverty index and assist tool to assess drivers of poverty, including inequalities and exclusion	Two member States develop policy frameworks and/or strategies for the eradication of poverty	One additional member State develops a policy framework and /or strategy for the eradication of poverty

Member States develop and deploy development policies resilient to fragility and sudden shocks
(Result 3 of subprogramme 6 (A/80/6 (Sect. 22)))

Arab policymakers gain access to on-demand, reliable evidence enabled by artificial intelligence and geospatial capacities
(Result 1 of subprogramme 4 (A/80/6 (Sect. 22)))

23.188 As part of efforts to provide support to least developed countries and conflict-affected ones among its member States, such as the Sudan, Somalia and Yemen (belonging to both groups), subprogramme 6 of ESCWA has launched regional initiatives to operationalize the Doha Programme of Action for Least Developed Countries for the decade 2022–2031 and to foster transitions towards sustainable peace and development through a combined evidence-based and consensus-building approach that aligns national priorities in the humanitarian, development and peacebuilding fields. In 2024, ESCWA received a request from Yemen for support in operationalizing the Doha Programme of Action, and requests from Iraq, the Sudan and Yemen to operationalize the humanitarian-peace-development nexus approach in the three national contexts. In 2026, ESCWA expects to continue receiving such requests as almost half of its member States are either least developed countries or conflict-affected countries. It will thus enhance its capacity-building support to public institutions and other relevant national stakeholders to enable the design of policies that are resilient and responsive to crises.

23.189 Moreover, ESCWA member States, especially conflict-affected ones where data is difficult to access and public institutions are sometimes divided due to wars, are increasingly requesting provision by ESCWA of means to improve data availability, geospatial capabilities and evidence-based policymaking underpinned by data and analysis. In 2024, for example, the Sudan requested subprogramme 4 support in ensuring statistical business continuity in times of crisis, and ESCWA convened a regular programme of technical cooperation workshop with speakers from the national statistical offices of Libya, the Syrian Arab Republic and Yemen, as well as the State of Palestine, to present their own experiences on the subject, while presenting a technical paper on the subject with best global practice. ESCWA has also enhanced capacity of its own geospatial lab under subprogramme 4 and expects that its use for provision of data from innovative, non-traditional sources to member States will increase in 2026.

23.190 The expected responses would contribute to result 3 of subprogramme 6 and result 1 of subprogramme 4 and the related performance measures (see tables 23.45 and 23.46, respectively) in the proposed programme budget for 2026 (A/80/6 (Sect. 22)).

Table 23.45
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Nine member States (Iraq, Jordan, Lebanon, Libya, Palestine, Somalia, the Sudan, the Syrian Arab Republic and Yemen) adopted the regional standard operating procedure on operationalizing the integrated humanitarian, development and peace approaches in fragile settings	Two member States have enhanced capacity to integrate recovery readiness and resilience into sustainable development initiatives	Two member States develop integrated national recovery, resilience, and development strategies and/or plans

Table 23.46
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States gained access to additional national, regional and global (statistical and non-statistical) data sets	Member States gained access to centralized, regional data management and analytics platform (the Regional Collaboration Platform for Arab States data and policy support hub)	Four member States (Egypt, Jordan, Qatar and Tunisia) generated evidence and simulated policy options and related impacts through five artificial intelligence and geospatial-enabled, interactive tools	Member States have access to national data and policy dashboards through a one-stop shop for evidence-based policymaking	Three additional Member States successfully integrate at least two of the artificial intelligence- and data-driven tools into their policy development processes, resulting in the generation of actionable policy insights

B. Deliverables

Table 23.47
Economic and Social Commission for Western Asia: deliverables for the period 2024–2026, by category and subcategory

	2024 planned	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**190**	**190**	**190**	**190**

C. Proposed non-post resource requirements for 2026

Table 23.48
Financial resources by object of expenditure
(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	3 527.6	3 545.9	54.3	1.5	3 600.2
Consultants	471.3	223.1	–	–	223.1
Experts	0.8	–	–	–	–
Travel of representatives	2.8	–	–	–	–
Travel of staff	366.1	241.5	–	–	241.5
Contractual services	281.7	32.2	–	–	32.2
General operating expenses	121.0	–	–	–	–
Grants and contributions	461.2	1 349.9	277.2	20.5	1 627.1
Total	**5 231.9**	**5 392.6**	**331.5**	**6.1**	**5 724.1**

23.191 The proposed regular budget resources for 2026 amount to $5,724,100, reflecting an increase of $331,500 or 6.1 per cent, compared with the approved budget for 2025. The proposed increase is attributable mainly to increases under grants and contributions ($277,200), in line with expected requests in 2026 for additional capacity development activities from least developed countries among Member States and those that suffer from conflict and political instability, which pose additional capacity challenges, namely through the fellowship programme; and under other staff costs ($54,300). ESCWA will use all additional funds to focus more on capacity-building for its member States, especially small island developing States, least developed countries and countries in conflict and transition in this regard.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VI
Human rights and humanitarian affairs

Section 24
Human rights

Programme 20
Human rights

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* A/80/50.

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

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

I. Office of the United Nations High Commissioner for Human Rights

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

24.1 The United Nations human rights programme is responsible for the promotion, protection, enjoyment and full realization, by all people, of all human rights. The mandate derives from the provisions of the Charter of the United Nations; the Universal Declaration of Human Rights and international human rights treaties; the Vienna Declaration and Programme of Action, including its principles and recommendations subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141, by which the Assembly established the post of the United Nations High Commissioner for Human Rights; the outcomes of relevant United Nations conferences and summits, including Assembly resolution 70/1, entitled "Transforming our world: the 2030 Agenda for Sustainable Development"; and other relevant Assembly and Human Rights Council resolutions and decisions, including the Pact for the Future (Assembly resolution 79/1) and the Proclamation of the Second International Decade for People of African Descent (Assembly resolution 79/193). In addition to international human rights law, the programme is also guided by international humanitarian law, as applicable.

24.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. The programme has a role in supporting the implementation by Member States of the 2030 Agenda, making development equitable, sustainable and responsive to the needs of people, including in relation to conflict prevention and resolution.

24.3 The programme falls under the leadership of the High Commissioner for Human Rights, who is entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council.

Strategy and external factors for 2026

24.4 In a global context affected by threats to the enjoyment of human rights by all, the Office of the United Nations High Commissioner for Human Rights (OHCHR) will continue to support the human rights mechanisms and to assist States in their efforts to comply with their human rights obligations. Increased support for and collaboration in matters regarding human rights will be provided to requesting Member States through mutually agreed bilateral frameworks. Emphasis will be placed on highlighting the importance of human rights in international and national agendas; sustaining social development and social justice (as defined in General Assembly resolution 62/10) and countering discrimination on all grounds; advancing the rights of children and women; raising awareness of human rights; responding to the needs of the vulnerable for protection; and addressing situations of international concern as identified by the Assembly, the Human Rights Council and other relevant United Nations bodies.

24.5 The Office will continue to engage with Member States and all relevant actors to assist them in their efforts to promote and protect human rights, through the provision of technical assistance, support for human rights bodies and mechanisms and, where appropriate, the establishment or strengthening of regional and country presences. Strengthened and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, the universal

periodic review, the special procedures, the Human Rights Council Advisory Committee and the complaint procedure, as well as other relevant United Nations bodies. The United Nations treaty bodies will continue to be provided with services, support and advice.

24.6 With regard to cooperation with other entities at the global and regional levels, OHCHR will use multi-stakeholder partnerships to support countries in the achievement of the Sustainable Development Goals and its transformative promise of leaving no one behind. The Office will continue to engage with a wide range of stakeholders, including civil society actors, such as non-governmental organizations (NGOs). It will also continue to help victims of human rights violations by managing the humanitarian funds that provide financial assistance for support services, such as rehabilitation and redress for victims of torture and slavery.

24.7 With regard to inter-agency coordination and liaison, OHCHR will continue to engage with the United Nations development system, both through participation in inter-agency forums and cooperation with United Nations country teams on the ground. It will also continue to cooperate with missions with a human rights component supported by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations. It will also continue its collaboration with all the United Nations agencies and programmes in crisis situations, such as humanitarian emergencies.

24.8 With regard to the external factors, the plan for 2026 is based on the following planning assumptions:

(a) There is political will on the part of States to work with the programme;

(b) Extrabudgetary resources will continue to be provided for the programme.

24.9 The programme integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, subprogramme 2 will deliver capacity-building activities on the follow-up to treaty body recommendations, including those related to the Convention on the Elimination of All Forms of Discrimination against Women.

24.10 In line with the United Nations Disability Inclusion Strategy, OHCHR will integrate disability inclusion into its operational activities, deliverables and results, as appropriate. For example, subprogramme 1 will provide expert advice on the development of standards on strengthening national human rights promotion and protection capacities as they relate to persons with disabilities.

Legislative mandates

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

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
48/121	World Conference on Human Rights	61/166	Promotion of equitable and mutually respectful dialogue on human rights
48/141	High Commissioner for the promotion and protection of all human rights	62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
55/2	United Nations Millennium Declaration	65/1	Keeping the promise: united to achieve the Millennium Development Goals
57/195	The fight against racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action	65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
57/300; 58/269	Strengthening of the United Nations: an agenda for further change	66/288	The future we want
60/1	2005 World Summit Outcome		

67/1	Declaration of the high-level meeting of the General Assembly on the rule of law at the national and international levels
68/165	Right to the truth
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/133; 76/142	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
71/189	Declaration on the Right to Peace
74/143; 77/209	Torture and other cruel, inhuman or degrading treatment or punishment
74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
75/161; 77/193	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
75/201	Review of the United Nations peacebuilding architecture
75/314	Establishment of the Permanent Forum of People of African Descent
76/130; 78/171	Persons with albinism
76/141; 78/180	Violence against women migrant workers
76/147; 78/187	Rights of the child
76/153; 78/206	The human rights to safe drinking water and sanitation
76/154	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: participation
76/158; 78/207	International Convention for the Protection of All Persons from Enforced Disappearance
76/162; 78/201	Human rights and cultural diversity
76/164; 78/197	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
76/168; 78/211	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
76/169; 78/210	Terrorism and human rights
76/172; 78/217	Protection of migrants
77/194; 79/154	Trafficking in women and girls
77/211; 79/175	The right to privacy in the digital age
77/218; 79/176	Extrajudicial, summary or arbitrary executions
77/223; 79/178	Human rights and extreme poverty
77/317	International Day of Care and Support
77/318	Promoting interreligious and intercultural dialogue and tolerance in countering hate speech
78/177; 79/147	Follow-up to the Second World Assembly on Ageing
78/186; 79/157	Report of the Human Rights Council
78/189; 79/159	Rights of Indigenous Peoples
78/190; 79/160	Combating glorification of Nazism, neo-Nazism and other practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
78/191; 79/162	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
78/193; 79/164	Universal realization of the right of peoples to self-determination
78/196; 79/168	Promotion of a democratic and equitable international order
78/198; 79/171	The right to food
78/199; 79/166	Enhancement of international cooperation in the field of human rights
78/202; 79/167	Human rights and unilateral coercive measures
78/203; 79/170	The right to development
78/212; 79/174	Freedom of religion or belief
78/213	Promotion and protection of human rights in the context of digital technologies
78/216	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection
78/234; 79/161	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
78/324	Consideration of decision 14/1 of the Open-ended Working Group on Ageing, entitled “Recommendations regarding the identification of possible gaps in the protection of the human rights of older persons and how best to address them”
79/1	The Pact for the Future
79/149	Inclusive development for and with persons with disabilities

79/152	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: the digital environment
79/153	Intensifying global efforts for the elimination of female genital mutilation
79/154	Trafficking in women and girls
79/158	Child, early and forced marriage
79/169	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
79/172	Human rights in the administration of justice
79/173	Missing persons
79/176	Extrajudicial, summary or arbitrary executions

Security Council resolutions

2282 (2016)	
2558 (2020)	

Human Rights Council resolutions and decisions

Decision 2/102	Reports and studies of mechanisms and mandates
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights
6/30	Integrating the human rights of women throughout the United Nations system
S-7/1	The negative impact of the worsening of the world food crisis on the realization of the right to food for all
8/4; 44/3; 47/6; 53/7	The right to education
S-10/1	The impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights
12/2; 24/24; 36/21; 42/28; 48/17; 54/24	Cooperation with the United Nations, its representatives and mechanisms in the field of human rights
12/10	Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all
14/5; 42/6	The role of prevention in the promotion and protection of human rights
16/1	United Nations Declaration on Human Rights Education and Training
16/15	Role of international cooperation in support of national efforts for the realization of the rights of persons with disabilities
Decision 18/117	Reporting by the Secretary-General on the question of the death penalty
19/23	Forum on Minority Issues
21/7	Right to the truth
21/15; 42/17; 51/23	Human rights and transitional justice
21/18	Human rights and issues related to terrorist hostage-taking
22/11	Panel on the human rights of children of parents sentenced to the death penalty or executed
24/35	Impact of arms transfers on human rights in armed conflicts
Decision 24/118	Establishment of a special fund for the participation of civil society in the Social Forum, the Forum on Minority Issues and the Forum on Business and Human Rights
28/16; 37/2; 46/16; 55/3	Mandate of the Special Rapporteur on the right to privacy
28/28	Contribution of the Human Rights Council to the special session of the General Assembly on the world drug problem of 2016
32/20; 35/22; 47/5; 54/19	Realizing the equal enjoyment of the right to education by every girl
35/21; 47/11; 53/28	The contribution of development to the enjoyment of all human rights
36/9; 39/9; 42/23; 45/6; 48/10; 51/7; 54/18; 57/19	The right to development
37/2; 42/15; 54/21	The right to privacy in the digital age
37/5; 46/12	Mandate of the Independent Expert on the enjoyment of human rights by persons with albinism
37/6; 45/9; 51/5; 57/5	The role of good governance in the promotion and protection of human rights
37/8; 46/7	Human rights and the environment
37/12; 46/9	Mandate of the Special Rapporteur in the field of cultural rights
37/23; 46/13	Promoting mutually beneficial cooperation in the field of human rights
37/24; 43/19; 52/14	Promotion and protection of human rights and the implementation of the 2030 Agenda for Sustainable Development
37/27; 42/18; 45/11; 51/24; 57/11	Terrorism and human rights
38/3; 47/9; 50/4; 53/11; 56/2	Enhancement of international cooperation in the field of human rights
38/6; 44/16; 50/16	Elimination of female genital mutilation

38/7; 47/16; 57/29	The promotion, protection and enjoyment of human rights on the Internet
39/5; 42/9; 48/5; 54/3; 57/8	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self determination
39/8; 42/5; 51/19; 57/13	The human rights to safe drinking water and sanitation
39/13; 45/12; 48/11; 51/18; 54/12; 57/15	Human rights and Indigenous Peoples
40/3; 43/15; 46/5; 49/6; 52/13; 55/7	The negative impact of unilateral coercive measures on the enjoyment of human rights
40/7; 43/11; 46/19; 52/16; 55/4	The right to food
40/10; 46/6; 49/5; 52/6; 55/16	Freedom of religion or belief
41/20; 47/17; 53/15	Impact of arms transfers on human rights
42/1	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
42/12; 48/3; 51/4; 54/13	Human rights of older persons
44/20; 56/10	The promotion and protection of human rights in the context of peaceful protests
45/13; 50/12	Human rights and the regulation of civilian acquisition, possession and use of firearms
45/31	The contribution of the Human Rights Council to the prevention of human rights violations
Decision 45/113	Postponement of the implementation of certain activities mandated by the Human Rights Council
46/15; 52/7	Torture and other cruel, inhuman or degrading treatment or punishment: the roles and responsibilities of police and other law enforcement officials
47/5; 54/19	Realization of the equal enjoyment of the right to education by every girl
47/10; 50/8; 56/4	Human rights and international solidarity
47/12; 57/14	The human rights of migrants
47/24; 50/9; 53/6; 56/8	Human rights and climate change
48/4; 54/21	Right to privacy in the digital age
48/8; 51/11; 54/4; 57/7	Promotion of a democratic and equitable international order
48/9; 54/35	Question of the death penalty
48/14	Mandate of the Special Rapporteur on the promotion and protection of human rights in the context of climate change
49/13; 55/4	Mandate of Special Rapporteur on the right to food
50/13	Access to medicines, vaccines and other health products in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health
51/13	Mandate of the Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self determination
51/14	The role of prevention in the promotion and protection of human rights: rule of law and accountability
51/32	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
52/17; 55/6	Mandate of Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights
52/19	Commemoration of the seventy-fifth anniversary of the Universal Declaration of Human Rights and the thirtieth anniversary of the Vienna Declaration and Programme of Action
53/1	Countering religious hatred constituting incitement to discrimination, hostility or violence
53/16	The right to a nationality: equality in nationality rights in law and in practice
53/23	Child, early and forced marriage: ending and preventing forced marriage
53/27	Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to all forms of violence against women and girls in criminal justice detention
54/4	Mandate of Independent Expert on the promotion of a democratic and equitable international order
54/9	Working group on the rights of peasants and other people working in rural areas
54/14	Enforced or involuntary disappearances
54/26	Mandate of the Working Group of Experts on People of African Descent
55/2	Mandate of Special Rapporteur on the human right to a clean, healthy and sustainable environment
55/9	The right to work
55/15	Rights of persons belonging to national, ethnic, religious and linguistic minorities.
55/17	Human rights and a culture of peace
Decision 55/115	Postponement of the implementation of certain activities mandated by the Human Rights Council

56/4	Human rights and international solidarity
56/9	Human rights and the civilian acquisition, possession and use of firearms
56/19	Technology-facilitated gender-based violence
56/20	The Human in the context of HIV and AIDS
Decision 56/117	Plastic pollution implications on the full enjoyment of human rights
57/4	Marking the thirtieth anniversary of the Beijing Declaration and Platform for Action
57/6	Countering cyberbullying
57/9	Social reintegration of persons released from detention and persons subjected to non-custodial measures
57/16	Promoting accessibility for the full enjoyment of all human rights by all
57/24	Education as a tool to prevent racism, racial discrimination, xenophobia and related intolerance
57/28	Biodiversity and human rights

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

General Assembly resolutions

41/128	Declaration on the right to development
50/156; 53/130	United Nations Voluntary Fund for Indigenous Populations
59/113 A and B	World Programme for Human Rights Education
59/174	Second International Decade of the World's Indigenous People
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
64/290	The right to education in emergency situations
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/277	Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/137	United Nations Declaration on Human Rights Education and Training
66/149	World Down Syndrome Day
66/285	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
68/135; 77/188	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/173	Follow-up to the International Year of Human Rights Learning
68/224; 74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/238; 69/217	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples
69/170	International Albinism Awareness Day
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities
70/176	Taking action against gender-related killing of women and girls
71/165	Inclusive development for persons with disabilities
72/161	International Day of Sign Languages
72/164; 74/158	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization

72/165	International Day of Remembrance and Tribute to the Victims of Terrorism
72/180	Protection of human rights and fundamental freedoms while countering terrorism
72/185	Globalization and its impact on the full enjoyment of all human rights
72/194	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
72/247	Twentieth anniversary and promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
73/161	World Braille Day
73/165	United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas
73/173	Promotion and protection of human rights and fundamental freedoms, including the rights to peaceful assembly and freedom of association
73/195	Global Compact for Safe, Orderly and Regular Migration
73/209; 79/128	Protection of persons in the event of disasters
75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls
75/157	Women and girls and the response to the coronavirus disease (COVID-19)
75/166; 77/201	Protecting children from bullying
75/170	International Day for People of African Descent
75/199; 77/268	Education for democracy
76/146; 78/188	The girl child
76/174	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection, including in the context of and recovery from the coronavirus disease (COVID-19) pandemic
76/175	Ensuring equitable, affordable, timely and universal access for all countries to vaccines in response to the coronavirus disease (COVID-19) pandemic
76/227	Countering disinformation for the promotion and protection of human rights and fundamental freedoms
77/196; 79/155	Intensification of efforts to end obstetric fistula
77/222; 79/179	Moratorium on the use of the death penalty
77/236; 79/189	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs
78/115; 79/129	Measures to eliminate international terrorism
78/208	Strengthening the role of the United Nations in the promotion of democratization and enhancing periodic and genuine elections
78/214; 79/180	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
78/215	The safety of journalists and the issue of impunity
78/228	Improving the coordination of efforts against trafficking in persons
78/234; 79/161	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
79/126	The rule of law at the national and international levels
79/193	Proclamation of the Second International Decade for People of African Descent
79/195	International trade and development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Human Rights Council resolutions and decisions

Decision 3/103	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the effective implementation of the Durban Declaration and Programme of Action
4/5	Globalization and its impact on the full enjoyment of all human rights
4/7	Rectification of the legal status of the Committee on Economic, Social and Cultural Rights
6/1	Protection of cultural rights and property in situations of armed conflict
6/11	Protection of cultural heritage as an important component of the promotion and protection of cultural rights
8/2	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
9/9	Protection of the human rights of civilians in armed conflict
11/12	Intergovernmental Working Group on the effective implementation of the Durban Declaration and Programme of Action
15/5	Forensic genetics and human rights
17/22	Migrants and asylum-seekers fleeing recent events in North Africa
21/3	Promoting human rights and fundamental freedoms through a better understanding of traditional values of humankind: best practices
22/11	Panel on the human rights of children of parents sentenced to the death penalty or executed
25/20	The right of persons with disabilities to education
26/9	Elaboration of an international legally binding instrument on transnational corporations and other business enterprises with respect to human rights
27/31; 27/31/Corr.1; 32/31; 38/12; 53/13	Civil society space
28/3	Ensuring use of remotely piloted aircraft or armed drones in counter-terrorism and military operations in accordance with international law, including international human rights and humanitarian law
31/6	The rights of persons with disabilities in situations of risk and humanitarian emergencies
32/5	Human rights and arbitrary deprivation of nationality
33/11	Preventable mortality and morbidity of children under 5 years of age as a human rights concern
33/25	Expert Mechanism on the Rights of Indigenous Peoples
34/33	Establishment of a forum on people of African descent
34/36	Elaboration of complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination
35/13	Protection of the family: role of the family in supporting the protection and promotion of human rights of older persons
35/17	Protection of the human rights of migrants: the global compact for safe, orderly and regular migration
35/30	Consideration of the elaboration of a draft declaration on the promotion and full respect of human rights of people of African descent
36/5	Unaccompanied migrant children and adolescents and human rights
36/18; 51/6	Conscientious objection to military service
37/3	Integrity of the judicial system
37/20	Rights of the child: protection of the rights of the child in humanitarian situations
37/22	Equality and non-discrimination of persons with disabilities and the right of persons with disabilities to access to justice
38/8; 47/14	Human rights in the context of HIV and AIDS
38/12	Civil society space: engagement with international and regional organizations
38/19; 53/21	The incompatibility between democracy and racism
39/3; 51/2; 54/7; 57/10	World Programme for Human Rights Education
39/10	Preventable maternal mortality and morbidity and human rights in humanitarian settings
40/11	Recognizing the contribution of environmental human rights defenders to the enjoyment of human rights, environmental protection, and sustainable development
40/14	Rights of the child: empowering children with disabilities for the enjoyment of their human rights, including through inclusive education
40/15	Thirtieth anniversary of the Convention on the Rights of the Child
41/4	Promotion of the right to peace

41/10	Access to medicines and vaccines in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health
42/7	World Programme for Human Rights Education: adoption of the plan of action for the fourth phase
42/11	Human rights in the administration of justice, including juvenile justice
42/13	The right to social security
42/14	Marking the twenty-fifth anniversary of the Beijing Declaration and Platform for Action
43/1	The promotion and protection of the human rights and fundamental freedoms of Africans and of people of African descent against excessive use of force and other human rights violations by law enforcement officers
43/18	Promoting human rights through sport and the Olympic ideal
43/23	Awareness-raising on the rights of persons with disabilities, and habilitation and rehabilitation
44/2	The central role of the State in responding to pandemics and other health emergencies, and the socioeconomic consequences thereof in advancing sustainable development and the realization of all human rights
44/14	Fifteenth anniversary of the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity, as enshrined in the 2005 World Summit Outcome
44/23	Contribution of respect for all human rights and fundamental freedoms to achieving the purposes and upholding the principles of the Charter of the United Nations
45/7; 51/12; 57/12	Local government and human rights
45/14	Eliminating inequality within and among States for the realization of human rights
45/16; 54/11	Mandate of the open-ended intergovernmental working group to elaborate the content of an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies
45/18; 51/9	The safety of journalists
45/28	Promoting and protecting the human rights of women and girls in conflict and post-conflict situations on the occasion of the twentieth anniversary of Security Council resolution 1325 (2000)
45/29	Promoting, protecting and respecting women's and girls' full enjoyment of human rights in humanitarian situations
45/30	Rights of the child: realizing the rights of the child through a healthy environment
47/3	Civil society space: COVID-19: the road to recovery and the essential role of civil society
47/4; 56/11	Menstrual hygiene management, human rights and gender equality
47/7; 53/17	The negative impact of corruption on the enjoyment of human rights
47/8	Elimination of harmful practices related to accusations of witchcraft and ritual attacks
47/15	Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to all forms of violence against women and girls with disabilities
47/20; 50/22; 53/20; 56/12	The Social Forum
47/21	Promotion and protection of the human rights and fundamental freedoms of Africans and of people of African descent against excessive use of force and other human rights violations by law enforcement officers through transformative change for racial justice and equality
47/25; 54/16	Preventable maternal mortality and morbidity and human rights
48/2; 57/17	Equal participation in political and public affairs
48/7	Negative impact of the legacies of colonialism on the enjoyment of human rights
48/12	Human rights implications of the COVID-19 pandemic on young people
48/18; 51/32; 54/27; 57/25	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
49/7	Cultural rights and the protection of cultural heritage
49/8	Commemoration of the thirty-fifth anniversary of the Declaration on the Right to Development
49/9; 55/13	Prevention of genocide
49/11	Right to work
49/12	Participation of persons with disabilities in sport, and statistics and data collection
49/14	Rights of persons belonging to national or ethnic, religious and linguistic minorities
49/18	Recognizing the contribution of human rights defenders, including women human rights defenders, in conflict and post-conflict situations, to the enjoyment and realization of human rights
49/19	Promoting and protecting economic, social and cultural rights within the context of addressing inequalities in the recovery from the COVID-19 pandemic

49/20	Rights of the child: realizing the rights of the child and family reunification
49/21	Role of States in countering the negative impact of disinformation on the enjoyment and realization of human rights
49/25	Ensuring equitable, affordable, timely and universal access for all countries to vaccines in response to the coronavirus disease (COVID-19) pandemic
49/31; 52/38	Combating intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief
50/11	Importance of casualty recording for the promotion and protection of human rights
50/15; 52/9; 56/7	Freedom of opinion and expression
51/12; 57/12	Local government and human rights
51/17; 57/30	Youth and human rights
52/8	Promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public service delivery
52/11	Question of the realization in all countries of economic, social and cultural rights
52/12	Mental health and human rights
52/21	The negative impact of the non-repatriation of funds of illicit origin to the countries of origin on the enjoyment of human rights, and the importance of improving international cooperation
52/22	Human rights, democracy and the rule of law
52/24	Contribution of the Human Rights Council with regard to the human rights implications of drug policy
52/25	Birth registration and the right of everyone to recognition everywhere as a person before the law
52/37	Mandate of the Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
53/24; 57/14	Human rights of migrants: prevention and accountability for human rights violations in transit
53/25	Implementation of Human Rights Council Resolution 31/36
53/29	New and Emerging Digital Technologies and Human Rights
54/5	Ensuring quality education for peace and tolerance for every child
54/6	Centrality of care and support from a human rights perspective
54/11	Mandate of the open-ended intergovernmental working group to elaborate the content of an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies
54/17	Contribution of the implementation of the objectives of the International Year of the Family and its follow-up processes in the promotion and protection of human rights
54/19	Realization of the equal enjoyment of the right to education by every girl
54/22	Promoting and protecting economic, social and cultural rights within the context of addressing inequalities
54/25	A world of sports free from racism, racial discrimination, xenophobia and related intolerance
55/8	Support systems to ensure community inclusion of persons with disabilities
55/14	Combatting discrimination, violence and harmful practices against intersex persons
55/29	Rights of the child: realizing the rights of the child and inclusive social protection
56/5	Open-ended intergovernmental working group on an optional protocol to the Convention on the Rights of the Child on the rights to early childhood education, free pre-primary education and free secondary education
56/6	Safety of the child in the digital environment
56/21	Accelerating progress towards preventing adolescent girls' pregnancy
57/18	Elimination of domestic violence

Economic and Social Council resolutions

1997/30	Administration of juvenile justice
2005/30	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2007/33; 2016/2; 2017/9; 2018/7; 2019/2; 2020/9; 2021/7; 2022/18; 2023/11; 2024/3	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda

2015/21	Taking action against gender-related killing of women and girls
2015/23; 2017/18; 2021/25	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2016/8	Rethinking and strengthening social development in the contemporary world
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2017/16	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2024/4	Promoting care and support systems for social development

President's statement agreed upon by the Human Rights Council

PRST/22/1	Mainstreaming human rights throughout the United Nations system

Subprogramme 2
Supporting human rights treaty bodies

General Assembly resolutions

2106 A (XX); 71/180	International Convention on the Elimination of All Forms of Racial Discrimination
2200 A (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
34/180; 70/131	Convention on the Elimination of All Forms of Discrimination against Women
36/151; 49/176	United Nations Voluntary Fund for Victims of Torture
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
44/25; 74/133	Convention on the Rights of the Child
44/128	Second Optional Protocol to the International Covenant on Civil and Political Rights, aiming at the abolition of the death penalty
45/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
49/178; 57/202	Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/263	Optional Protocols to the Convention on the Rights of the Child on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography
57/199	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
61/106	Convention on the Rights of Persons with Disabilities
61/106, annex II	Optional Protocol to the Convention on the Rights of Persons with Disabilities
63/117	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
65/204; 67/232	Committee against Torture
66/138	Optional Protocol to the Convention on the Rights of the Child on a communications procedure
68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
70/144	International Covenants on Human Rights
73/301	Commemoration of the thirtieth anniversary of the adoption of the Convention on the Rights of the Child
74/253; 76/273	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
76/154; 78/195	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
76/160; 78/200	Promotion of equitable geographic distribution in the membership of the human rights treaty bodies
79/165	Human rights treaty body system

Human Rights Council resolutions

9/8	Effective implementation of international human rights instruments
51/33	Promoting international cooperation to support national mechanisms for implementation, reporting and follow-up

Subprogramme 3
Advisory services, technical cooperation and field activities

General Assembly resolutions

63/170	Regional arrangements for the promotion and protection of human rights
72/181	National institutions for the promotion and protection of human rights
72/186	The role of the Ombudsman, mediator and other national human rights institutions in the promotion and protection of human rights
73/97	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
75/96; 76/80	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
76/155; 78/209	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region
76/171; 78/235	Subregional Centre for Human Rights and Democracy in Central Africa
76/179; 77/229	Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine
77/10	The situation in Afghanistan
77/224; 79/177	The role of the Ombudsman and mediator institutions in the promotion and protection of human rights, good governance and the rule of law
77/247	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
78/11; 79/83	The Syrian Golan
78/77; 79/90	The occupied Syrian Golan
78/78; 79/91	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
78/121; 79/141	Assistance to the Palestinian people
78/170; 79/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
78/192; 79/163	The right of the Palestinian people to self-determination
78/204	National human rights institutions
78/218; 79/181	Situation of human rights in the Democratic People's Republic of Korea
78/219; 79/182	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
78/220; 79/183	Situation of human rights in the Islamic Republic of Iran
78/221; 79/184	Situation of human rights in the temporarily occupied territories of Ukraine, including the Autonomous Republic of Crimea and the city of Sevastopol
78/222; 79/185	Situation of human rights in the Syrian Arab Republic
79/68	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
79/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
79/232	Request for an advisory opinion of the International Court of Justice on the obligations of Israel in relation to the presence and activities of the United Nations, other international organizations and third States

Commission on Human Rights resolution

E/CN.4/RES/1993/2A	Question of the violation of human rights in the occupied Arab territories, including Palestine

Human Rights Council resolutions and decisions

Decision 2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
28/32	Technical assistance and capacity-building in strengthening human rights in Iraq in the light of the abuses committed by Daesh and associated terrorist groups
S-30/1	Ensuring respect for international human rights law and international humanitarian law in the Occupied Palestinian Territory, including East Jerusalem, and in Israel
30/10	The grave and deteriorating human rights and humanitarian situation in the Syrian Arab Republic
31/29	Strengthening of technical cooperation and consultative services in Guinea
31/36; 52/35; 55/32	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan
S-32/1	Situation of human rights in the Sudan
S-33/1; 51/27	Situation of human rights in Ethiopia
34/17	Regional arrangements for the promotion and protection of human rights
S-35/1	Deteriorating situation of human rights in the Islamic Republic of Iran, especially with respect to women and children
35/31; 47/22; 53/30	Cooperation with and assistance to Ukraine in the field of human rights
35/32	National policies and human rights
S-36/1	The human rights impact of the ongoing conflict in the Sudan
S-37/1	Situation of human rights in eastern Democratic Republic of the Congo
40/13	Ensuring accountability and justice for all violations of international law in the Occupied Palestinian Territory, including East Jerusalem
43/26; 49/23; 52/31; 55/20	Situation of human rights in Myanmar
43/27; 46/23	Situation of human rights in South Sudan
43/38; 49/34; 52/42; 55/25	Technical assistance and capacity-building for Mali in the field of human rights
43/39; 48/25; 50/23; 52/41; 56/16	Technical assistance and capacity-building to improve human rights in Libya
44/1; 47/2; 50/2; 53/2; 56/17	Situation of human rights in Eritrea
44/19; 47/19; 50/20; 53/19; 55/27	Situation of human rights in Belarus
45/1; 46/20; 49/26; 52/29	Situation of human rights in Belarus in the run-up to the 2020 presidential election and in its aftermath
45/2	Strengthening cooperation and technical assistance in the field of human rights in the Bolivarian Republic of Venezuela
45/15	Situation of human rights in Yemen
45/19; 48/16; 51/28; 54/20; 57/22	Situation of human rights in Burundi
45/20; 51/29; 57/36	Situation of human rights in the Bolivarian Republic of Venezuela
45/22; 51/31; 57/23	National human rights institutions
45/25	Technical assistance and capacity-building to further improve human rights in the Sudan
45/26; 48/21; 51/39; 54/29; 57/37	Technical assistance and capacity-building for Yemen in the field of human rights
45/27; 48/22; 51/38; 54/32; 57/27	Assistance to Somalia in the field of human rights
45/32; 48/24; 51/34; 54/28; 57/32	Enhancement of technical cooperation and capacity-building in the field of human rights
45/34; 48/20; 51/36; 54/34; 57/34	Technical assistance and capacity-building in the field of human rights in the Democratic Republic of the Congo
45/35; 48/19; 51/37; 54/31; 57/35	Technical assistance and capacity-building in the field of human rights in the Central African Republic
46/1; 51/1; 57/1	Promoting reconciliation, accountability and human rights in Sri Lanka
47/1; 50/3; 53/26; 56/1	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
47/13	Situation of human rights in the Tigray region of Ethiopia
48/1; 51/20; 54/1; 57/3	Situation of human rights in Afghanistan
48/23; 54/36	Advisory services and technical assistance for Cambodia
49/27; 50/19; 51/26; 52/30; 53/18; 55/22; 57/21	Situation of human rights in the Syrian Arab Republic
50/1	Reporting by the High Commissioner for Human Rights on the situation in the Sudan
50/14	Situation of human rights of women and girls in Afghanistan
51/1; 57/1	Promoting reconciliation, accountability and human rights in Sri Lanka
51/25; 54/23; 57/20	Situation of human rights in the Russian Federation
51/35; 57/26	Technical assistance and capacity-building to address the human rights implications of the nuclear legacy in the Marshall Islands

52/1; 55/1	Advancing human rights in South Sudan
52/2	Promotion and protection of human rights in Nicaragua
52/3; 55/28	Human rights situation in the Occupied Palestinian Territory, including East Jerusalem, and the obligation to ensure accountability and justice
52/15	Cooperation with regional human rights organizations
52/27; 55/19	Situation of human rights in the Islamic Republic of Iran
52/28; 55/21	Situation of human rights in the Democratic People's Republic of Korea
52/32; 55/23	Situation of human rights in Ukraine stemming from the Russian aggression
52/33; 55/31	Human rights in the occupied Syrian Golan
52/34; 55/30	Right of the Palestinian people to self-determination
52/39; 55/24	Technical assistance and capacity-building to improve the human rights situation in Haiti, in connection with a request from the authorities of Haiti for coordinated and targeted international action
52/40; 57/33	Cooperation with Georgia
52/43; 55/26	Technical assistance and capacity-building for South Sudan
53/22	Enhancement of technical cooperation and capacity-building in the field of human rights in Colombia to implement the recommendations of the Commission for the Clarification of Truth, Coexistence and Non-Repetition
54/2; 57/2	Responding to the human rights and humanitarian crisis caused by the ongoing armed conflict in the Sudan
54/30	Penitentiary system, security and justice: enhancement of technical cooperation and capacity building to protect human rights in Honduras
54/33	Establishment of a regional office of the United Nations High Commissioner for Human Rights for the Caribbean Community
56/14	Enhancement of technical cooperation and capacity-building in the field of human rights in Colombia to implement the recommendations of the Commission for the Clarification of Truth, Coexistence and Non-Repetition: follow-up to Human Rights Council resolution 53/22
56/15	Informing the Human Rights Council on the human rights adviser programme

President's statement agreed upon by the Human Rights Council

PRST/35/1	Situation of human rights in Côte d'Ivoire

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

General Assembly resolutions

60/251	Human Rights Council
65/281	Review of the Human Rights Council
66/130	Women and political participation
70/161	Human rights defenders in the context of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
78/190; 79/160	Combating glorification of Nazism, neo-Nazism and other practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies

Human Rights Council resolutions and decisions

5/1	Institution-building of the United Nations Human Rights Council
5/2	Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council
6/17	Establishment of funds for the universal periodic review mechanism of the Human Rights Council
Decision 6/102	Follow-up to Human Rights Council resolution 5/1
11/11	System of special procedures
16/21	Review of the work and functioning of the Human Rights Council
Decision 17/119	Follow-up to Human Rights Council resolution 16/21 with regard to the universal periodic review

19/26	Terms of reference for the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council
Decision 19/119	Task force on secretariat services, accessibility for persons with disabilities and use of information technology
22/16	Promotion and protection of human rights in post-disaster and post-conflict situations
Decision 22/115	Human Rights Council webcast
31/31; 55/12	Torture and other cruel, inhuman or degrading treatment or punishment: safeguards to prevent torture during police custody and pre-trial detention
32/2	Protection against violence and discrimination based on sexual orientation and gender identity
32/2; 41/18; 50/10	Mandate of the Independent Expert on protection against violence and discrimination based on sexual orientation and gender identity
32/4	Elimination of discrimination against women
32/8; 49/13	Mandate of the Special Rapporteur on the right to food
32/11; 41/15; 50/6	Mandate of the Special Rapporteur on the human rights of internally displaced persons
32/19	Accelerating efforts to eliminate violence against women: preventing and responding to violence against women and girls, including Indigenous women and girls
32/32; 41/12; 50/17	The rights to freedom of peaceful assembly and of association
33/1; 42/10; 51/15	Special Rapporteur on contemporary forms of slavery, including its causes and consequences
33/9; 42/16; 51/21	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
33/12; 42/20; 51/16	Human rights and Indigenous Peoples: mandate of the Special Rapporteur on the rights of Indigenous Peoples
34/2; 49/16; 52/18	Promotion of the enjoyment of the cultural rights of everyone and respect for cultural diversity
34/3; 43/10	Mandate of the Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights
34/40	Promoting the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council
35/12	Independence and impartiality of the judiciary, jurors and assessors, and the independence of lawyers
35/18	Elimination of discrimination against women and girls
35/23	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health in the implementation of the 2030 Agenda for Sustainable Development
35/24	Human rights in cities and other human settlements
35/29	Contribution of parliaments to the work of the Human Rights Council and its universal periodic review
36/7; 45/10; 54/8	Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence
36/29	Promoting international cooperation to support national human rights follow-up systems, processes and related mechanisms, and their contribution to the implementation of the 2030 Agenda for Sustainable Development
37/18	Promoting human rights through sport and the Olympic ideal
37/21; 45/5; 54/15	Human rights and unilateral coercive measures
38/1; 41/6; 44/17; 50/18; 56/22	Elimination of all forms of discrimination against women and girls
38/9; 41/16	The right to education: follow-up to Human Rights Council resolution 8/4
38/13	Business and human rights: improving accountability and access to remedy
40/16; 49/10	Mandate of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism
41/17	Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to violence against women and girls in the world of work
43/14; 49/17; 52/10	Adequate housing as a component of the right to an adequate standard of living, and the right to non-discrimination in this context
44/4; 53/9	Trafficking in persons, especially women and children: strengthening human rights through enhanced protection, support and empowerment of victims of trafficking, especially women and children
44/5; 53/4	Mandate of the Special Rapporteur on extrajudicial, summary or arbitrary executions
44/6; 53/8	Elimination of discrimination against persons affected by leprosy (Hansen's disease) and their family members

44/8; 53/12	Mandate of the Special Rapporteur on the independence of judges and lawyers
44/10; 53/14	Special Rapporteur on the rights of persons with disabilities
44/11; 53/5; 56/4	Mandate of the Independent Expert on human rights and international solidarity
44/13; 53/10	Extreme poverty and human rights
45/3; 54/14	Enforced or involuntary disappearances
45/4; 54/4; 57/7	Mandate of the Independent Expert on the promotion of a democratic and equitable international order
45/17; 54/10	Mandate of the Special Rapporteur on the implications for human rights of the environmentally sound management and disposal of hazardous substances and wastes
49/32	Strengthening the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council
50/5; 56/3	Independence and impartiality of the judiciary, jurors and assessors, and the independence of lawyers: participation of women in the administration of justice
50/7	Mandate of Special Rapporteur on violence against women and girls, its causes and consequences
50/10	Mandate of Independent Expert on protection against violence and discrimination based on sexual orientation and gender identity
51/3	Neurotechnology and human rights
51/8	Arbitrary detention
51/11; 54/4	Promotion of a democratic and equitable international order
51/13	Mandate of the Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
51/30	Strengthening the voluntary funds for the universal periodic review mechanism of the Human Rights Council
Decision 51/101	Appropriate support for the Human Rights Council
52/4	Mandate of Special Rapporteur on the situation of human rights defenders
52/5	Mandate of Special Rapporteur on minority issues
52/9	Freedom of opinion and expression: mandate of Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression
52/20	Human rights of migrants: mandate of Special Rapporteur on the human rights of migrants
52/23	The human right to a clean, healthy and sustainable environment
52/26	Mandate of Special Rapporteur on the sale, sexual exploitation and sexual abuse of children
52/36	Mandate of Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance
53/3	Business and human rights: the Working Group on the issue of human rights and transnational corporations and other business enterprises, and improving accountability and access to remedy
56/13	Mandate of the International Independent Expert Mechanism to Advance Racial Justice and Equality in Law Enforcement
Decision 56/115	Strengthening documentation within the Human Rights Council: webcasts
Decision 56/116	Enhancing the support capabilities of the open-ended intergovernmental working group on transnational corporations and other business enterprises with respect to human rights, established by Human Rights Council resolution 26/9
57/11	Terrorism and human rights

President's statements agreed upon by the Human Rights Council

PRST/1/1	Entry into force of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/6/2	The twentieth anniversary of the entry into force of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/8/1	Modalities and practices for the universal periodic review process
PRST/9/2	Follow-up to President's statement 8/1
PRST/15/2	President's statement
PRST/18/2; PRST/19/1	Statement by the President
PRST/20/1	Reports of the Working Group on the Universal Periodic Review
PRST/29/1	Enhancing the efficiency of the Human Rights Council
PRST/OS/12/1	Enhancing the efficiency of the Human Rights Council, including by addressing financial and time constraints
PRST/OS/13/1	Efficiency of the Human Rights Council – addressing financial and time constraints

PRST/OS/14/2	Methods of work of the Consultative Group of the Human Rights Council	PRST/OS/17/1	Efficiency of the Human Rights Council: addressing financial and time constraints
PRST/OS/15/1	Efficiency of the Human Rights Council	PRST/OS/18/1	Efficiency of the Human Rights Council: addressing financial and time constraints
PRST/OS/16/1	Efficiency of the Human Rights Council: addressing financial and time constraints		

Deliverables

24.12 Table 24.1 lists all cross-cutting deliverables of the programme.

Table 24.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports to the General Assembly	1	1	1	1
2. Reports to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**34**	**35**	**34**	**34**
Meetings of:				
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	2	1	1
5. The General Assembly (Third and Fifth Committees)	32	32	32	32
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	**6**	**11**	**3**	**3**
6. Commissions of inquiry	6	11	3	3
C. Substantive deliverables				
Good offices: engagement with government officials.				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, pamphlets, fact sheets, wallcharts and information kits; and the programme's website, including in the six official languages, and presence on social media.				

Evaluation activities

24.13 The following evaluations completed in 2024 by the Office have guided the proposed programme plan for 2026:

(a) Evaluations of country programmes in Cambodia and Ukraine;

(b) Project evaluation on addressing human rights, migration and climate change in the Sahel region.

24.14 In response to the results of the evaluations referenced above, several programme strategies, theories of change and planning frameworks have been updated or developed. For example, the theory of change for the Cambodia country programme has been strengthened, in particular on expanding the work on economic, social and cultural rights, and the multi-year strategy for the Ukraine country programme has been revised and the rapid response capacity strengthened. Lastly, in response to evaluation findings on the project in the Sahel region, the strategy of the OHCHR West Africa regional office has been updated to integrate considerations related to migration and climate change. Consistent with the formative approach of evaluations in OHCHR, the organizational learning

derived from these evaluations have informed not only the country and regional presences where the evaluations took place, but also overall strategic programme directions.

24.15 The following evaluations are planned for 2026:

(a) One cross-cutting thematic evaluation;

(b) Three programme/project evaluations.

Programme of work

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

(a) Human rights mainstreaming

Objective

24.16 The objective, to which this subprogramme contributes, is to advance the promotion and protection of all human rights through strengthened integration of all human rights into areas of work of the United Nations system.

Strategy

24.17 To contribute to the objective, the subprogramme will:

(a) Lead cooperation within the United Nations system for the integration of human rights into United Nations programmes and activities;

(b) Promote the practical integration of human rights into development programmes, ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies that are jointly agreed upon with the Member States;

(c) Contribute to developing the capability and knowledge of the United Nations system regarding relevant human rights issues through training and advice, taking into account disability and mainstreaming a gender perspective;

(d) Develop methodological tools to facilitate the practical integration of human rights into United Nations policies, programmes and activities and, where appropriate, the advancement of the practical application of approaches to that end.

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

(a) The United Nations system further integrating human rights into its respective programmes and activities;

(b) Member States, pursuant to their request for support, building and strengthening national human rights promotion and protection capacities.

Programme performance in 2024

Increased mainstreaming of human rights in intergovernmental processes on the digital sphere and digital technologies

24.19 The Human Rights Council, in its resolution 53/29, reaffirmed the need for all stakeholders to collaborate in a more concerted way in addressing the possible impacts, opportunities and challenges of new and emerging digital technologies with regard to the promotion and protection of human rights. In 2024, the subprogramme enhanced its engagement with Member States to integrate human rights considerations into intergovernmental processes addressing the use of digital technologies. For example, the subprogramme provided advice in the negotiation process for the Global Digital Compact and for the United Nations Convention against Cybercrime. In addition, in 2024, pursuant to the abovementioned resolution, the subprogramme prepared a report for consideration by the Council (A/HRC/56/45) mapping the work and recommendations of the Council, OHCHR, the human rights treaty bodies and the special procedures of the Council in the field of human rights and new and emerging digital technologies, including artificial intelligence. The subprogramme also finalized the development of the Guidance of the Secretary-General on Human Rights Due Diligence for Digital Technology Use and convened an expert consultation on applying the Guiding Principles on Business and Human Rights to the activities of technology companies.

24.20 Progress towards the objective is presented in the performance measure below (see table 24.2).

Table 24.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Intergovernmental agreements and processes, such as the Global Digital Compact and the United Nations Convention against Cybercrime, reflect considerations related to human rights Wide use of A/HRC/56/45 by Member States, Human Rights Council mechanisms and other stakeholders as basis for further discussions and new initiatives on applying human rights in the context of digital technologies

Planned results for 2026

Result 1: increased understanding of the challenges for the protection and promotion of the human rights of future generations

Programme performance in 2024 and target for 2026

24.21 The subprogramme's work contributed to improved understanding of the challenges for the protection and promotion of human rights and to discussions of Member States on the Declaration on Future Generations being informed by relevant human rights norms and standards, which met the planned target.

24.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 24.3).

Table 24.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Strengthened cooperation with United Nations system entities to enhance a shared understanding of human rights and implications of the elements paper for the Declaration on Future Generations	Inter-agency coordination and human rights analysis is enhanced, to support intergovernmental negotiations for the development of the Declaration on Future Generations in preparation for the Summit of the Future in 2024	Discussions of Member States on the Declaration on Future Generations were informed by relevant human rights norms and standards	The protection and promotion of human rights informs agreed follow-up to the Summit of the Future, as applicable	Increased participation of young people in intergovernmental bodies and processes, including the Human Rights Council, to broaden the understanding of challenges for the human rights of future generations

Result 2: international human rights standards on economic, social and cultural rights are integrated into the development of State budgets

Programme performance in 2024 and target for 2026

24.23 The subprogramme's work contributed to Member States having access to tools to support integration of international human rights standards into budget processes, which met the planned target.

24.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 24.4).

Table 24.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member States have access to tools to support integration of international human rights standards into budget processes	Member States, pursuant to their request for support, integrate international human rights standards related to economic, social and cultural rights into budget processes	Member States, pursuant to their request for support, enhance transparency, participation and accountability in budgetary decision-making

Result 3: increased promotion and protection of human rights in national policies and practices through the economic, social and cultural rights knowledge hub

Proposed programme plan for 2026

24.25 In response to Human Rights Council resolution 54/22, the subprogramme established the economic, social and cultural rights knowledge hub dedicated to technical assistance and capacity-building, to consolidate best practices and know-how in promoting and protecting economic, social and cultural rights, within the context of addressing inequalities for Member States and relevant stakeholders.

Lessons learned and planned change

24.26 The lesson for the subprogramme was that the collection of baseline data and the inclusion of metrics can enhance the sharing of best practices. In applying the lesson, the subprogramme will strengthen the collection of data to document measurable improvements for the integration of human rights in national policies and practices. The subprogramme will focus its technical assistance and capacity-building on practices that have a positive impact on the realization of economic, social and cultural rights, and will increase peer-learning and improve the availability of knowledge products.

24.27 Expected progress towards the objective is presented in the performance measure below (see table 24.5).

Table 24.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Human Rights Council resolution 54/22 was adopted	Member States and relevant stakeholders have access to an enhanced offer of technical assistance and capacity-building about economic, social and cultural rights from the knowledge hub to inform their decisions	An online platform is available to Member States and other stakeholders, as part of the knowledge hub	Member States and other relevant stakeholders strengthen the implementation of measures to advance economic, social and cultural rights and their integration in national policies and practices.

Deliverables

24.28 Table 24.6 lists all deliverables of the subprogramme.

Table 24.6
Subprogramme 1 (a): deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report to the General Assembly	1	1	1	1
2. Report to the Human Rights Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**1**	**1**	**1**	**1**
3. Meetings of the Human Rights Council: thematic plenary panel on human rights mainstreaming	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**2**	**2**	**2**	**2**
4. On human rights and the sustainable development agenda; and on environmental perspectives and human rights	2	2	2	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Technical materials (number of materials)	**10**	**10**	**10**	**10**
5. On strengthening national protection systems, areas of human rights protection, institution-building, education and compilation of best practices on the integration of human rights aspects into United Nations policies and programmes	10	10	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: advice to United Nations entities and to Member States, at their request, on the development of standards on strengthening national human rights promotion and protection capacities; integration of human rights aspects into relevant areas.				

(b) Right to development

Objective

24.29 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights through the effective realization of the right to development.

Strategy

24.30 To contribute to the objective, the subprogramme will pursue a multidimensional strategy. The subprogramme will:

(a) Enhance awareness, knowledge and understanding about the content and importance of the right to development and identify obstacles at the international, regional and national levels, through increased engagement, research, advocacy and information and educational activities, with particular focus on least developed countries, landlocked developing countries and small island developing States;

(b) Promote the realization of the right to development across the human rights programme and encourage relevant bodies of the United Nations system, as well as funds and specialized agencies, to integrate the right to development into their work and increase focus on its practical implementation;

(c) Strengthen partnerships and collaboration with Member States, development agencies and international development, financial and trade institutions and civil society, including NGOs and the private sector;

(d) Encourage the promotion of the right to development in global development partnerships for the implementation by Member States of the 2030 Agenda, through cooperation and collaboration, advocacy, networking and technical advice and the establishment of partnerships, and in keeping with existing mandates;

(e) Provide substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development, including the Intergovernmental Working Group on the Right to Development, the Expert Mechanism on the Right to Development and the Human Rights Council biennial panel on the right to development;

(f) Provide requesting Member States with technical assistance to formulate national development strategies, such as poverty reduction papers, Sustainable Development Goals strategies and the United Nations Sustainable Development Cooperation Frameworks, taking into account the full respect of all human rights.

24.31 The above-mentioned work is expected to result in the integration of the promotion and protection of the right to development in global partnerships for development and policies and operational activities of relevant actors at all levels.

Programme performance in 2024

Increased integration of human rights norms and standards into intergovernmental processes related to financing for development

24.32 Drawing on the efforts to operationalize the right to development, the subprogramme supports efforts by Member States to reform the current international financial architecture with the objective to leave no one behind. The subprogramme worked to ensure that human rights are integrated across intergovernmental processes relevant to the United Nations Framework Convention on International Tax Cooperation and to inform the negotiations of the Fourth International Conference on Financing for Development on human rights issues related to debt, international financial institutions and development cooperation through, inter alia, submissions of policy briefs, coordination with stakeholders, including civil society, and advocacy with co-facilitators of the Conference and Member States.

24.33 Progress towards the objective is presented in the performance measure below (see table 24.7).

Table 24.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Human rights were included as one of the principles in the terms of reference for the United Nations Framework Convention on International Tax Cooperation

Planned results for 2026

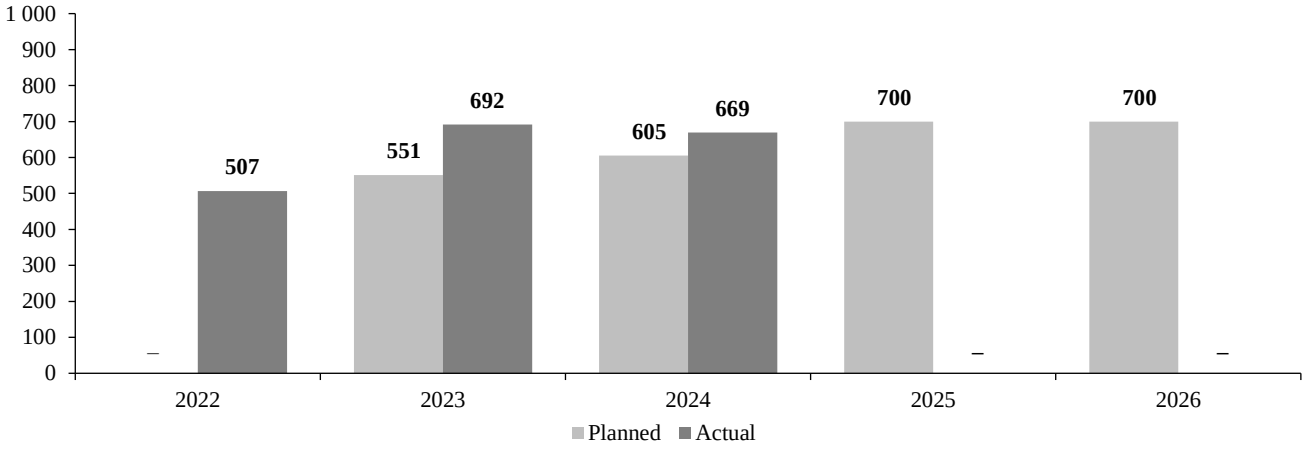
Result 1: increased participation in the Social Forum

Programme performance in 2024 and target for 2026

24.34 The subprogramme's work contributed to 669 participants attending the Social Forum of the Human Rights Council, which exceeded the planned target of 605.

24.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.I).

Figure 24.I
Performance measure: number of participants attending the Social Forum of the Human Rights Council (annual)



Result 2: anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights

Programme performance in 2024 and target for 2026

24.36 The subprogramme's work contributed to Member States having access to guidance on developing anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights, which met the planned target.

24.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 24.8).

Table 24.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Increased awareness of the nexus between corruption and human rights in accordance with Human Rights Council resolution 53/17	Member States have access to guidance on developing anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights	Member States, pursuant to their request for support, develop anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights United Nations country teams strengthen their programmes on anti-corruption and human rights	Increased number of Member States develop anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights

Result 3: strengthened promotion and protection of the right to development

Proposed programme plan for 2026

24.38 In line with Human Rights Council resolution 57/19, the subprogramme will engage in advocacy, research, regional technical support and capacity-building at the regional level to enhance support for the promotion and protection of the right to development.

Lessons learned and planned change

24.39 The lesson for the subprogramme was the need to address specific challenges and enhance the practical application of the right to development at both regional and national levels. In applying the lesson, the subprogramme will work closely with regional and national actors, to develop practical tools and methodologies to operationalize the right to development and will facilitate the identification and sharing of practical experiences.

24.40 Expected progress towards the objective is presented in the performance measure below (see table 24.9).

Table 24.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Strengthened collaboration on issues relating to the promotion and protection of the right to development between Member States, development agencies, international development institutions, financial and trade institutions, civil society and the private sector	Member States and regional stakeholders further integrate the right to development into national and regional development frameworks	Member States and other relevant actors access tailored tools and methodologies to promote the right to development

Deliverables

24.41 Table 24.10 lists all deliverables of the subprogramme.

Table 24.10
Subprogramme 1 (b): deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**13**	**13**	**12**	**12**
1. Reports to the General Assembly	1	1	1	1
2. Reports and pre-sessional documents to the Human Rights Council, including on the right to development, international cooperation, the Social Forum, the Working Group on the Right to Development and the Expert Mechanism on the Right to Development	12	12	11	11
Substantive services for meetings (number of three-hour meetings)	**31**	**31**	**29**	**29**
Meetings of:				
3. The Human Rights Council: thematic plenary panels on the right to development, good governance and climate change	3	3	3	3
4. The Social Forum	4	4	4	4
5. The Working Group on the Right to Development	10	10	10	10
6. The Expert Mechanism on the Right to Development	14	14	12	12
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**12**	**12**	**12**	**12**
7. Methodological tools and training material on the right to development	8	8	8	8
8. Research and analysis papers on the right to development	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to Member States, at their request, United Nations entities and others on the promotion of human rights, including on the development of related standards and implementation of the right to development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information products on the right to development, including in national development strategies.				

(c) Research and analysis

Objective

24.42 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights through increased knowledge, awareness and understanding.

Strategy

24.43 To contribute to the objective, the subprogramme will:

(a) Enhance the research and analysis of human rights issues, as well as the development and application of expertise in different areas, including, but not limited to, areas such as the elimination of all forms of discrimination; the rule of law, democracy and good governance; the integration of human rights into counter-terrorism and anti-trafficking measures; the implementation of the Sustainable Development Goals and poverty reduction strategies and programmes; and the protection of human rights in the context of the fight against terrorism and business activities, including in the areas of new and emerging digital technologies;

(b) Advocate for the indivisibility, interdependence and interrelatedness of all human rights, through research, policy-oriented analysis, support to standard-setting, advocacy, the compilation of best practices and improved knowledge management and knowledge-sharing;

the provision of specialized human rights services; the development of methodologies, operational guidelines and tools; capacity-building and international cooperation; and the development and delivery of human rights training, for example, within the framework of the World Programme for Human Rights Education and the Global Digital Compact;

(c) Further develop and strengthen substantive and methodological human rights expertise to support effective engagement with countries and with global and national-level partnerships, and lead efforts within the United Nations system to meet current human rights challenges;

(d) Provide advice and assistance to requesting Member States, the United Nations system, civil society, the media and national human rights institutions in their efforts to overcome human rights implementation gaps, promote the participation and protection of rights holders, through technical cooperation, advocacy, training, policy development, analysis and advice;

(e) Follow up and implement the Durban Declaration and Programme of Action, the outcome document of the Durban Review Conference and related declarations and the programme of activities for the implementation of the Second International Decade for People of African Descent (2025–2034).

24.44 The above-mentioned work is expected to result in enhanced knowledge, awareness and understanding of human rights issues.

Programme performance in 2024

Recognition of the value of human rights in climate action by a growing number of stakeholders

24.45 The subprogramme has undertaken extensive research and analysis with respect to advancing human rights solutions in addressing issues related to climate change, particularly in the context of accountability and remediation. The 2024 reports of the Secretary-General on loss and damage (mandated by resolution 53/6), and of the High Commissioner for Human Rights on the legacy of nuclear testing in the Marshall Islands (mandated by resolution 51/35), explored the potential application of elements of a transitional justice approach to efforts to ensure accountability and access to remedy.

24.46 Progress towards the objective is presented in the performance measure below (see table 24.11).

Table 24.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Member States increased their commitments to the right to a healthy environment and to integrate human rights in key environmental negotiations and their outcomes	The Intergovernmental Panel on Climate Change, in its Sixth Assessment Report, found that adaptation and mitigation actions that prioritise, among other aspects, rights-based approaches, lead to more sustainable outcomes and support transformative change The Global Framework on Chemicals – for a Planet Free of Harm from Chemicals and Waste reflected a recognition of the linkages between human rights and pollution	The importance of human rights and equity-based approaches to loss and damage from climate change was recognized by stakeholders, including Member States, during meetings of the Human Rights Council and the United Nations Framework Convention on Climate Change The Human Rights Council adopted resolutions 56/8 on human rights and climate change and 57/26 on the human rights implications of the nuclear legacy in the Marshall Islands

Planned results for 2026

Result 1: promoting and protecting economic, social and cultural rights within the context of addressing inequalities in the recovery from the coronavirus disease (COVID-19) pandemic

Programme performance in 2024 and target for 2026

24.47 The subprogramme's work contributed to Member States having access to guidance on access to medicines, vaccines and other health products, which met the planned target for 2024.

24.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 24.12).

Table 24.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The Human Rights Council, in its resolution 50/13, identified challenges in ensuring access to medicines, vaccines and other health products identified by the Human Rights Council Human rights group established within the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases	Member States considered a report on access to medicines and therapies, rare diseases, and guidance on mental health, human rights and legislation	Member States have access to guidance on access to medicines, vaccines and other health products in the context of the right of everyone to the highest attainable standard of physical and mental health	Member States and other stakeholders have access to best practices in supporting Member States to respect, promote and fulfil economic, social and cultural rights, based on a report by the High Commissioner mandated by Human Rights Council resolution 54/22	Member States have access to comprehensive guidance and solution pathways to address access to medicines, vaccines and other health products in the context of the right of everyone to the highest attainable standard of physical and mental health

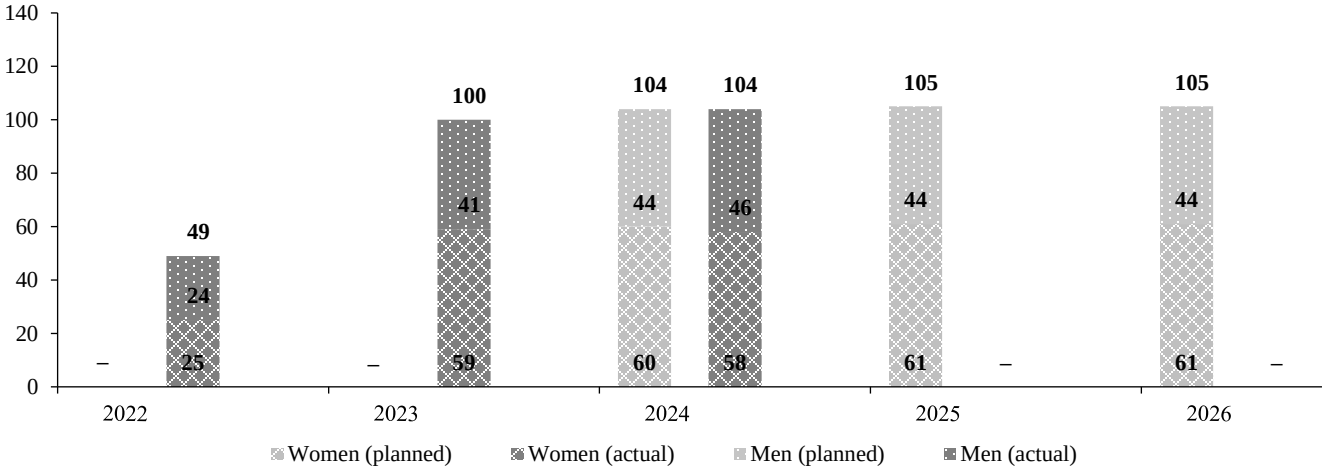
Result 2: young human rights defenders from Indigenous, minority and people of African descent communities deepen their understanding of human rights

Programme performance in 2024 and target for 2026

24.49 The subprogramme's work contributed to building the capacity of 104 Indigenous Peoples, minorities and people of African descent (58 women and 46 men) from 68 countries, which met the overall planned target.

24.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.II).

Figure 24.II
Performance measure: number of fellows participating in training programmes for people of African descent, Indigenous Peoples and minorities (annual)



Result 3: improved understanding by Member States and other stakeholders of the human rights implications of digital technologies

Proposed programme plan for 2026

24.51 Digital technologies increasingly shape how human rights are enjoyed around the world. The subprogramme has engaged in advocacy and developed and disseminated briefing papers on the impact of technology, including artificial intelligence, on human rights and the need for enhanced approaches to promoting and protecting human rights in the use of digital technology.

Lessons learned and planned change

24.52 The lesson learned for the subprogramme was that while there is an extensive body of work produced by the United Nations and its human rights mechanisms concerning human rights and digital technologies, more efforts are needed to support the practical implementation of recommendations of United Nations human rights bodies and processes. In applying the lesson, the subprogramme will provide hands-on, context-specific advice to Member States, international organizations and businesses, upon request, to develop, use and govern technology in line with human rights norms and standards. A key measure in this regard will be the establishment of an advisory service on digital technologies and human rights, as recognized in the Global Digital Compact, which will support Member States and other stakeholders in areas such as legislation and regulation, as well as how to design large-scale digital infrastructure projects.

24.53 Expected progress towards the objective is presented in the performance measure below (see table 24.13).

Table 24.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Increased awareness of Member States and other stakeholders of the impact of technology, including artificial intelligence, on human rights	Increased application by Member States of approaches to the governance of digital technologies and strengthening of privacy and data protection guarantees, that are compliant with obligations under international human rights law	Enhanced capacity of Member States, including in areas of children's rights, digital public infrastructure and digital transformation and in the governance of the digital space

Deliverables

24.54 Table 24.14 lists all deliverables of the subprogramme.

Table 24.14
Subprogramme 1 (c): deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**50**	**50**	**50**	**50**
Reports to:				
1. The General Assembly	15	15	15	15
2. The Economic and Social Council	2	2	2	2
3. The Human Rights Council	33	33	33	33
Substantive services for meetings (number of three-hour meetings)	**135**	**135**	**135**	**135**
4. Meetings of the Human Rights Council: thematic plenary panels on human rights	10	10	10	10
5. Meetings of the Human Rights Council and the other policymaking organs	125	125	125	125
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**850**	**850**	**850**	**850**
6. Seminars on strengthening national human rights promotion and protection capacities for stakeholders, including governmental and non-governmental actors and United Nations entities	150	150	150	150
7. Training events on the United Nations, human rights law and skills development for Indigenous Peoples, minorities and people of African descent (for the fellowship programmes)	700	700	700	700
Publications (number of publications)	**7**	**7**	**7**	**7**
8. On women's rights, racial discrimination, Indigenous Peoples and the administration of justice, in particular transitional justice mechanisms	7	7	7	7

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Technical materials (number of materials)	**10**	**10**	**10**	**10**
9. On women's rights, racial discrimination, Indigenous Peoples and the administration of justice, in particular transitional justice mechanisms	10	10	10	10

C. Substantive deliverables

Consultation, advice and advocacy: expert advice to Member States, United Nations entities, special rapporteurs and independent experts of the Human Rights Council, and other stakeholders, including on the development of related standards.

D. Communication deliverables

Outreach programmes, special events and information materials: information products on global and national advocacy related to women's rights, racial discrimination, Indigenous Peoples and the administration of justice.

Library services: publications, training and educational materials on human rights and translations of the Universal Declaration of Human Rights.

Subprogramme 2
Supporting human rights treaty bodies

Objective

24.55 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment of all human rights by all, in particular through support and advice to the human rights treaty bodies and by increasing awareness among national and international actors of the international human rights treaties and the work of treaty bodies.

Strategy

24.56 To contribute to the objective, the subprogramme will:

(a) Provide support for the review of Member State reports and the preparation of general comments; for the conduct of inquiries and country visits, including to places of deprivation of liberty where provided for in the treaty or upon request of Member States; for early warning and urgent action procedures and the processing of individual complaints, urgent actions and inter-State complaints; as well as assistance and advice to the national preventive mechanisms;

(b) Support the efforts of treaty bodies to improve and enhance their working methods;

(c) Engage with Member States, national human rights institutions, United Nations agencies, NGOs and other actors to enhance awareness, knowledge and understanding of the treaty bodies' work and outputs and to promote ratification of international human rights treaties;

(d) Support States Parties, upon request, in building their capacity to implement their treaty obligations and in the preparation and timely submission of their national reports, as well as in in establishing or strengthening national mechanisms for reporting and follow-up through the exchange of experiences and good practices;

(e) Assist treaty bodies in their efforts to address reprisals when they occur, and in their responses to claims and acts of intimidation or reprisals against individuals and groups for their contribution to the work of the human rights treaty bodies.

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

(a) Efficient and effective functioning of the treaty bodies;

(b) Enhanced cooperation of stakeholders at all levels with treaty bodies in accordance with their working methods and mandates.

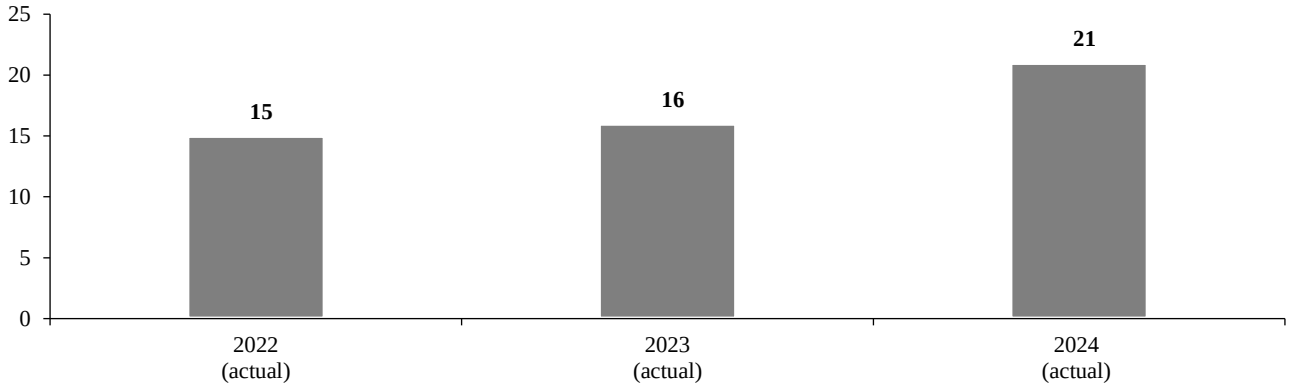
Programme performance in 2024

Increased number of ratifications of international human rights treaties

24.58 Building upon the ratification campaign started in 2023 under the Human Rights 75 initiative, the subprogramme continued its advocacy work and support to Member States contemplating ratifying international human rights treaties and their optional protocols. Through regional and cross-regional events, the subprogramme contributed to enhancing knowledge of the content of the instruments and Member States' obligations thereunder and facilitated exchanges of experiences between Member States.

24.59 Progress towards the objective is presented in the performance measure below (see figure 24.III).

Figure 24.III
Performance measure: new ratifications of international human rights treaties (annual)



Planned results for 2026

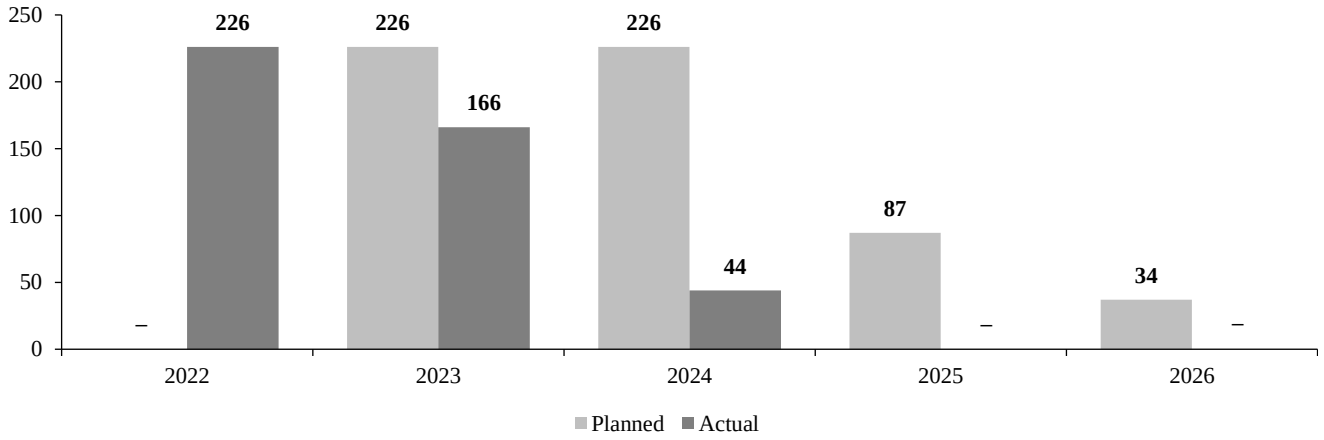
Result 1: enhanced participation of delegates in reviews by treaty bodies of reports of States Parties

Programme performance in 2024 and target for 2026

24.60 The subprogramme's work contributed to 44 hybrid meetings with interpretation, which did not meet the planned target of 226 meetings. The target was not met as there was a return to in-person meetings of treaty bodies except for those specifically mandated as hybrid, such as the official dialogues with State Party delegations, mandated by paragraph 23 of General Assembly resolution 68/268.

24.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.IV).

Figure 24.IV
Performance measure: number of hybrid meetings of treaty bodies with interpretation (annual)



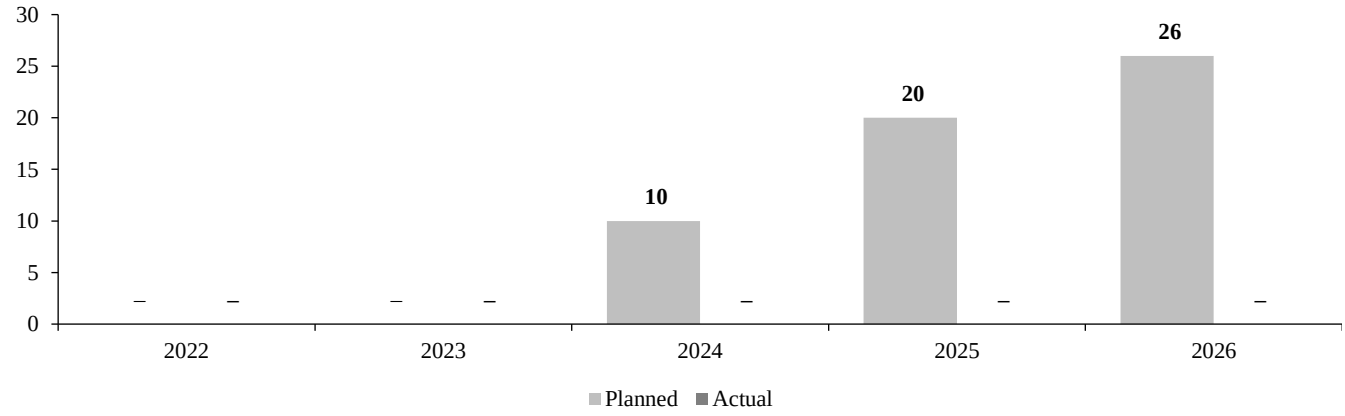
Result 2: increased international cooperation to support national mechanisms for implementation, reporting and follow-up

Programme performance in 2024 and target for 2026

24.62 The subprogramme's work contributed to identifying good practices in 10 countries on implementation, reporting and follow-up to the recommendations of the international human rights mechanisms, which did not meet the planned target of 10 countries that shared practices through the knowledge hub. The target was not met because the establishment of the virtual knowledge hub was postponed to 2025 by Human Rights Council decision 55/115.

24.63 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.V).

Figure 24.V
Performance measure: number of countries that have shared practices on implementation, reporting and follow up to the international human rights mechanisms through the knowledge hub (annual)



Result 3: improved access by State Parties and stakeholders to the recommendations of treaty bodies to facilitate their implementation

Proposed programme plan for 2026

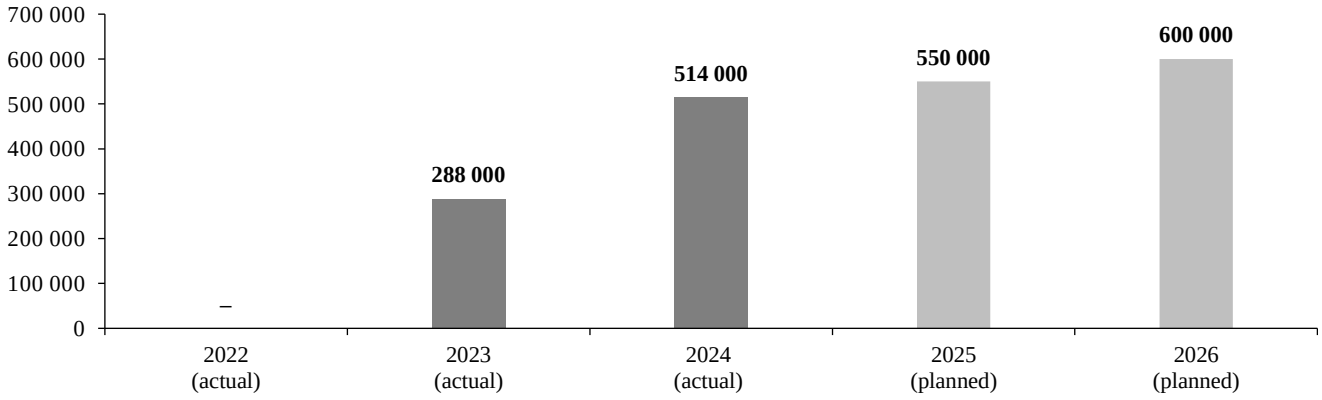
24.64 The subprogramme has launched digital tools, including the treaty body database and the Universal Human Rights Index, to enhance the capacity of Member States, rights holders and other stakeholders to access information and claim their rights.

Lessons learned and planned change

24.65 The lesson for the subprogramme was that more synergies need to be created in developing new online tools that are linked to existing online platforms, such as the treaty body database and the Universal Human Rights Index. Another lesson was to ensure that the basic infrastructure, such as the treaty body database, is continuously improved and up to date. In applying the lesson, the subprogramme will further work on updating the treaty body database and enhancing the interconnectedness between different online tools to facilitate ease of access.

24.66 Expected progress towards the objective is presented in the performance measure below (see figure 24.VI).

Figure 24.VI
Performance measure: number of users of the treaty body database (annual)



Deliverables

24.67 Table 24.15 lists all deliverables of the subprogramme.

Table 24.15
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**733**	**934**	**694**	**702**
1. Reports of the Human Rights Committee, including concluding observations and lists of issues	37	39	37	25
2. Decisions on individual communications under the First Optional Protocol to the International Covenant on Civil and Political Rights	152	446	152	184
3. Reports of the Committee on Economic, Social and Cultural Rights, including concluding observations and lists of issues	43	20	43	25

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
4. Decisions on individual communications under the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights	7	53	7	45
5. Reports of the Committee on the Elimination of Racial Discrimination, including concluding observations and lists of themes	59	40	59	33
6. Decisions under articles 11 and 14 of the International Convention on the Elimination of All Forms of Racial Discrimination	3	1	3	4
7. Reports of the Committee against Torture, including concluding observations and lists of issues	39	26	39	29
8. Decisions on individual communications under article 22 of the Convention against Torture	50	79	50	44
9. Reports of the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, including recommendations and observations on country visits	21	14	21	21
10. Replies from States Parties and national preventive mechanisms to the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	18	6	20	20
11. Reports of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families, including concluding observations and lists of issues	19	15	19	9
12. Reports of the Committee on the Elimination of Discrimination against Women, including concluding observations and lists of issues	104	41	55	57
13. Decisions on individual communications under article 2 of the Optional Protocol to the Convention on the Elimination of Discrimination against Women	14	8	14	18
14. Reports of the Committee on the Rights of the Child, including concluding observations on the reports of States Parties under the Convention on the Rights of the Child and its Optional Protocols on the sale of children, child prostitution and child pornography and on the involvement of children in armed conflict and lists of issues	49	45	49	53
15. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of the Child on a communications procedure	18	25	18	34
16. Reports of the Committee on the Rights of Persons with Disabilities, including concluding observations and lists of issues	40	20	40	35
17. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of Persons with Disabilities	5	10	5	9
18. Reports of the Committee on Enforced Disappearances, including concluding observations and lists of issues	22	13	22	19
19. Decisions on individual communications under article 31 of the International Convention for the Protection of All Persons from Enforced Disappearance	2	–	2	2
20. Report of the meeting of Chairs of the human rights treaty bodies	1	1	1	1
21. Notes by the Secretariat of the meeting of Chairs of the human rights treaty bodies	3	3	3	3
22. Notes by the Secretary-General, election of members and curricula vitae of candidates to the meetings of States Parties	4	12	12	12
23. Reports to the General Assembly of the Committees and humanitarian trust funds	16	13	16	16
24. Reports to the Economic and Social Council of the Committees on the Elimination of Discrimination against Women, on Economic, Social and Cultural Rights and on the Rights of Persons with Disabilities	3	1	3	1
25. Note by the Secretariat on results of the sessions of the Commission on the Status of Women	1	1	1	1
26. Reports of the Secretary-General to the Human Rights Council on measures taken to implement Human Rights Council resolution 9/8 and on the operations of the humanitarian trust funds	3	2	3	2

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Substantive services for meetings (number of three-hour meetings)	**1 160**	**924**	**1 156**	**996**
27. Meetings of the pre-sessional working groups of the Committees listed under policymaking organs and the working groups of optional protocols	150	118	150	110
28. Meetings of the Plenary of the Committees listed under policymaking organs, including the meeting of Chairpersons of the treaty bodies and the humanitarian trust funds	1 002	800	1 002	880
29. Meetings of States Parties, election of members	8	6	4	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**235**	**246**	**240**	**250**
30. Of the United Nations Voluntary Fund for Victims of Torture	180	190	180	190
31. Of the United Nations voluntary trust fund on contemporary forms of slavery	40	45	45	45
32. Of the Special Fund established by the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	15	11	15	15
Seminars, workshops and training events (number of days)	**150**	**119**	**150**	**150**
33. Training courses on reporting, individual communications, country visits and/or follow-up of treaty body recommendations to States Parties	150	119	150	150
Technical materials (number of materials)	**2**	**1**	**1**	**1**
34. Treaty-specific guides	2	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations and advocacy on legal instruments on the international human rights system with Member States, United Nations entities and other stakeholders; on the establishment and/or strengthening of national mechanisms for reporting and follow-up to the human rights treaty bodies; briefings to newly elected mandates holders of the Committees and new members of the Boards of Trustees of the humanitarian trust funds.				
Databases and substantive digital materials: the Universal Human Rights Index, with over 170,000 observations and recommendations made by international human rights mechanisms; treaty body jurisprudence databases; knowledge hub on national mechanisms on reporting and follow-up; national recommendations tracking database.				
D. Communication deliverables				
Outreach programmes, special events and information materials: informational brochures on the activities of the treaty bodies, the capacity-building programme and the humanitarian trust funds, as well as the Special Fund established by the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.				

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective

24.68 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights, through enhanced capacity-building, including through assistance to requesting Member States.

Strategy

24.69 To contribute to the objective, the subprogramme will:

(a) Provide Member States, upon their request, and stakeholders at the national and regional levels with human rights legal advice, education, awareness-raising and training through mutually agreed advisory services and technical cooperation programmes, including in the implementation of the recommendations to which Member States have agreed in the universal periodic review process;

(b) Improve cooperation within the United Nations system for the protection and promotion of human rights, through joint activities, the deployment of human rights officers, interaction with OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(c) Continue to deploy human rights experts and fact-finding missions, including in humanitarian emergencies, at the request of an affected country or as mandated by the relevant United Nations legislative bodies;

(d) Assist the Human Rights Council and its mechanisms, as well as other policymaking bodies and the treaty bodies, in preparing for and following up on their dialogue with Member States and ensure the efficient and effective functioning of thematic and country-specific special procedures by following human rights developments.

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

(a) Enhanced national capacities to translate international human rights obligations into effective laws, regulations and policies and meet the challenges to the full realization of human rights;

(b) Enhanced capacity of United Nations country teams, field presences, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems, guided, inter alia, by the recommendations of the international human rights mechanisms;

(c) Prevention of human rights violations, including in situations of large-scale crisis.

Programme performance in 2024

Strengthened partnership between the United Nations and the African Union

24.71 In November 2023, the African Union-United Nations Joint Framework on Human Rights was signed by the African Union Chairperson and the United Nations Secretary-General, underlining the shared commitment to the promotion and protection of human rights on the continent. As a framework of cooperation on human rights matters, it aims to enhance the support provided by both organizations to Member States, national human rights institutions, the judiciary and civil society. In 2024, the subprogramme supported the development of an implementation matrix for the Framework, laying the foundation for African Union-United Nations collaboration on human rights for the next four years. The subprogramme also facilitated a review of the Human Rights Analytical Framework to strengthen the Continental Early Warning System of the African Union to better integrate human rights in conflict prevention.

24.72 Progress towards the objective is presented in the performance measure below (see table 24.16).

Table 24.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	African Union-United Nations Joint Framework on Human Rights signed	Shared priorities identified through the implementation matrix for the African Union-United Nations Joint Framework on Human Rights

Planned results for 2026

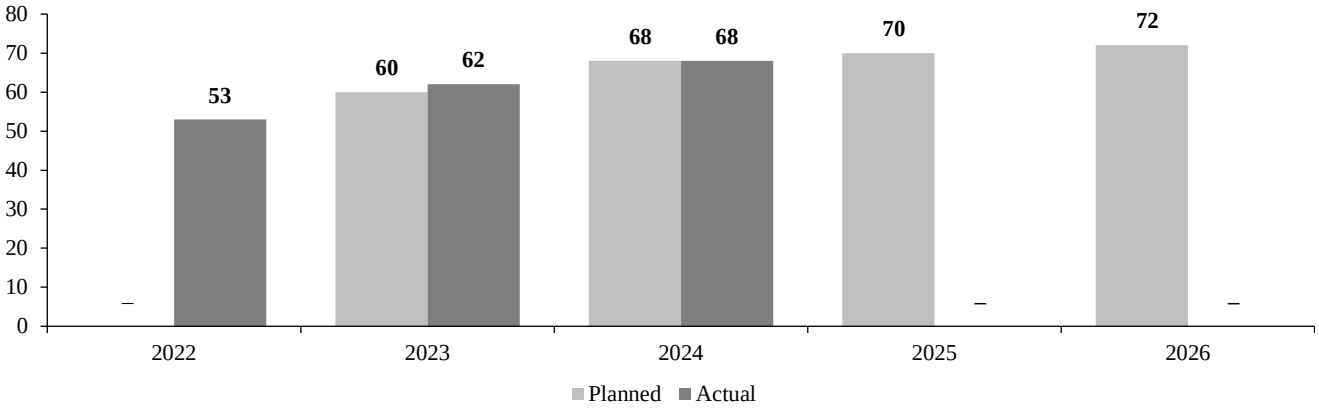
Result 1: towards implementation by Member States of recommendations emanating from international human rights mechanisms

Programme performance in 2024 and target for 2026

24.73 The subprogramme's work contributed to 68 least developed countries and small island developing States implementing recommendations emanating from international human rights mechanisms, which met the planned target.

24.74 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.VII).

Figure 24.VII
Performance measure: number of least developed countries and small island developing States that implement recommendations emanating from international human rights mechanisms (cumulative)



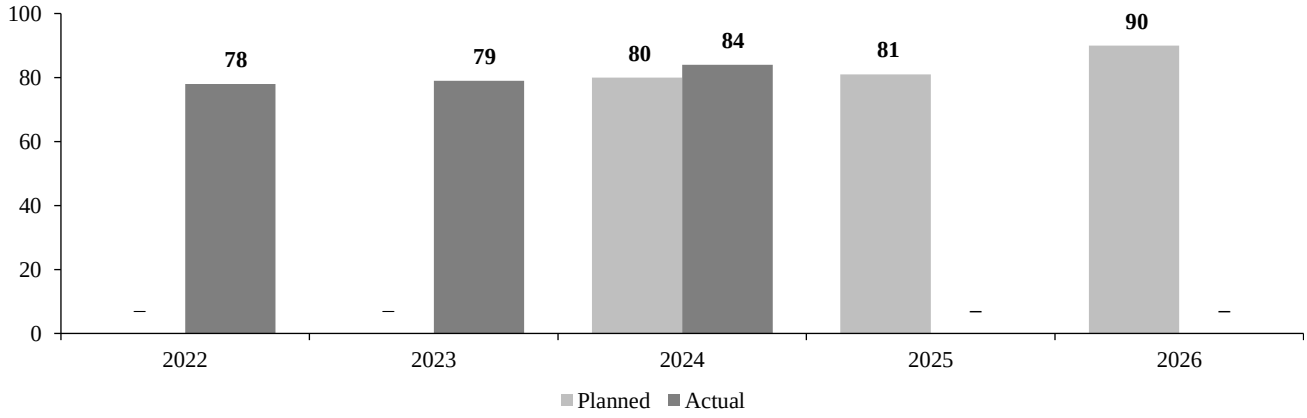
Result 2: strengthened effectiveness of national human rights institutions in line with the Paris Principles

Programme performance in 2024 and target for 2026

24.75 The subprogramme's work contributed to the establishment or strengthening of the effectiveness of 84 national human rights institutions, in line with the Principles Relating to the Status of National Human Rights Institutions (Paris Principles), which exceeded the planned target of 80.

24.76 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.VIII).

Figure 24.VIII
Performance measure: number of national human rights institutions established or strengthened in line with the Paris Principles (cumulative)



Result 3: increased technical cooperation to support Member States in the Caribbean Community in their efforts to promote, protect and fulfil human rights

Proposed programme plan for 2026

24.77 The Human Rights Council, in its resolution 54/33, welcomed the initiative of the Government of The Bahamas to host a regional office of OHCHR for the Caribbean Community, in particular to undertake technical assistance and capacity-building activities in accordance with international human rights obligations and to support efforts to promote, protect and fulfil human rights within the region.

Lessons learned and planned change

24.78 The lesson for the subprogramme was that the direct engagement with Member States from least developed countries and small island developing States led to increased requests for in-region technical assistance. In applying the lesson, the subprogramme will scale up its support to Member States, including to improve their engagement with United Nations human rights mechanisms, including through technical cooperation aimed at national capacity-building, public information and education, with a view to exchanging information and experience in the field of human rights.

24.79 Expected progress towards the objective is presented in the performance measure below (see table 24.17).

Table 24.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Signature of the host country agreement with the Government of The Bahamas	Strengthened existing partnerships and establishment of new partnerships with States and stakeholders in the region	Member States of the Caribbean Community increasingly engage with international human rights mechanisms with reduced backlog in treaty body reporting and the

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
				establishment/ strengthening of national mechanisms for implementation, reporting and follow-up

Deliverables

24.80 Table 24.18 lists all deliverables of the subprogramme.

Table 24.18
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**70**	**68**	**70**	**70**
Reports to:				
1. The General Assembly	14	10	14	12
2. The Human Rights Council	55	57	55	57
3. The General Assembly by the Special Committee to Investigate Israeli Practices	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**113**	**152**	**110**	**152**
Meetings of:				
4. The Human Rights Council related to country mandates, technical cooperation and commissions of inquiry and fact-finding missions	90	90	87	90
5. The Special Committee to Investigate Israeli Practices	5	5	5	5
6. The Subcommittee on Accreditation of the Global Alliance of National Human Rights Institutions	2	40	2	40
7. The General Assembly	14	15	14	15
8. The Board of Trustees of the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**240**	**162**	**215**	**230**
9. On technical cooperation and substantive human rights support, upon request, on economic, civil, cultural, social and political rights	130	72	100	130
10. On national and regional technical cooperation in the area of human rights	110	90	115	100
Seminars, workshops and training events (number of days)	**260**	**236**	**290**	**290**
11. Training events on various human rights themes for Governments, national human rights institutions and civil society	260	236	290	290
Fact-finding, monitoring and investigation missions (number of missions)	**9**	**28**	**20**	**20**
12. Country-specific fact-finding missions	9	28	20	20
Humanitarian assistance missions (number of missions)	–	–	**3**	**3**
13. Humanitarian assistance missions	–	–	3	3

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: consultations on human rights with Member States, national human rights institutions and civil society; assistance to special rapporteurs and independent experts of the Human Rights Council (country mandates); technical support and substantive and secretariat services for country-specific missions; monitoring, technical support and substantive services to human rights components in peace missions, including preparing inputs on the human rights situation mandated by the Security Council; substantive advice related to human rights challenges in humanitarian operations.

Databases and substantive digital materials: databases on geographic human rights information, including the human rights case database, a secure information exchange platform in support of the commissions of inquiry and fact-finding missions.

D. Communication deliverables

External and media relations: press releases and media briefings by country mandate holders and the High Commissioner.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

Objective

24.81 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights, by providing strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms, including the Human Rights Council Advisory Committee, the special procedures, the universal periodic review and the complaint procedure.

Strategy

24.82 To contribute to the objective, the subprogramme will:

(a) Research and develop analytical information and knowledge in support of the thematic special procedures and the universal periodic review mechanism to enhance their effectiveness;

(b) Support and provide thematic expertise for fact-finding missions and special procedure mandate holders' country visits, including through enhanced cooperation within the programme, analysis of gaps in the implementation of international human rights instruments, promotion of observance for international human rights standards and provision of timely advice for addressing gross and systematic violations of human rights;

(c) Support the international human rights mechanisms in their efforts to promote the implementation of the 2030 Agenda in accordance with the human rights obligations of Member States;

(d) Disseminate knowledge of the conclusions, recommendations and other outcomes of the universal periodic review, as well as the findings and methodology of the thematic special procedures, and improve coordination among mandate holders and other mechanisms of the human rights machinery;

(e) Support partnerships and reinforce dialogue and cooperation with Governments, national human rights institutions, civil society organizations, United Nations system and the United Nations human rights machinery and cooperating policymaking bodies, including to support follow-up to the findings and recommendations of the special procedure mandate holders and the outcomes of the universal periodic review;

(f) Provide assistance to Member States within the universal periodic review framework.

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

(a) Enhanced and effective functioning of the Human Rights Council and its subsidiary bodies and mechanisms, including more effective deliberations and decision-making processes;

(b) Enhanced cooperation at all levels with stakeholders that can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms.

Programme performance in 2024

Increased cooperation of Member States in Special Procedures communications

24.84 The special procedures of the Human Rights Council are independent experts with mandates to report and advise on human rights from a thematic or country-specific perspective. In 2024, the subprogramme contributed to enhanced impact of the work of special procedures. Following focused engagement with Member States, an increase in Member States' cooperation in responding to communications on alleged human rights violations was recorded in 2024. In addition, Vanuatu accepted a visit for the first time in its history, reducing the list of countries never visited by a mandate holder to 20. Similarly, six countries accepted a visit after more than five years (Benin, Guinea-Bissau, Marshall Islands, Samoa, Thailand and the United Arab Emirates). Special procedures' communications reached a higher number of individuals and victims of alleged human rights violations. Furthermore, special procedures' legal analysis interventions contributed to improving conformity of various domestic legislation with international human rights norms and standards.

24.85 Progress towards the objective is presented in the performance measure below (see table 24.19).

Table 24.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Increased cooperation of Member States' in responding to communications on alleged human rights violations (7 per cent increase compared with 2023)
		Special procedures' communications covered a higher number of individuals and victims of alleged human rights violations (12 per cent increase compared with 2023)

Planned results for 2026

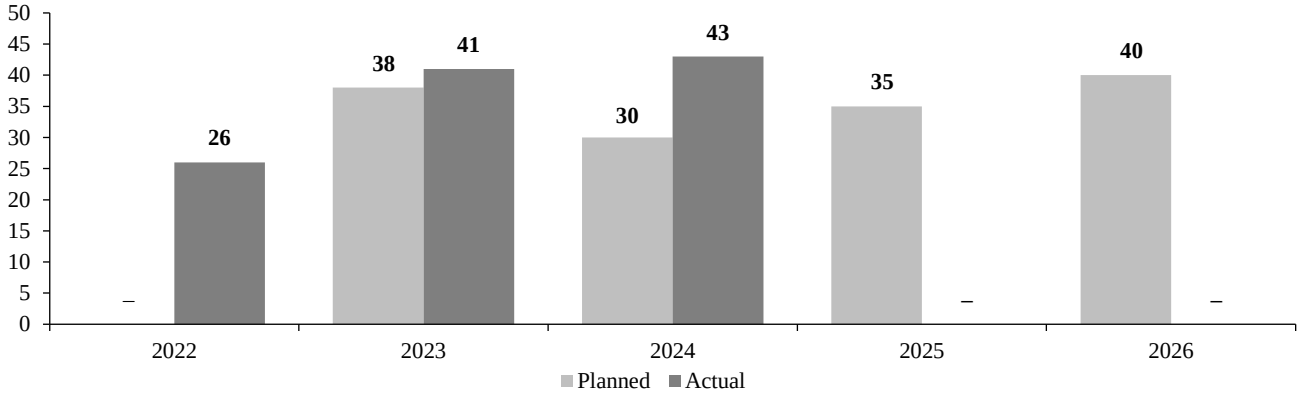
Result 1: enhanced participation of the least developed countries and small island developing States in the Human Rights Council

Programme performance in 2024 and target for 2026

24.86 The subprogramme's work contributed to participation of 43 delegates from least developed countries and small island developing States in the Human Rights Council, which exceeded the planned target of 30 delegates.

24.87 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.IX).

Figure 24.IX
Performance measure: number of delegates from least developed countries and small island developing States participating in Human Rights Council sessions (annual)



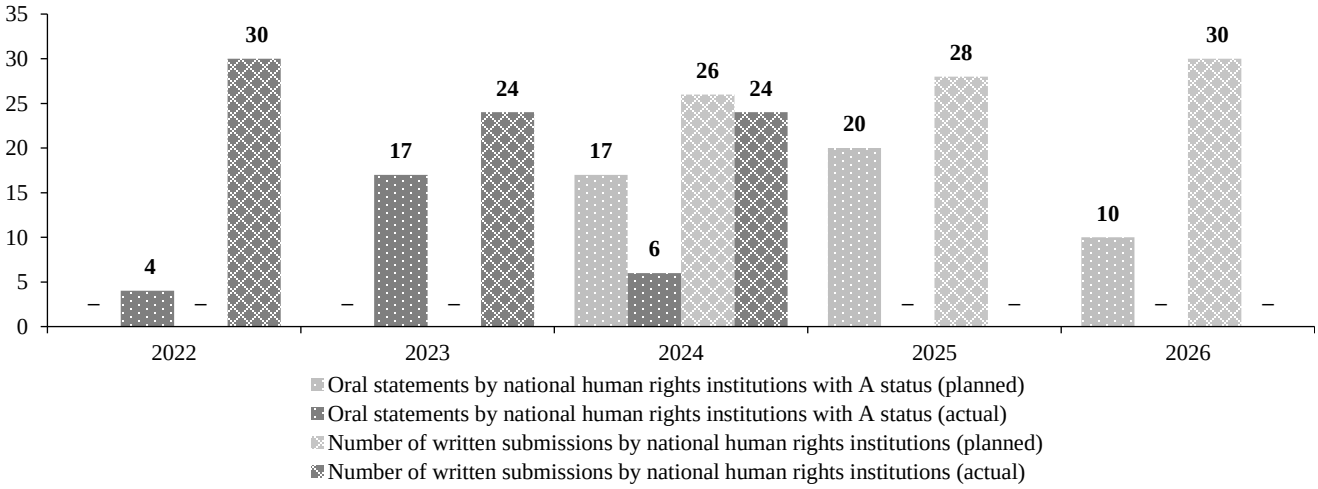
Result 2: enhanced contribution of national human rights institutions to the universal periodic review mechanism

Programme performance in 2024 and target for 2026

24.88 The subprogramme's work contributed to the submission of 30 contributions to the universal periodic review mechanism from national human rights institutions accredited in full compliance with the Paris Principles, which did not meet the target of 41 written and oral submissions. The target was not met due to the fact that several of the countries reviewed in 2024 did not have a national human rights institution accredited with "A" status.

24.89 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 24.X).

Figure 24.X
Performance measure: number of written and oral submissions made by national human rights institutions during the universal periodic review (annual)



Result 3: enhanced engagement of United Nations country teams with the universal periodic review mechanism

Proposed programme plan for 2026

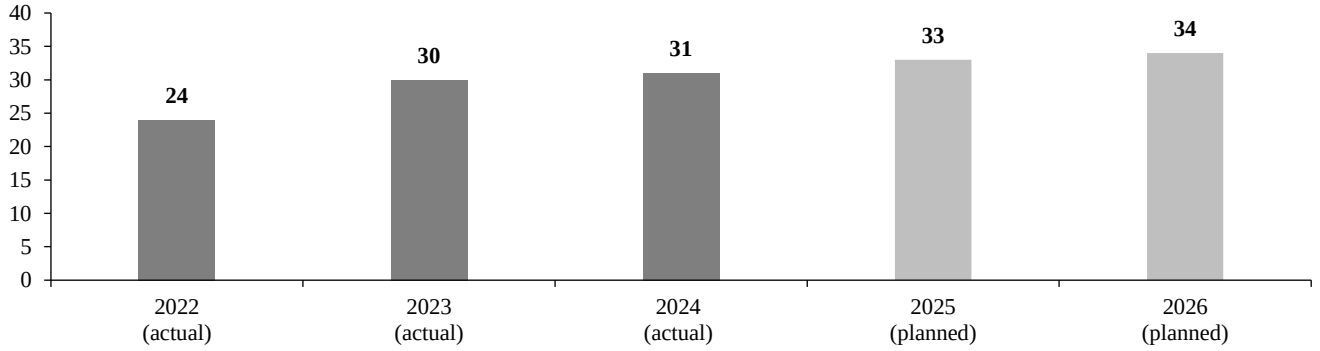
24.90 The subprogramme works with United Nations country teams, in close cooperation with the United Nations Development Coordination Office, to encourage and support their active participation in the universal periodic review.

Lessons learned and planned change

24.91 The lesson for the subprogramme was that holding regular briefings sessions with the United Nations system at the country level, as well as bilateral meetings with resident coordinators, can enhance the participation and contribution by United Nations country teams. In applying the lesson, the subprogramme will expand the above-mentioned practices and combine them with regular sharing of information on timelines and modalities of engagement to encourage their active participation in the universal periodic review.

24.92 Expected progress towards the objective is presented in the performance measure below (see figure 24.XI).

Figure 24.XI
Performance measure: number of written submissions made by United Nations country teams during the universal periodic review (annual)



Deliverables

24.93 Table 24.20 lists all deliverables of the subprogramme.

Table 24.20
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**331**	**314**	**333**	**331**
1. Reports of the special rapporteurs, working groups and independent experts to the General Assembly	43	43	44	44
2. Reports of the special rapporteurs, working groups, independent experts and special procedures to the Human Rights Council	128	117	129	131
3. Reports of the Secretary-General to the Human Rights Council	3	3	3	3
4. Reports of the Office of the United Nations High Commissioner for Human Rights to the Working Group on the Universal Periodic Review (compilation of United Nations information and summary of stakeholder information)	84	84	84	82

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
5. Reports of the Working Group on the Universal Periodic Review to the Human Rights Council	42	42	42	41
6. Reports of the Office of the United Nations High Commissioner for Human Rights to the Human Rights Council on the operations of the voluntary fund for financial and technical assistance in the implementation of the universal periodic review and the voluntary trust fund for participation in the universal periodic review	2	2	2	2
7. Reports on thematic mandates as may be entrusted to the Secretary-General, the High Commissioner and mandate holders to the Human Rights Council	2	2	2	2
8. Reports on annotations to the agenda to the Working Group on Situations and the Working Group on Communications and to the provisional agenda to the Human Rights Council and the Human Rights Council Advisory Committee	9	9	9	9
9. Reports of the working groups of the complaint procedure	4	4	4	4
10. Reports of the closed meetings of the Human Rights Council convened in connection with the complaint procedure	2	1	2	2
11. Reports of the Experts to the Human Rights Council Advisory Committee	5	2	5	5
12. Report of the Human Rights Council to the General Assembly	1	1	1	1
13. Reports of the Human Rights Council Advisory Committee to the Human Rights Council	3	1	3	2
14. Reports of the Human Rights Council (stand-alone reports at each session)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	**474**	**465**	**474**	**479**
15. Plenary meetings of the Human Rights Council	140	145	140	145
16. Meetings on the review of States undertaken by the Working Group on the Universal Periodic Review mechanism	51	51	51	51
17. Special sessions of the Human Rights Council	2	–	2	2
18. Pre-session, in-session and post-session meetings of the Bureau of the Human Rights Council	20	17	20	20
19. Closed meetings of the Human Rights Council under the complaint procedure	4	1	4	4
20. Meetings of the working groups of the complaint procedure	40	24	40	40
21. Meetings of the working groups (on enforced or involuntary disappearances, on arbitrary detention, on the use of mercenaries, on discrimination against women in law and practice and on the issue of human rights and transnational corporations and other business enterprises) and of the Forum on Minority Issues and the Forum on Business and Human Rights	173	173	173	173
22. Meetings of the Consultative Group for the appointment of holders of special procedures mandates	24	34	24	24
23. Plenary meetings of the Human Rights Council Advisory Committee	20	20	20	20
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**15**	**15**	**15**	**15**
24. Statistical report on the Human Rights Council	3	3	3	3
25. Monthly lists of communications	12	12	12	12

C. Substantive deliverables

Consultation, advice and advocacy: consultations with members and observers of the Council; briefings to Member States and United Nations entities on procedural issues relating to the Council and its subsidiary bodies, mechanisms and working groups; briefings by the Secretary of the Council to NGOs; communications by special rapporteurs, independent experts and working groups mandated by policymaking bodies on behalf of alleged victims of human rights violations.

D. Communication deliverables

External and media relations: press releases on the work of the Human Rights Council, its subsidiary bodies and mechanisms.

Digital platforms and multimedia content: web pages on the work of the Human Rights Council, its subsidiary bodies and mechanisms.

B. Proposed post and non-post resource requirements for 2026

Overview

24.94 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 24.21 to 24.23.

Table 24.21
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	95 740.2	120 997.3	2 410.2	4 959.2	164.3	7 533.7	6.2	128 531.0
Other staff costs	44 280.4	72 117.0	(7 205.7)	2 779.7	(37.9)	(4 463.9)	(6.2)	67 653.1
Hospitality	–	2.4	–	–	–	–	–	2.4
Consultants	884.3	3 165.0	(597.0)	526.9	(161.2)	(231.3)	(7.3)	2 933.7
Travel of representatives	11 447.3	19 946.8	(544.8)	193.1	–	(351.7)	(1.8)	19 595.1
Travel of staff	3 616.0	6 079.2	(376.3)	266.8	–	(109.5)	(1.8)	5 969.7
Contractual services	2 971.5	4 240.8	(217.8)	310.7	13.9	106.8	2.5	4 347.6
General operating expenses	4 465.4	8 749.1	(216.7)	730.4	–	513.7	5.9	9 262.8
Supplies and materials	151.3	294.8	(6.5)	7.6	–	1.1	0.4	295.9
Furniture and equipment	1 633.7	1 661.5	(78.1)	199.9	–	121.8	7.3	1 783.3
Improvement of premises	149.5	–	–	–	–	–	–	–
Grants and contributions	3 138.9	9 218.1	(1 014.8)	848.8	–	(166.0)	(1.8)	9 052.1
Total	**168 478.4**	**246 472.0**	**(7 847.5)**	**10 823.1**	**(20.9)**	**2 954.7**	**1.2**	**249 426.7**

Table 24.22
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	641	1 USG, 2 ASG, 3 D-2, 12 D-1, 47 P-5, 158 P-4, 230 P-3, 52 P-2/1, 4 GS (PL), 96 GS (OL), 10 LL, 26 NPO
Establishment	59	2 D-1, 6 P-4, 29 P-3, 10 P-2/1, 1 GS (OL), 1 LL, 10 NPO
		1 D-1 Bangkok, 1 D-1 Beirut
		1 P-4 Addis Ababa, 1 P-4 Beirut, 2 P-4 Geneva, 2 P-4 Vienna
		5 P-3 Addis Ababa, 2 P-3 Bangkok, 3 P-3 Beirut, 4 P-3 Dakar, 7 P-3 Geneva, 3 P-3 Panama City, 2 P-3 Pretoria, 3 P-3 Vienna
		2 P-2 Addis Ababa, 2 P-2 Beirut, 3 P-2 Geneva, 2 P-2 Pretoria, 1 P-2 Vienna
		1 NPO Addis Ababa, 2 NPO Dakar, 3 NPO Panama City, 4 NPO Pretoria
		1 GS (OL) Vienna, 1 LL Beirut

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

	Number	*Details*
Conversion	2	2 Human Rights Officers (P-3) from general temporary assistance positions to established posts
Redeployment	–	1 Senior Human Rights Officer (P-5) and 1 Human Resources Officer (P-4) from Geneva to Addis Ababa
		1 Human Rights Officer (P-4), 1 Human Rights Officer (P-3) and 1 Associate Human Rights Officer (P-2) from Geneva to Bangkok
		1 Human Rights Officer (P-3) from Geneva to Beirut
		3 Human Rights Officer (P-3) from Geneva to Dakar
		1 Human Rights Officer (P-4), 2 Human Rights Officers (P-3) and 1 Associate Human Rights Officer (P-2) from Geneva to Panama City
		2 Human Rights Officers (P-4) and 2 Human Rights Officers (P-3) from Geneva to Pretoria
		1 Human Rights Officer (P-3) from Gaza to Ramallah
		1 Chief of Service Human Rights (D-1), 1 Senior Human Rights Officer (P-5) and 2 Human Rights Officers (P-4), 3 Human Rights Officers (P-3) and 2 Associate Human Rights Officers (P-2) from Geneva to Vienna
		1 Human Rights Officer (P-4) and 3 Associate Human Rights Officers (P-2) from Brussels to Vienna
Proposed for 2026	702	1 USG, 2 ASG, 3 D-2, 14 D-1, 47 P-5, 164 P-4, 261 P-3, 62 P-2/1, 4 GS (PL), 97 GS (OL), 11 LL, 36 NPO

Table 24.23
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	3	–	–	–	–	3
D-1	12	–	2	–	2	14
P-5	47	–	–	–	–	47
P-4	158	–	6	–	6	164
P-3	230	–	30	1	31	261
P-2/1	52	–	10	-	10	62
Subtotal	**505**	**–**	**48**	**1**	**49**	**554**
General Service and related						
NPO	26	–	10	–	10	36
GS (PL)	4	–	–	–	–	4
GS (OL)	96	–	1	–	1	97
LL	10	–	1	–	1	11
Subtotal	**136**	**–**	**12**	**–**	**12**	**148**
Total	**641**	**–**	**60**	**1**	**61**	**702**

24.95 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 24.24 to 24.26 and figure 24.XII.

24.96 As shown in tables 24.24 (1) and 24.25 (1), the overall resources proposed for 2026 amount to $249,426,700, reflecting a net increase of $2,954,700 (or 1.2 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 24.24
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Policymaking organs	9 115.0	13 132.9	–	–	–	–	–	13 132.9
B. Executive direction and management	10 413.6	10 529.9	(200.0)	108.2	–	(91.8)	(0.9)	10 438.1
C. Programme of work								
1. Human rights mainstreaming, right to development, and research and analysis	24 462.8	41 942.9	(6 219.6)	5 669.0	–	(550.6)	(1.3)	41 392.3
2. Supporting human rights treaty bodies	19 583.8	21 795.0	(186.9)	96.2	–	(90.7)	(0.4)	21 704.3
3. Advisory services, technical cooperation and field activities	69 182.3	116 566.1	(1 016.3)	3 509.9	(34.8)	2 458.8	2.1	119 024.9
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	29 878.2	35 137.2	(622.9)	1 401.4	–	778.5	2.2	35 915.7
Subtotal, C	**143 107.1**	**215 441.2**	**(8 045.7)**	**10 676.5**	**(34.8)**	**2 596.0**	**1.2**	**218 037.2**
D. Programme support	5 842.7	7 368.0	398.2	38.4	13.9	450.5	6.1	7 818.5
Subtotal, 1	**168 478.4**	**246 472.0**	**(7 847.5)**	**10 823.1**	**(20.9)**	**2 954.7**	**1.2**	**249 426.7**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	–	–	–	–	–
C. Programme of work					
1. Human rights mainstreaming, right to development, and research and analysis	425.4	522.6	211.4	40.5	734.0
2. Supporting human rights treaty bodies	–	–	–	–	–

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
3. Advisory services, technical cooperation and field activities	2 058.7	1 980.7	460.4	23.2	2 441.1
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	–	–	–	–	–
Subtotal, C	**2 484.1**	**2 503.3**	**671.8**	**26.8**	**3 175.1**
D. Programme support	–	–	–	–	–
Subtotal, 2	**2 484.1**	**2 503.3**	**671.8**	**26.8**	**3 175.1**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Policymaking organs	339.5	303.4	(15.2)	(5.0)	288.3
B. Executive direction and management	36 625.9	32 732.6	(1 636.6)	(5.0)	31 096.0
C. Programme of work					
1. Human rights mainstreaming, right to development, and research and analysis	28 188.8	25 192.4	(1 259.6)	(5.0)	23 932.8
2. Supporting human rights treaty bodies	14 989.9	13 396.6	(669.8)	(5.0)	12 726.7
3. Advisory services, technical cooperation and field activities	174 463.6	157 209.2	(7 860.5)	(5.0)	149 348.8
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	16 121.0	14 407.3	(720.4)	(5.0)	13 687.0
Subtotal, C	**233 763.3**	**210 205.5**	**(10 510.3)**	**(5.0)**	**199 695.3**
D. Programme support	8 559.0	7 649.2	(382.5)	(5.0)	7 266.8
Subtotal, 3	**279 287.8**	**250 890.8**	**(12 544.5)**	**(5.0)**	**238 346.3**
Total (1+2+3)	**450 250.2**	**499 866.1**	**(8 918.1)**	**(1.8)**	**490 947.9**

Table 24.25
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	1	–	–	–	–	1
B. Executive direction and management	51	–	–	–	–	51
C. Programme of work						
1. Human rights mainstreaming, right to development, and research and analysis	128	–	2	–	2	130
2. Supporting human rights treaty bodies	98	–	1	–	1	99
3. Advisory services, technical cooperation and field activities	200	–	45	1	46	246
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	128	–	12	–	12	140
Subtotal, C	**554**	**–**	**60**	**1**	**61**	**615**
D. Programme support	35	–	–	–	–	35
Subtotal, 1	**641**	**–**	**60**	**1**	**61**	**702**

(2) *Other assessed*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Human rights mainstreaming, right to development, and research and analysis	2	1	3
2. Supporting human rights treaty bodies	–	–	–
3. Advisory services, technical cooperation and field activities	8	2	10
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	–	–	–
Subtotal, C	**10**	**3**	**13**
D. Programme support	–	–	–
Subtotal, 2	**10**	**3**	**13**

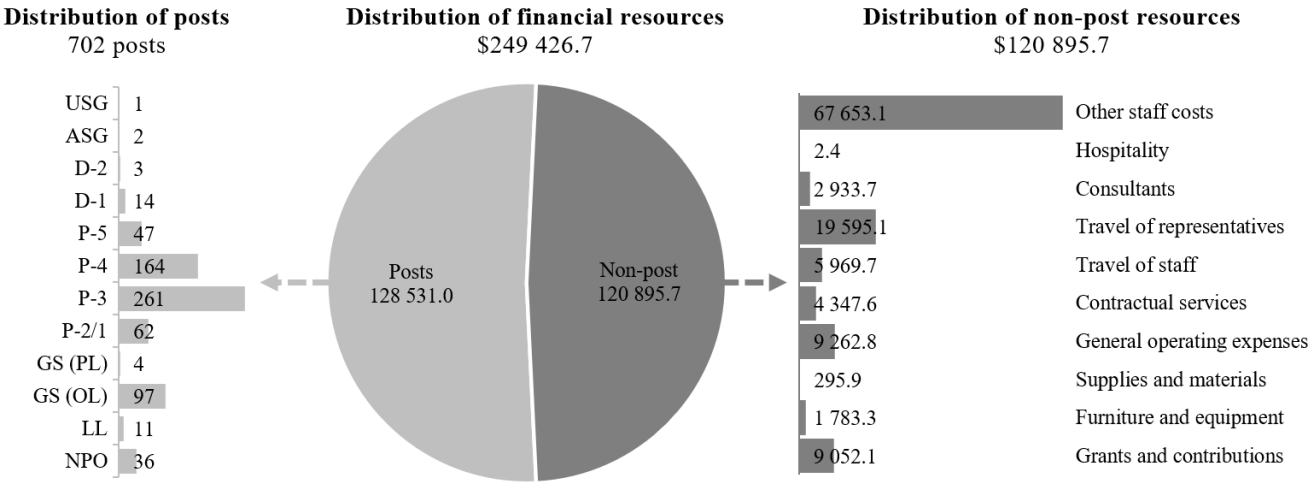
(3) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	93	21	114
C. Programme of work			
1. Human rights mainstreaming, right to development, and research and analysis	80	(20)	60
2. Supporting human rights treaty bodies	14	–	14
3. Advisory services, technical cooperation and field activities	1 039	(63)	976
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	42	–	42
Subtotal, C	**1 175**	**(83)**	**1 092**
D. Programme support	60	(2)	58
Subtotal, 3	**1 328**	**(64)**	**1 264**
Total (1+2+3)	**1 979**	**–**	**1 979**

Table 24.26
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	95 740.2	120 997.3	2 410.2	4 959.2	164.3	7 533.7	6.3	128 531.0
Non-post	72 738.3	125 474.7	(10 257.7)	5 863.9	(185.2)	(4 579.0)	(3.6)	120 895.7
Total	**168 478.5**	**246 472.0**	**(7 847.5)**	**10 823.1**	**(20.9)**	**2 954.7**	**1.2**	**249 426.7**
Post resources by category								
Professional and higher		505	–	48	1	49	9.7	554
General Service and related		136	–	12	–	12	8.8	148
Total		**641**	–	**60**	**1**	**61**	**9.5**	**702**

Figure 24.XII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

24.97 As shown in table 24.24 (1), resource changes reflect a net decrease of $7,847,500, as follows:

(a) **Executive direction and management** (decrease of $200,000). The decrease of $200,000 comprises decreases under other staff costs ($104,500), travel of representatives ($33,300), travel on official business ($18,800) and grants and contributions ($43,400), which relate to the removal of non-recurrent provisions associated with Human Rights Council resolution 55/17 that were approved for 2025 and are no longer required in 2026;

(b) **Subprogramme 1, Human rights mainstreaming, right to development, and research and analysis** (decrease of $6,219,600). The net decrease of $6,219,600 comprises: (i) a decrease of $7,080,200 under other staff costs ($4,957,100), consultants ($501,100), travel of representatives ($428,900), travel of staff ($169,400), contractual services ($87,300), general operating expenses ($156,000), furniture and equipment ($51,700) and grants and contributions ($728,700) relating to the removal of non-recurrent provisions associated with Human Rights Council resolutions from its fifty-fifth, fifty-sixth and fifty-seventh regular sessions that were approved for 2025 and are no longer required in 2026; and (ii) an increase of $860,600 under posts, which relates to the higher provision at continuing vacancy rates for 5 Human Rights Officers (P-4) and 5 Human Rights Officers (P-3) established in 2025 pursuant to Human Rights Council resolutions 55/29, 57/19 and 57/28, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

(c) **Subprogramme 2, Supporting human rights treaty bodies** (decrease of $186,900). The decrease of $186,900 under other staff costs ($78,900), travel of representatives ($30,100) and grants and contributions ($77,900) relates to the removal of non-recurrent provisions associated with Human Rights Council decision 55/115 (postponing the implementation of mandates contained in Human Rights Council resolution 51/33) that were approved for 2025 and are no longer required in 2026;

(d) **Subprogramme 3, Advisory services, technical cooperation and field activities** (decrease of $1,016,300). The net decrease of $1,016,300 comprises: (i) a decrease of 2,064,900 under

other staff costs ($1,483,500), consultants ($95,900), travel of representatives ($21,200), travel of staff ($170,800), contractual services ($130,500), general operating expenses ($60,700), supplies and materials ($6,500), furniture and equipment ($20,000) and grants and contributions ($75,800) relating to the removal of non-recurrent provisions associated with Human Rights Council resolutions from its fifty-fifth, fifty-sixth and fifty-seventh regular sessions that were approved for 2025 and are no longer required in 2026; and (ii) an increase of $1,048,600 under posts, which relates to the higher provision at continuing vacancy rates for 2 Human Rights Officers (P-3), 9 Associate Human Rights Officers (P-2), 6 Human Rights Officers (National Professional Officer) and 6 Programme Management Officers (National Professional Officer) established in 2025 pursuant to Human Rights Council resolution 55/28 and General Assembly resolution 79/257, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

(e) **Subprogramme 4, Supporting the Human Rights Council, its subsidiary bodies and mechanisms** (decrease of $622,900). The decrease of $622,900 under other staff costs ($482,100), travel of representatives ($31,300), travel of staff ($17,300), furniture and equipment ($3,200) and grants and contributions ($89,000) relates to the removal of non-recurrent provisions associated with Human Rights Council resolutions 52/26, 56/10, 57/13 and President's statement 18/1 that were approved for 2025 and are no longer required in 2026;

(f) **Programme support** (increase of $398,200). The net increase of $398,200 comprises: (i) a decrease of $102,800 under other staff costs ($99,600) and furniture and equipment ($3,200) relating to the removal of non-recurrent provisions associated with Human Rights Council President's statement 18/1 that were approved for 2025 and are no longer required in 2026; and (ii) an increase of $501,000 under posts, which relates to the higher provision at continuing vacancy rates for 2 Administrative Officers (P-3), 1 Legal Officer (P-3), 1 Information Systems Officer (P-3), 1 Security Coordinator Officer (P-3) and 1 Associate Finance Officer (P-2) established in 2025 pursuant to General Assembly resolution 79/257, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

New and expanded mandates

24.98 As shown in table 24.24 (1), resource changes reflect an increase of $10,823,100, as follows:

(a) **Executive direction and management** (increase of $108,200). The increase of $108,200 under other staff costs ($61,800), travel of representatives ($18,200), travel of staff ($20,200) and grants and contributions ($8,000) relates to requirements for Human Rights Council resolution 55/17;

(b) **Subprogramme 1, Human rights mainstreaming, right to development, and research and analysis** (increase of $5,669,000). The net increase of $5,669,000 comprises: (i) an increase under posts ($228,200), which relates to the establishment of 2 posts (1 P-4 and 1 P-3) pursuant to General Assembly resolution 79/1, explained in further detail in paragraph 24.99 and annex IV; (ii) other staff costs ($3,378,800), consultants ($621,900), travel of representatives ($167,300), travel of staff ($246,600), contractual services ($220,400), general operating expenses ($208,800), furniture and equipment ($6,700) and grants and contributions ($840,800) relating to Human Rights Council resolutions and decisions and General Assembly resolutions 75/314, 79/158 and 79/193 (further information is provided in annex IV); (iii) a decrease of $250,500 under posts ($224,700) relating to the redeployment of 9 posts (4 P-4 and 5 P-3) and other staff costs ($25,800) relating to the redeployment of one finite duration general temporary assistance position (P-3) pursuant to General Assembly resolution 79/1. A breakdown by mandate is provided in table 24.27;

Table 24.27
Requirements to implement new mandates under subprogramme 1
(United States dollars)

	Object of expenditure									
Resolution	*Posts*	*Other staff costs*	*Consultants*	*Travel of representatives*	*Travel of staff*	*Contractual services*	*General operating expenses*	*Furniture and equipment*	*Grants and contributions*	*Total*
General Assembly resolutions										
75/314	–	–	–	37 800	5 500	–	–		10 900	54 200
79/1	3 500	(25 800)	–	–	–	–	–	–	–	(22 300)
79/158	–	84 300	–	–	–	–	–	–	–	84 300
79/193	–	–	–	–	46 300	133 000	15 000		247 500	441 800
Human Rights Council resolutions and decisions										
28/14	–	164 100	–	14 500	–	–	–	–	55 600	234 200
42/23	–	53 800	–	6 600	–	–	–	–	8 100	68 500
52/14	–	56 100	–	24 200	8 100	–	–	–	8 100	96 500
53/3	–	82 000	–	–	–	–	–	–	31 200	113 200
55/8	–	–	–	–	–	3 300	–	–	–	3 300
55/13	–	73 100	–	–	–	–	–	–	–	73 100
55/29	–	–	–	–	–	–	–	–	16 200	16 200
55/115	–	529 100	62 500	6 500	28 200	42 100	8 300	–	38 100	714 800
56/5	–	53 800	53 400	–	–	3 300	–	–	–	110 500
56/6	–	274 500	42 800	39 700	22 800	3 300	24 900	–	116 300	524 300
56/7	–	–	–	–	–	3 300	–	–	–	3 300
56/8	–	–	–	–	–	5 000	–	–	–	5 000
56/10	–	1 256 800	192 400	19 800	135 700	–	160 600	–	198 000	1 963 300
56/20	–	53 800	–	–	–	–	–	–	–	53 00
56/21	–	63 200	53 400	–	–	3 300	–	–	–	119 900
56/22	–	–	–	–	–	3 300	–	–	–	3 300
56/116	–	216 600	–	–	–	–	–	–	66 700	283 300
57/6	–	–	–	–	–	4 100	–	–	–	4 100
57/10	–	71 800	–	6 100	–	–	–	–	12 100	90 000
57/12	–	–	–	–	–	4 100	–	–	–	4 100

	Object of expenditure									
Resolution	*Posts*	*Other staff costs*	*Consultants*	*Travel of representatives*	*Travel of staff*	*Contractual services*	*General operating expenses*	*Furniture and equipment*	*Grants and contributions*	*Total*
57/14	–	82 000	–	12 100	–	–	–	–	32 000	126 100
57/17	–	71 800	–	–	–	–	–	–	–	71 800
57/18	–	–	–	–	–	4 100	–	–	–	4 100
57/19	–	–	–	–	–	–	–	3 600	–	3 600
57/24	–	84 300	–	–	–	4 100	–	–	–	88 400
57/25	–	–	217 400	–	–	–	–	–	–	217 400
57/28	–	–	–	–	–	4 100	–	3 100	–	7 200
57/30	–	107 700	–	–	–	–	–	–	–	107 700
Total	**3 500**	**3 353 000**	**621 900**	**167 300**	**246 600**	**220 400**	**208 800**	**6 700**	**840 800**	**5 669 000**

(c) **Subprogramme 2, Supporting human rights treaty bodies** (increase of $96,200). The increase of $96,200 under posts relates to the establishment of 1 post (P-3) pursuant to General Assembly resolution 79/1, explained in further detail in paragraph 24.99 and annex IV;

(d) **Subprogramme 3, Advisory services, technical cooperation and field activities** (increase of $3,509,900). The net increase of $3,509,900 comprises: (i) an increase of $4,842,800 under posts ($4,071,800), which relates to the establishment of 44 posts (2 D-1, 3 P-4, 20 P-3, 7 P-2, 10 National Professional Officer, 1 General Service (Other level) and 1 Local level) and one conversion (1 P-3), contractual services ($87,000), general operating expenses ($521,600), supplies and materials ($7,600), and furniture and equipment ($154,800) pursuant to General Assembly resolution 79/1, explained in further detail in paragraph 24.99 and annex IV; (ii) an increase under contractual services ($3,300) relating to requirements for Human Rights Council resolution 57/23; and (iii) a decrease of $1,336,200 under posts ($552,300) relating to the redeployment of 21 posts (1 D-1, 2 P-5, 3 P-4, 8 P-3 and 7 P-2), other staff costs ($688,900) relating to the redeployment of 15 general temporary assistance positions (4 P-4 and 11 P-3) and one conversion (P-3), and consultants and experts ($95,000) pursuant to General Assembly resolution 79/1;

(e) **Subprogramme 4, Supporting the Human Rights Council, its subsidiary bodies and mechanisms** (increase of $1,401,400). The net increase of $1,401,400 comprises: (i) an increase under posts ($1,342,800), which relates to the establishment of 12 posts (2 P-4, 7 P-3 and 3 P-2) pursuant to General Assembly resolution 79/1, explained in further detail in paragraph 24.99 and annex IV; (ii) an increase under other staff costs ($53,800) and travel of representatives ($7,600) relating to requirements for Human Rights Council resolutions 49/32 and 53/9; and (iii) a decrease of $2,800 relating to the redeployment of 1 post (1 P-4) pursuant to General Assembly resolution 79/1;

(f) **Programme support** (increase of $38,400). An increase of $38,400 under furniture and equipment relates to the requests for new posts under subprogramme 4, pursuant to the General Assembly resolution 79/1, explained in further detail in paragraph 24.99 and annex IV.

The Pact for the Future (General Assembly resolution 79/1)

24.99 With regard to the resource requirements under subprogrammes 1, 2, 3, 4 and programme support, the General Assembly, in its resolution 79/1, paragraph 74 (a), requested the Secretary-General to assess the need for adequate, predictable, increased and sustainable financing of the United Nations human rights mechanisms, including OHCHR, for efficient and effective mandate delivery to enable them to respond to the range of human rights challenges facing the international community with impartiality, objectivity and non-selectivity. The proposed programme budget of OHCHR for 2026 focuses on adequately resourcing the Office's regional presences to support more efficient and effective global mandate delivery that is impartial, objective and non-selective, including shifting resources from headquarters to the regions and prioritizing core support for the Human Rights Council and the special procedures. Additional information is provided in annex IV. The proposal covers the following:

(a) **Strengthening regional presences**. To address the critical priority gaps of over-reliance on voluntary contributions and inadequate leadership and staffing levels in regional presences, a tailored approach based on the needs of each region is proposed, to include redeploying existing regular budget and extrabudgetary posts and positions from Geneva and building on existing capacities at the regional level. Reinforcing regional offices would enhance mandate delivery and address increasing demand for human rights services and technical assistance while achieving significant cost savings and efficiency gains. This includes the following:

(i) A proposal to relocate the Regional Office for Europe from Brussels to Vienna, which involves expanding that Office's scope to become the Regional Office for Europe and Central Asia, thereby establishing it as a central hub for the entire region. This strategic move aims to enhance operational efficiency and foster stronger regional collaboration.

As the new regional hub, the Office will serve as a focal point for coordinating human rights initiatives, providing technical assistance, and facilitating dialogue among countries in Europe and Central Asia, ultimately strengthening the impact and reach of OHCHR in addressing regional human rights challenges;

(ii) To enhance the regional engagement of OHCHR, a proposal for strengthening seven key locations: Addis Ababa, Bangkok, Beirut, Dakar, Panama City, Pretoria and Vienna. The proposal includes the establishment of 47 posts (2 D-1, 4 P-4, 22 P-3, 7 P-2, 10 National Professional Officer, 1 General Service (Other level) and 1 Local level); and redeploying posts and positions from Geneva and Brussels to seven regional offices, including 28 established posts and 1 temporary post (1 D-1, 1 P-5, 8 P-4, 12 P-3 and 7 P-2), converting and redeploying 1 general temporary assistance position (1 P-3), and redeploying 16 general temporary positions (4 P-4 and 12 P-3). In terms of the requirements for senior posts, two locations are already headed by a D-1 (Addis Ababa, funded by extrabudgetary resources, and Panama City, funded by the regular budget) and it is proposed that three locations be headed by a D-1 (new posts in Bangkok and Beirut and the redeployment of 1 post from Geneva to Vienna). The location in Dakar will be headed by a P-5, who will report to the existing regular-budget funded D-1 in Yaoundé, who leads the Subregional Centre for Human Rights and Democracy in Central Africa. The location in Pretoria will be headed by a P-5, who will report to the existing D-1 in Addis Ababa. Concerning non-staff resources, resources under contractual services, general operating expenses, supplies and materials and furniture and equipment under the different regional offices are also proposed, to be offset by efficiency gains, including gains from the proposed redeployment of personnel from Geneva to the regional offices;

(b) **Strengthening human rights mechanisms**. The guiding principle is that all mandated activities should be covered in their entirety by the regular budget. In that context, the current proposal for 2026 related to the mandates deriving from the Pact for the Future includes 5 new posts (2 P-4 and 3 P-3) required to provide support and advice to the Human Rights Council, its President and its Bureau, and to Member States and other stakeholders on policy matters, rules and procedures, as well as media and communication support. Concerning the special procedures, 7 new posts (4 P-3 and 3 P-2) would support country visits and consultations, draft thematic reports and carry out other mandated activities led by multiple special procedures established by the Human Rights Council. Concerning non-staff resources, resources under furniture and equipment are also proposed under programme support.

24.100 A summary by object of expenditure of the complete budget proposal for OHCHR under the Pact for the Future and other new mandates pursuant to Human Rights Council resolutions and other General Assembly resolutions is provided in table 24.28 below.

Table 24.28
Summary by object of expenditure under the Pact for the Future and other new mandates
(United States dollars)

Object of expenditure	*Pact for the Future*	*Other new mandates (Human Rights Council and other General Assembly resolutions)*	*Total new mandates*
Posts			
Establishment	5 565 700	–	–
Redeployment	(779 800)	–	–
Conversion and redeployment	173 300	–	–
Subtotal	**4 959 200**	**–**	**4 959 200**

Object of expenditure	*Pact for the Future*	*Other new mandates (Human Rights Council and other General Assembly resolutions)*	*Total new mandates*
Other staff costs	–	3 494 400	–
Redeployment	(515 600)	–	–
Conversion	(199 100)	–	–
Subtotal	**(714 700)**	**3 494 400**	**2 779 700**
Non-staff			
Consultants	(95 000)	621 900	526 900
Travel of representatives	–	193 100	193 100
Travel of staff	–	266 800	266 800
Contractual services	87 000	223 700	310 700
General operating expenses	521 600	208 800	730 400
Supplies and materials	7 600	–	7 600
Furniture and equipment	193 200	6 700	199 900
Grants and contributions	–	848 800	848 800
Subtotal	**714 400**	**2 369 800**	**3 084 200**
Total	**4 958 900**	**5 864 200**	**10 823 100**

Other changes

24.101 As shown in table 24.24 (1), resource changes reflect a net decrease of $20,900, which affects mainly the operational requirements projected for 2026, as follows:

(a) **Subprogramme 3, Advisory services, technical cooperation and field activities** (decrease of $34,800). The net decrease of $34,800 comprises: (i) an increase of $334,500 under posts ($173,300), which relates to the conversion of 1 post (P-3) supporting the Independent Expert on the situation of human rights in the Central African Republic, and other staff costs ($161,200) related to additional general temporary assistance to support the Special Rapporteur on the situation of human rights in Myanmar, replacing the use of consultants; and (ii) a decrease of $369,300 related to the conversion and redeployment of one general temporary assistance position ($199,100), consultants ($161,200), reflecting the reduced use of consultants to support the Special Rapporteur on the situation of human rights in Myanmar, and a correction of duty station under posts ($9,000) related to Human Rights Council resolution 55/28;

(b) **Programme support** (increase of $13,900). The increase of $13,900 results from an increase under contractual services ($13,900) reflecting the higher standard price of the core software package for non-field personnel outside United Nations Headquarters.

Other assessed resources

24.102 As reflected in tables 24.24 (2) and 24.25 (2), other assessed resources amount to $3,175,100, including eight posts and five general temporary assistance positions. The resources would complement regular budget resources and provide for the requirements indicated in report A/79/783.

Extrabudgetary resources

24.103 As reflected in tables 24.14 (3) and 24.15 (3), extrabudgetary resources amount to $238,346,300. The resources would complement regular budget resources and would be used mainly to provide for 1,264 posts (6 D-1, 73 P-5, 205 P-4, 292 P-3, 45 P-2/1, 314 National Professional Officer, 10 General Service (Principal level) and 319 General Service (Other level)) to perform mainly the functions of

supporting research and analysis for developing conceptual links between human rights and development; the work for the United Nations Voluntary Fund for Victims of Torture, the United Nations voluntary trust fund on contemporary forms of slavery and the United Nations Special Fund established pursuant to the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, as well as the work of the treaty bodies; and activities relating to the overall executive direction and management of OHCHR, including planning, monitoring and evaluation, external outreach services and the New York Office. In addition, non-post resources would be used for supporting the majority of the Office's work undertaken in the field at more than 100 locations worldwide, the work of the three trust funds established by the Human Rights Council (Voluntary Fund for Participation in the Universal Periodic Review, Voluntary Fund for Financial and Technical Assistance in the Implementation of the Universal Periodic Review and Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council). Programme Support and Management Services is also provided with extrabudgetary resources to complement its service delivery capacity in all OHCHR locations around the world.

24.104 The Office receives both cash and in-kind contributions, which complement regular budget resources. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of $1,088,700 and the provision of an armoured vehicle and running costs with an estimated value of $52,300.

24.105 The extrabudgetary resources for this entity are subject to the oversight of the High Commissioner of Human Rights as head of entity of OHCHR, in accordance with the delegation of authority by the Secretary-General.

Policymaking organs

24.106 The resources proposed under this component would provide for the policymaking organs as shown in table 24.29.

Table 24.29
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Human Rights Committee	Mandate: article 28 of the International Covenant on Civil and Political Rights, adopted by the General Assembly in its resolution 2200 (XXI) Membership: 18 experts Number of sessions in 2026: 3	1 873.4	1 873.4
Committee against Torture	Mandate: article 17 of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, adopted by the General Assembly in its resolution 39/46, annex Membership: 10 experts Number of sessions in 2026: 3	832.5	832.5
Committee on the Rights of the Child	Mandate: article 43 of the Convention on the Rights of the Child, adopted by the General Assembly in its resolution 44/25, annex Membership: 18 experts Number of sessions in 2026: 3	1 362.2	1 362.2
Committee on Economic, Social and Cultural Rights	Mandate: Economic and Social Council resolution 1985/17 Membership: 18 experts Number of sessions in 2026: 2	1 125.8	1 125.8

Policymaking organ	*Additional information*	*2025 approved*	*2026 estimate*
Committee on the Elimination of Discrimination against Women	Mandate: article 17 of the Convention on the Elimination of All Forms of Discrimination against Women, adopted by the General Assembly in its resolution 34/180, annex Membership: 23 experts Number of sessions in 2026: 3	1 415.6	1 415.6
Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families	Mandate: article 72 of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, adopted by the General Assembly in its resolution 45/158 Membership: 14 experts Number of sessions in 2026: 2	358.7	358.7
Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	Mandate: article 1 of the Optional Protocol to the Convention against Torture, adopted by the General Assembly in its resolution 57/199 Membership: 25 experts Number of sessions in 2026: 3	1 350.3	1 350.3
Committee on the Elimination of Racial Discrimination	Mandate: article 8 of the International Convention on the Elimination of All Forms of Racial Discrimination, adopted by the General Assembly in its resolution 2106 A (XX) Membership: 18 experts Number of sessions in 2026: 3	1 125.4	1 125.4
Committee on the Rights of Persons with Disabilities	Mandate: article 34 of the Convention on the Rights of Persons with Disabilities, adopted by the General Assembly in its resolution 61/106 Membership: 18 experts Number of sessions in 2026: 2	1 578.6	1 578.6
Committee on Enforced Disappearances	Mandate: article 29 of the Convention on Enforced Disappearances, adopted by the General Assembly in its resolution 61/177 Membership: 10 experts Number of sessions in 2026: 2	595.0	595.0
Chairs of the human rights treaty bodies	Mandate: General Assembly resolution 49/178 Membership: 10 experts Number of sessions in 2026: 1	92.1	92.1
Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories	Mandate: General Assembly resolution 2443 (XXIII) Membership: 3 Member States Number of sessions in 2026: 1	99.2	99.2
Human Rights Council	Mandate: General Assembly resolution 60/251 Membership: 47 government officials Number of sessions in 2026: 3	270.9	270.9
Human Rights Council Advisory Committee	Mandate: Paragraph 6 of General Assembly resolution 60/251 Membership: 18 experts Number of sessions in 2026: 2	406.1	406.1
Office of the President of the Human Rights Council	Mandate: Human Rights Council decision 17/118	647.1	647.1
Total		**13 132.9**	**13 132.9**

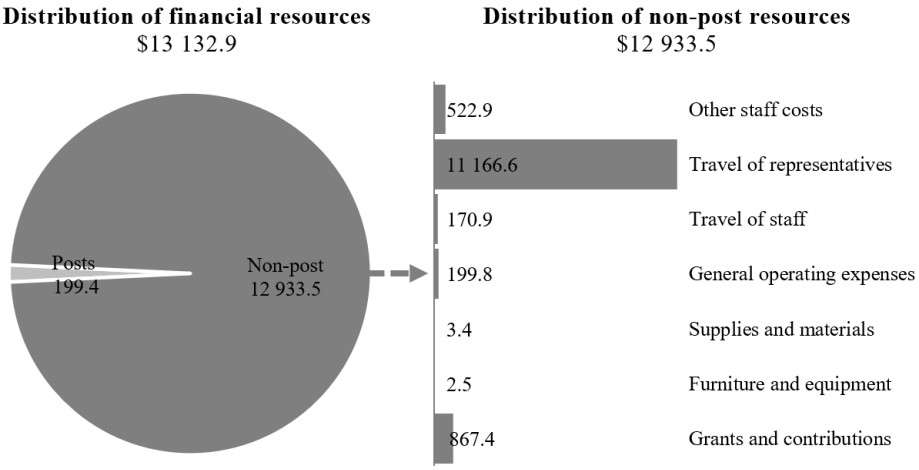
24.107 The proposed regular budget resources for 2026 amount to $13,132,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.30 and figure 24.XIII.

Table 24.30
Policymaking organs: evolution of financial resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts[a]	162.4	199.4	–	–	–	–	–	199.4
Non-post	8 952.6	12 933.5	–	–	–	–	–	12 933.5
Total	**9 115.0**	**13 132.9**	**–**	**–**	**–**	**–**	**–**	**13 132.9**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
Total		**1**	**–**	**–**	**–**	**–**	**–**	**1**

[a] One P-3.

Figure 24.XIII
Policymaking organs: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Executive direction and management

24.108 The executive direction and management component comprises the Executive Office of the United Nations High Commissioner for Human Rights, the Policy, Planning, Monitoring and Evaluation Service, the External Outreach Service and the New York Office.

24.109 The High Commissioner is the United Nations official with principal responsibility for United Nations human rights activities, in accordance with the mandate entrusted to the High Commissioner by the General Assembly in its resolution 48/141. The High Commissioner advises the Secretary-General on the policies of the United Nations concerning human rights and is responsible for

coordinating human rights activities throughout the United Nations system and for rationalizing, adapting, strengthening and streamlining the United Nations system in the area of human rights, with a view to improving its efficiency and effectiveness.

24.110 The High Commissioner provides overall executive direction, management, policy guidance and leadership for the implementation of the United Nations human rights programme.

24.111 The Deputy High Commissioner assists the High Commissioner in the overall direction and management of OHCHR. In addition, the Deputy's responsibilities include the supervision of OHCHR divisions in support of the High Commissioner and the supervision of OHCHR-wide functions centralized in executive direction and management and programme support. The Assistant Secretary-General, the head of the New York Office, allows for participation at the appropriate level in executive decision-making processes and ensures principal-level representation and access to high-level policy discussions, improving the overall efficiency and effectiveness of OHCHR.

24.112 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, OHCHR continues to integrate environmental management practices into its operations, programming and management functions. The Office, including its field presences, reports and offsets its greenhouse gas emissions annually and is committed to improving its environmental performance and reducing its climate impact. An organizational effectiveness action plan is in place for the period 2024–2027 to establish an environmental management system in order to digitize work processes, promote sustainable travel, reduce waste and energy and water consumption, and engage staff, partners and stakeholders in environmental and climate action.

24.113 Information on the timely submission of documentation and advance booking for air travel is reflected in table 24.31. OHCHR continues to use the available data to monitor and manage compliance with the advance purchase of tickets for air travel policy. Similarly, OHCHR will increase its efforts to raise awareness among staff of the requirement to improve the timeliness of submission of its documents.

Table 24.31
Compliance rate
(Percentage)

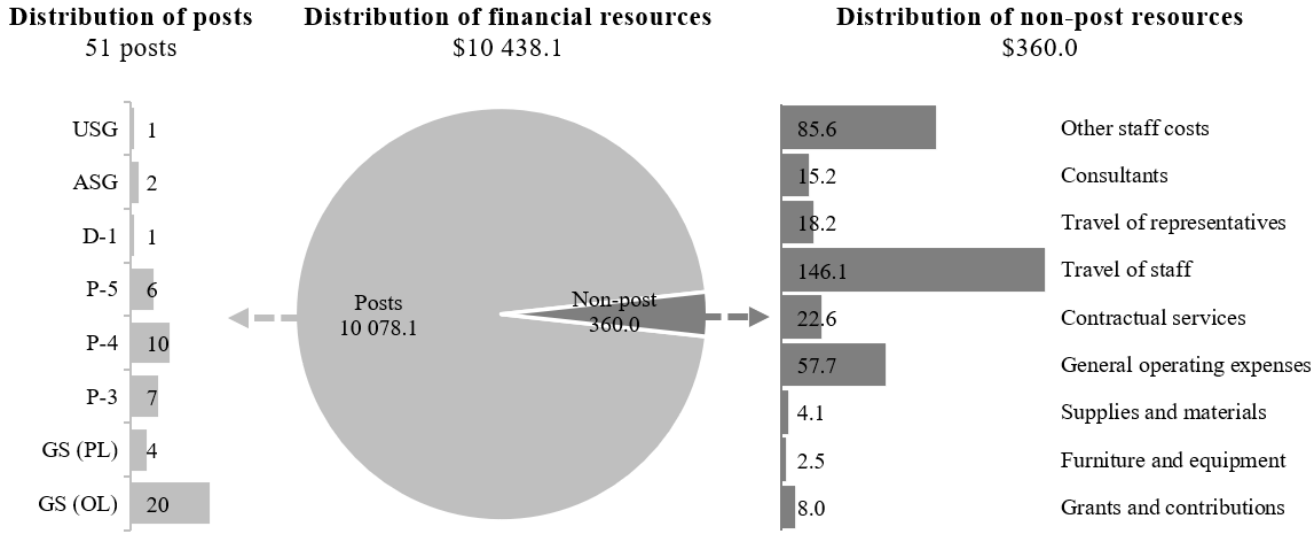
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	86	89	88	100	100
Air tickets purchased at least two weeks before the commencement of travel	49	53	65	100	100

24.114 The proposed regular budget resources for 2026 amount to $10,438,100 and reflect a net decrease of $91,800 compared with the approved budget for 2025. The proposed change is explained in paragraphs 24.97 (a) and 24.98 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.32 and figure 24.XIV.

Table 24.32
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 302.5	10 078.1	–	–	–	–	–	10 078.1
Non-post	1 111.1	451.8	(200.0)	108.2	–	(91.8)	(20.3)	360.0
Total	**10 413.6**	**10 529.9**	**(200.0)**	**108.2**	**–**	**(91.8)**	**(0.9)**	**10 438.1**
Post resources by category								
Professional and higher		27	–	–	–	–	–	27
General Service and related		24	–	–	–	–	–	24
Total		**51**	**–**	**–**	**–**	**–**	**–**	**51**

Figure 24.XIV
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

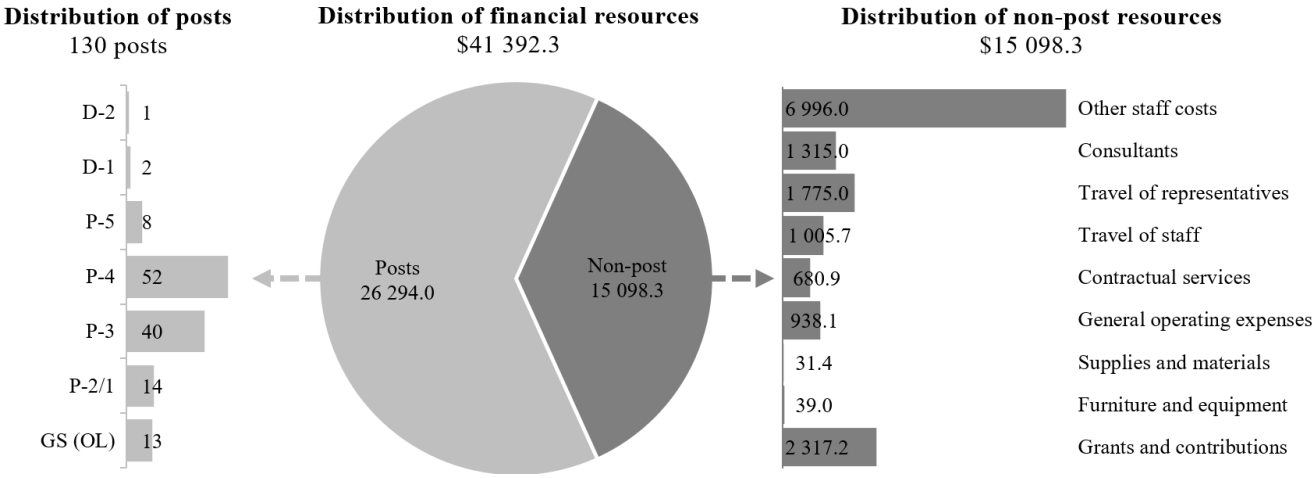
Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

24.115 The proposed regular budget resources for 2026 amount to $41,392,300 and reflect a net decrease of $550,600 compared with the approved budget for 2025. The proposed change is explained in paragraphs 24.97 (b) and 24.98 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.33 and figure 24.XV.

Table 24.33
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	15 750.9	25 429.9	860.6	3.5	–	864.1	3.4	26 294.0
Non-post	8 711.9	16 513.0	(7 080.2)	5 665.5	–	(1 414.7)	8.6	15 098.3
Total	**24 462.8**	**41 942.9**	**(6 219.6)**	**5 669.0**	**–**	**(550.6)**	**(1.3)**	**41 392.3**
Post resources by category								
Professional and higher		115	–	2	–	2	1.7	117
General Service and related		13	–	–	–	–	–	13
Total		**128**	**–**	**2**	**–**	**2**	**1.6**	**130**

Figure 24.XV
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



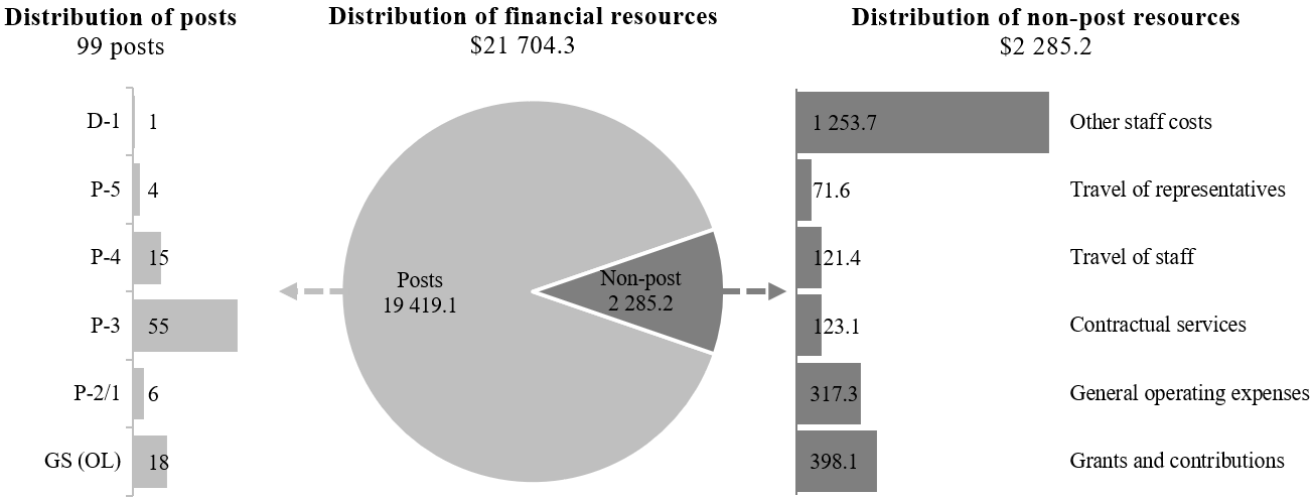
Subprogramme 2
Supporting human rights treaty bodies

24.116 The proposed regular budget resources for 2026 amount to $21,704,300 and reflect a net decrease of $90,700 compared with the approved budget for 2025. The proposed change is explained in paragraphs 24.97 (c) and 24.98 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.34 and figure 24.XVI.

Table 24.34
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	16 990.2	19 322.9	–	96.2	–	96.2	0.5	19 419.1
Non-post	2 593.5	2 472.1	(186.9)	–	–	(186.9)	(7.6)	2 285.2
Total	**19 583.8**	**21 795.0**	**(186.9)**	**96.2**	**–**	**(90.7)**	**(0.4)**	**21 704.3**
Post resources by category								
Professional and higher		80	–	1	–	1	1.3	81
General Service and related		18	–	–	–	–	–	18
Total		**98**	**–**	**1**	**–**	**1**	**1.0**	**99**

Figure 24.XVI
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



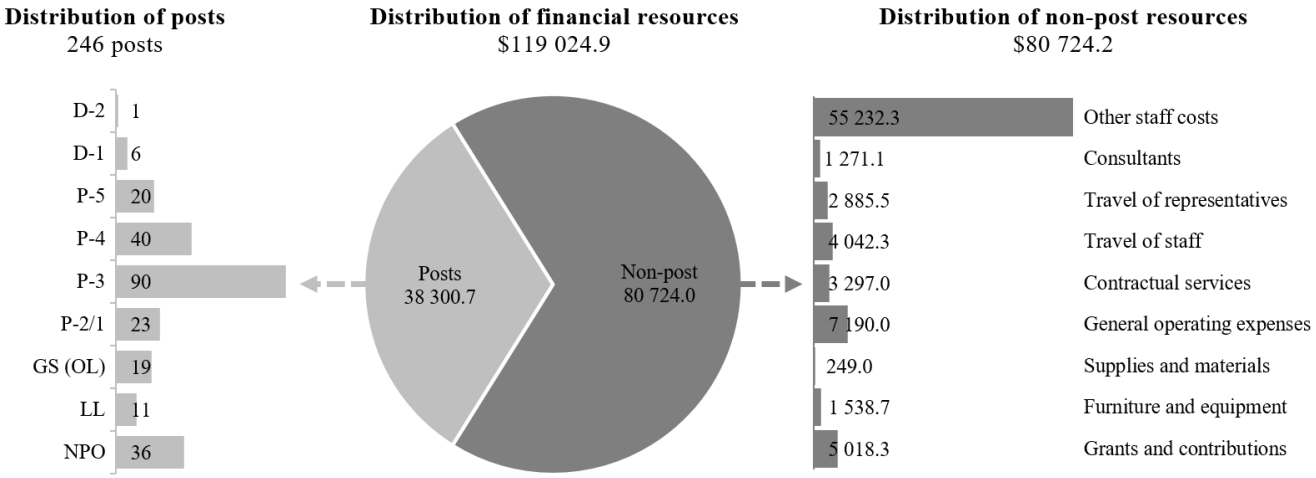
Subprogramme 3
Advisory services, technical cooperation and field activities

24.117 The proposed regular budget resources for 2026 amount to $119,024,900 and reflect a net increase of $2,458,800 compared with the approved budget for 2025. The proposed change is explained in paragraphs 24.97 (d), 24.98 (d) and 24.99 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.35 and figure 24.XVII.

Table 24.35
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	26 130.4	33 568.3	1 048.6	3 519.5	164.3	4 732.4	14.1	38 300.7
Non-post	43 051.9	82 997.8	(2 064.9)	(9.6)	(199.1)	(2 273.6)	(2.7)	80 724.2
Total	**69 182.3**	**116 566.1**	**(1 016.3)**	**3 509.9**	**(34.8)**	**2 458.8**	**2.1**	**119 024.9**
Post resources by category								
Professional and higher		146	–	33	1	34	23.3	180
General Service and related		54	–	12	–	12	22.2	66
Total		**200**	**–**	**45**	**1**	**46**	**23.0**	**246**

Figure 24.XVII
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



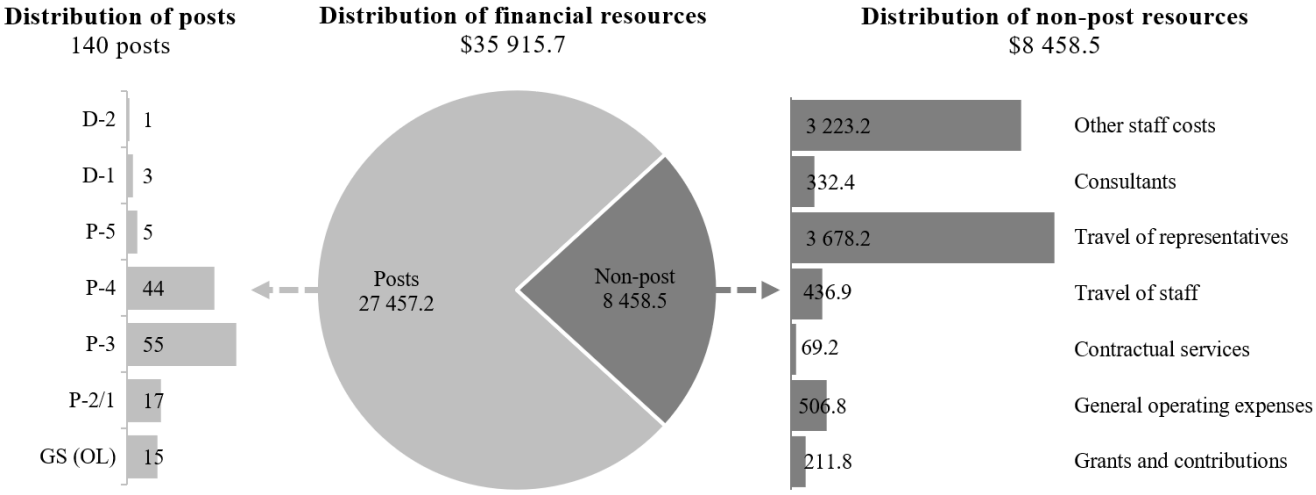
Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

24.118 The proposed regular budget resources for 2026 amount to $35,915,700 and reflect a net increase of $778,500 compared with the approved budget for 2025. The proposed change is explained in paragraphs 24.97 (e) and 24.98 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.36 and figure 24.XVIII.

Table 24.36
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	22 594.0	26 117.2	–	1 340.0	–	1 340.0	5.1	27 457.2
Non-post	7 284.2	9 020.0	(622.9)	61.4	–	(561.5)	(6.2)	8 458.5
Total	**29 878.2**	**35 137.2**	**(622.9)**	**1 401.4**	**–**	**778.5**	**(2.2)**	**35 915.7**
Post resources by category								
Professional and higher		113	–	12	–	12	10.6	125
General Service and related		15	–	–	–	–	–	15
Total		**128**	**–**	**12**	**–**	**12**	**9.4**	**140**

Figure 24.XVIII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

24.119 The programme support component comprises Programme Support and Management Services and the Safety and Security Section.

24.120 In order for OHCHR to implement in full its mandate at both headquarters and its more than 100 field presences, Programme Support and Management Services provides support in the form of budgeting and financial management; recruitment and human resources management; safety and security, procurement, asset management and general logistical support for field activities; travel and information technology; and staff development and training. This includes support for staff members and members of intergovernmental and expert bodies, as well as for special rapporteurs, special representatives and independent experts, and the management of premises; and information

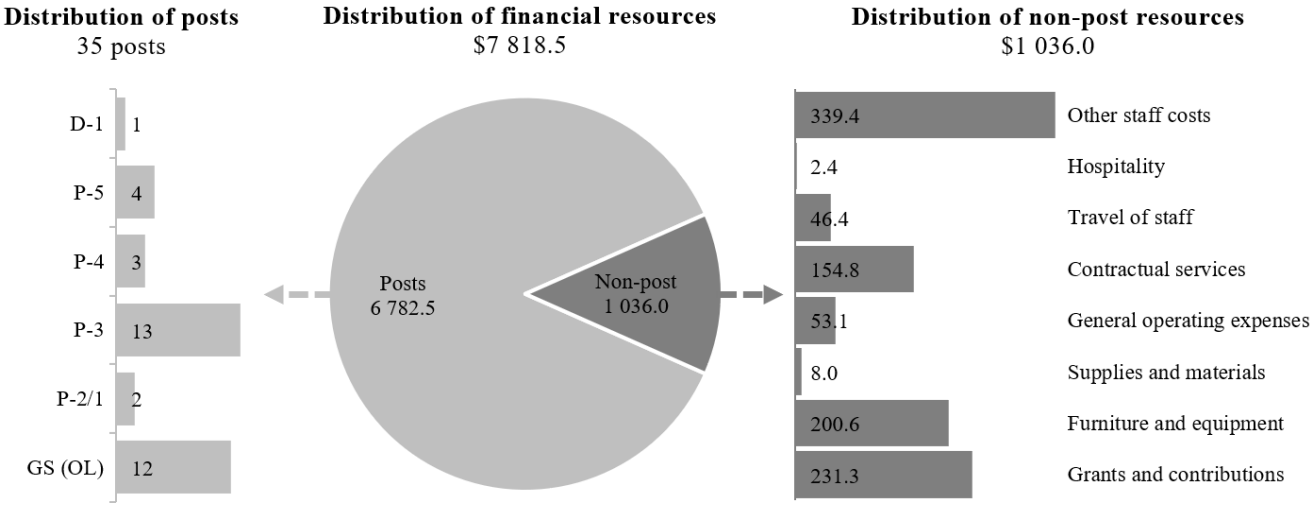
management and technology support, including technical development and operational maintenance of the OHCHR websites, specialized databases and other systems.

24.121 The proposed regular budget resources for 2026 amount to $7,818,500 and reflect an increase of $450,500 compared with the approved budget for 2025. The proposed change is explained in paragraphs 24.97 (f), 24.98 (f) and 24.99 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.37 and figure 24.XIX.

Table 24.37
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 809.8	6 281.5	501.0	–	–	501.0	8.0	6 782.5
Non-post	1 033.0	1 086.5	(102.8)	38.4	13.9	(50.5)	(4.6)	1 036.0
Total	**5 842.7**	**7 368.0**	**398.2**	**38.4**	**13.9**	**450.5**	**6.1**	**7 818.5**
Post resources by category								
Professional and higher		23	–	–	–	–	–	23
General Service and related		12	–	–	–	–	–	12
Total		**35**	**–**	**–**	**–**	**–**	**–**	**35**

Figure 24.XIX
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



II. Committee on Missing Persons in Cyprus

24.122 The Committee on Missing Persons in Cyprus was established in 1981 by agreement between the Greek Cypriot and Turkish Cypriot communities in Cyprus under the auspices of the United Nations. The tripartite Committee is composed of two members appointed by the leaders of the two Cypriot communities and a third member (United Nations member) selected by the International Committee of the Red Cross (ICRC) and appointed by the Secretary-General.

24.123 The overall objective of the Committee is to ascertain the fate of 2,002 persons reported missing following intercommunal fighting (1963–1964), as well as the events of July 1974. In addition, following an agreement between the leaders of both Cypriot communities, the Committee was entrusted with a new role as of 2006: to investigate and excavate unknown burial sites, to recover and identify the remains of missing persons and then to hand them over to their families across the island for dignified burials. As of the end of January 2025, the Committee had exhumed 1,699 persons and identified and returned the remains of 1,052 missing persons to their families, or 52.5 per cent of all missing persons in Cyprus. It has also identified and returned the remains of 216 persons who are not on the Committee's official list. As time passes, the Committee has increased its efforts to locate more burial sites by hiring and training new investigators and investing in modern technologies.

24.124 The role of the United Nations member in the Committee is threefold: (a) mediation between the two Cypriot members and their authorities; (b) fundraising for the Committee's operational budget (4.14 million euros in 2025); and (c) co-management of Committee's operations.

24.125 On the basis of existing information regarding suspected burial sites, the project is expected to continue at the current level of activity for at least another four to five years. A new excavation team was recruited in 2024 to accelerate the process. It is assumed that, even with a solution to the Cyprus problem, the involvement of the United Nations in the work of the Committee would likely need to continue for several years to come.

24.126 While the Committee's scientific and technical operations are financed under a separate budget (using funds that were raised by the Committee and are financially managed by the United Nations Development Programme), the United Nations budget covers the three core responsibilities of the office of the third member listed above. The office of the third member is accountable to the Department of Political and Peacebuilding Affairs of the United Nations Secretariat. In Cyprus, the third member works in close consultation with the Special Representative of the Secretary-General in Cyprus.

24.127 As the Committee's secretariat, the office of the third member follows up on implementation of all Committee decisions and leads the Committee project's operational coordination. It also prepares for and documents all of the Committee's meetings. It is the guardian of all original files received by ICRC and United Nations entities on missing persons in Cyprus. The office of the third member ensures the smooth running of the bicommunal component of the Committee project that employs more than 100 locally recruited Greek Cypriot and Turkish Cypriot professionals. Over the past few years, the United Nations office of the Committee has liaised with other commissions and committees globally that work on missing persons cases and has organized numerous visits and training events for visiting scientists and policymakers every year. The Committee is in the process of constructing a dedicated conference room to better accommodate such visits. This new training centre is expected to be fully operational in 2026.

24.128 The United Nations is responsible only for the expenses of the third member, the third member's Special Assistant and Administrative Assistant and the miscellaneous operating expenses of the office of the third member. The provisions in the proposed programme budget for 2026 reflect continuity in the Committee's activities.

24.129 The proposed regular budget resources for 2026 amount to $694,500 and reflect no change in the level of resources compared with the amount approved for 2025. Additional details are reflected in table 24.38; the amount under other staff costs includes three general temporary assistance positions

(1 D-1, 1 P-4 and 1 General Service (Other level)). The proposed level of resources provides for the full, efficient and effective implementation of the mandate.

Table 24.38
Committee on Missing Persons in Cyprus: evolution of financial resources
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Other staff costs	338.5	649.2	–	–	–	–	–	649.2
Hospitality	–	0.8	–	–	(0.8)	(0.8)	(100.0)	–
Travel of staff	18.2	14.1	–	–	–	–	–	14.1
Contractual services	0.1	3.7	–	–	0.8	0.8	21.6	4.5
General operating expenses	19.4	23.3	–	–	–	–	–	23.3
Supplies and materials	4.9	2.4	–	–	–	–	–	2.4
Furniture and equipment	7.2	1.0	–	–	–	–	–	1.0
Total	**388.4**	**694.5**	**–**	**–**	**–**	**–**	**–**	**694.5**

III. Independent Institution on Missing Persons in the Syrian Arab Republic

Mandate and background

24.130 On 29 June 2023, the General Assembly adopted resolution 77/301, in which it established the Independent Institution on Missing Persons in the Syrian Arab Republic.

24.131 The Independent Institution is mandated to clarify the fate and whereabouts of all missing persons in the Syrian Arab Republic and to provide adequate support to victims, survivors and the families of those missing, in close cooperation and complementarity with all relevant actors.

24.132 Pursuant to resolution 77/301, on 1 December 2023, the Secretary-General submitted a report on the implementation of the resolution (A/78/627), which outlined the steps taken and those further envisaged towards the full functioning of the Independent Institution. The Independent Institution is headquartered in Geneva, selected based on the criteria outlined in the Secretary-General's report, ensuring accessibility, operational feasibility, and strategic engagement with relevant stakeholders.

24.133 Given that the Independent Institution was not included in the proposed programme budget for 2024, a report of the Secretary-General on revised estimates relating to the Independent Institution (A/78/706) was submitted to the General Assembly to request approval of the Institution's estimated resource requirements for 2024. This included an initial staffing structure and necessary operational costs to ensure the Institution could commence its activities on 1 April 2024. The General Assembly subsequently approved the request, which provided for 28 posts and additional operational costs to support the Institution's launch.

24.134 Following the initial set-up phase in 2024, a comprehensive budget proposal was submitted for 2025 (A/79/6 (Sect. 24)), reflecting the staffing and resource needs for the Institution's full operationalization. This included an expansion of the staffing structure beyond the 28 posts approved for 2024, and non-post requirements for 2025 to support operational growth while maintaining cost-effectiveness. The Head of the Institution assumed her functions in January 2025, marking a key step in affirming the Institution's leadership and governance.

Strategy for 2026

24.135 In 2026, the Institution will build on its initial operational phase completed in 2024 and the expansion of its capabilities in 2025, continuing to advance the core pillars of its mandate: clarifying the fate and whereabouts of missing persons and providing support to victims, survivors and their families, in close cooperation and complementarity with all relevant actors. The Institution will enhance its search, data analysis and family support mechanisms while strengthening its operational presence and cooperation with relevant actors. The shifting landscape in the Syrian Arab Republic, particularly the need to be in the field working with different stakeholders, and the emergence of new evidence and documentation regarding mass graves and other potential burial sites, underscores the urgency of scaling up search and identification efforts. As part of its strategic response, the Institution will work to strengthen its investigative methodologies, enhance cooperation with relevant stakeholders and refine its forensic and contextual analysis capabilities to address these evolving challenges. The identification, documentation and preservation of grave sites and related information are essential to the Institution's mandate, ensuring that families of the missing receive credible information while upholding international best practices for data integrity and protection and the dignified treatment of remains.

24.136 Ensuring responsible and effective data and information management will remain a key operational priority in 2026. The Institution will continue to strengthen its protocols for handling and protecting sensitive information, in line with international standards and ethical best practices. It will also refine its internal review mechanisms to ensure its methodologies remain effective, adaptive and responsive to emerging challenges.

24.137 The Institution will continue strengthening partnerships with United Nations entities, forensic institutions, civil society organizations, families and national and international stakeholders, thus ensuring a collaborative and complementary approach as it continues working towards the fulfilment of its mandate while adapting to the evolving context.

24.138 In line with the evolving operational environment in the Syrian Arab Republic and the strategic vision for 2026, revisions to the entity's organizational structure to optimize resource allocation and enhance efficiency are proposed. The former Search and Data Analysis Section has been divided into two specialized sections, the Data and Digital Analysis Section and the Search and Identification Section, to better align with their distinct operational functions. The Administrative Services Section has been expanded into the Operations Support Section, consolidating key support services and redeploying existing resources under a unified framework. In addition, the Participation and Family Support Section (formerly Victim Participation and Support Section) and the Executive Office have been adjusted in composition to complement this refined structure, ensuring a balanced distribution of responsibilities across the Institution. This results in the following revised organizational units:

(a) **Executive Office**. The Executive Office, under the leadership of the Head of the Independent Institution, provides overall strategic direction, management and oversight. It is responsible for ensuring institutional coherence, policy coordination and the implementation of the Institution's mandate. The Executive Office plays a central role in engagement with Member States, United Nations entities, civil society organizations, families and other relevant national and international stakeholders. In addition to facilitating institutional partnerships and ensuring adherence to human rights principles, the Executive Office is responsible for negotiating and concluding agreements with national and international actors to enhance cooperation, facilitate information-sharing and leverage existing mechanisms and expertise. It maintains close coordination with the Independent Institution's Advisory Board and oversees the development and application of family-centred policies, compliance with legal frameworks and advocacy efforts related to missing persons;

(b) **Data and Digital Analysis Section** (referred to as the Search and Data Analysis Section in 2025, now split into two specialized sections). The Data and Digital Analysis Section is responsible for collecting, managing and analysing large datasets, incorporating geospatial mapping, open-source intelligence and digital investigations to support the Institution's mandate. In addition, it manages the registry and ensures the interconnection of multiple databases, facilitating seamless information integration across institutional functions. This section ensures the structuring, preservation and secure handling of information, in line with international best practices in data protection and confidentiality. Human Rights Officers within this section apply a multidisciplinary investigative and analytical lens to assess the credibility and contextual relevance of digital and documentary sources, ensuring the ethical and effective use of information in search efforts. The section works in close coordination with the Search and Identification Section, ensuring search operations are guided by well-verified and strategically analysed information. Beyond its core analytical functions, the section contributes across the Institution, supporting various operational needs, including facilitating information management processes essential to the Participation and Family Support Section, such as the case registration system. As the custodian of all institutional data, it oversees secure storage, preservation and structured access to critical information across the Institution;

(c) **Search and Identification Section** (referred to as the Search and Data Analysis Section in 2025, now split into two specialized sections). The Search and Identification Section is responsible for the field-based operational aspects of locating and identifying missing persons. It integrates forensic, investigative and analytical methodologies to strengthen search efforts and support affected families. The section conducts witness interviews, gathers information from families, works on contextual analysis and truth-telling initiatives and collaborates with forensic experts to ensure that search and identification processes follow international best practices and ethical standards. The section works closely with forensic institutions, family groups and other relevant actors to advance search efforts and enhance coordination among

those engaged in identifying missing persons. It also provides technical guidance on search methodologies, supports the development of standardized procedures, and ensures that information collected contributes to a more comprehensive understanding of missing persons cases. Through a multidisciplinary approach, the section ensures that search efforts are methodical, well-documented and incorporate the needs of affected families;

(d) **Participation and Family Support Section** (referred to as the Victim Participation and Support Section in 2025). The Participation and Family Support Section is at the core of the Independent Institution's victim-centred mandate, ensuring meaningful engagement with victims, survivors and families of missing persons. It is responsible for direct interaction with families and facilitating their access to information regarding search efforts. The section provides psychosocial and mental health support, integrates gender-sensitive approaches into its work and ensures that families receive legal and administrative guidance. It maintains a referral network for victim support services, coordinates with family associations and civil society organizations and ensures cultural and linguistic accessibility in all engagement processes. In addition, it works closely with the Executive Office to integrate victims' perspectives into institutional policies and decision-making;

(e) **Operations Support Section** (referred to as the Administrative Services Section in 2025). The Operations Support Section oversees all administrative, financial, procurement, logistical, human resources and information technology functions necessary for the Institution's effective functioning, ensuring compliance with United Nations regulations and best practices. The section also manages internal control mechanisms, risk management and audit coordination to ensure operational integrity. In addition, it is responsible for the Institution's security framework, coordinating with the Department of Safety and Security to ensure personnel safety, risk assessments and operational security measures. By ensuring robust operational support and institutional resilience, the section enhances the Institution's ability to function effectively while maintaining transparency, efficiency and accountability;

(f) **Advisory Board (pro bono)**. The Independent Institution includes a pro bono Advisory Board composed of nine Syrian and international independent experts, sitting in their personal capacities, including representatives of victims, survivors and families, who meet regularly to provide confidential views and advice to the Head of the Independent Institution on the Institution's programmes and operations.

Results for 2024

24.139 In its first year of operations, which commenced in April 2024, the Independent Institution focused on establishing its core structure, engaging with families and stakeholders and developing its search and data analysis capabilities. The Institution implemented foundational activities to advance its mandate while ensuring a phased and strategic approach, including:

(a) Launching its initial engagement with families of missing persons, by holding its first in-person consultation with families and civil society organizations to provide information on its operational strategy. A case registration system was designed, and initial referral pathways for psychosocial and legal support were developed. Outreach efforts also included trust-building measures to foster confidence in the Institution's work and ensure meaningful participation from affected communities;

(b) Strengthening its search and identification capacity, by mapping key actors holding data on missing persons, including forensic institutions, United Nations entities, and civil society organizations. The foundations of a search strategy were developed, incorporating investigative methodologies and structured data analysis. The Institution also began designing a centralized case management system to integrate and analyse data collected, ensuring ethical handling of sensitive information;

(c) Enhancing cooperation with Member States, United Nations entities and other key partners, thus ensuring effective coordination and information-sharing. The Institution initiated the

process of formal cooperation agreements with relevant actors, which will be critical for expanding its search efforts and improving access to existing information;

(d) Establishing its headquarters in Geneva and setting up administrative, financial, and operational frameworks necessary for its functioning. A multidisciplinary team was recruited and onboarded, and internal policies and procedures were developed to ensure compliance with United Nations regulations and rules.

Planned activities for 2026

24.140 In 2026, the Independent Institution will operationalize its strategic priorities by further developing its core functions and expanding its on-the-ground presence. With a focus on enhancing search and identification efforts, strengthening family engagement and deepening cooperation with national and international actors, the Institution will implement a series of targeted activities to ensure the effective delivery of its mandate. These activities will be structured around key operational priorities, including:

(a) Strengthening search and identification efforts by expanding investigative, contextual and forensic methodologies, integrating structured data collection, analysis and field-based assessments. The Institution will further map key sources of information, including governmental and non-governmental actors, documentation and forensic institutions, and civil society organizations, to enhance data consolidation on missing persons;

(b) Enhancing data management and analytical capabilities through the further development and implementation of a centralized case management system to incorporate information from multiple sources securely and efficiently. The Institution will introduce enhanced data governance protocols, ensuring the ethical handling of sensitive case information while improving accessibility for authorized stakeholders;

(c) Expanding family engagement and support services by strengthening outreach and engagement mechanisms to ensure meaningful participation of families of missing persons. Structured participation mechanisms for families and civil society groups will be reinforced, thereby ensuring that they are actively involved in shaping the Institution's approaches. A refined referral system will be operationalized to facilitate psychosocial, legal and administrative support, enabling affected families to access available services efficiently. The Institution will also strengthen protection mechanisms for families and individuals engaging with its work, thus ensuring their safety and confidentiality;

(d) Strengthening operational presence and field-based engagement by enhancing the Institution's ability to engage directly with affected communities and relevant actors on the ground. Increased deployment of field missions will support direct information-gathering, interviews, and verification efforts. Operational expansion will ensure a more sustained presence for investigative and support functions, thereby enhancing both search efforts and family support;

(e) Deepening institutional partnerships and cooperation mechanisms to maximize efficiency and avoid duplication. The Independent Institution will strengthen its cooperation agreements with Member States, United Nations entities and international forensic and investigative bodies to facilitate information-sharing, technical assistance and capacity-building efforts. The Institution will continue establishing protocols for inter-agency referrals and cooperation with actors already working on missing persons issues;

(f) Reinforcing engagement with national stakeholders, including government entities, forensic institutions and civil society organizations, to facilitate information-sharing, coordination and technical collaboration. The Institution will enhance structured dialogue with national actors to foster cooperation in search and identification efforts;

(g) Ensuring institutional sustainability and operational efficiency by refining internal processes, optimizing resource allocation and ensuring cost-effective programme delivery.

24.141 This set of activities will ensure that the Independent Institution continues to advance its mandate effectively, thus further consolidating its role in searching for missing persons and supporting their families while operating within a structured and efficient framework.

Reporting

24.142 A report of the Secretary-General on the activities of the Independent Institution shall be presented annually to the General Assembly, as it requested in its resolution 77/301. This reporting shall be led by the Head of the Independent Institution.

24.143 The Head of the Institution shall ensure that its outreach strategy includes regular reporting, communication and updates on the activities of the Institution, in particular for families.

24.144 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 24.39 to 24.41.

Table 24.39
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 121.8	7 925.6	1 409.2	341.4	34.7	1 785.3	22.5	9 710.9
Other staff costs	–	513.1	–	–	(25.9)	(25.9)	(5.0)	487.2
Consultants	30.4	130.7	–	–	(1.1)	(1.1)	(0.8)	129.6
Travel of staff	102.5	268.2	–	–	209.8	209.8	78.2	478.0
Contractual services	181.7	1 030.0	–	–	(135.6)	(135.6)	(13.2)	894.4
General operating expenses	117.9	613.5	–	–	(66.2)	(66.2)	(10.8)	547.3
Supplies and materials	1.4	11.4	–	–	–	–	–	11.4
Furniture and equipment	85.8	199.0	(55.1)	–	112.0	56.9	28.6	255.9
Grants and contributions	67.1	366.0	–	–	(46.5)	(46.5)	(12.7)	319.5
Total	**2 708.8**	**11 057.5**	**1 354.1**	**341.4**	**81.2**	**1 776.7**	**16.1**	**12 834.2**

Table 24.40
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	45	1 ASG, 1 D-1, 3 P-5, 9 P-4, 16 P-3, 8 P-2/1, 1 GS (PL), 6 GS (OL)
Redeployment	–	Twelve redeployment across sections of 1 Human Rights Officer P-4; 1 Information Management Officer P-4; 1 Information Systems Officer P-4; 1 Information Management Officer P-3; 1 Data Analyst P-3; 1 Human Rights Officer P-3; 1 Field Interpreter P-3; 2 Associate Human Rights Officers, P-2; 1 Associate Translator, Arabic P-2; 1 Administrative Assistant GS (OL); 1 Information Systems Assistant GS (OL)
Reassignment	–	1 Senior Information Management Officer P-5 to 1 Senior Investigator P-5
		2 Human Rights Officers P-3 to 2 Forensic Experts P-3
		1 Associate Information Management Officer P-2 to 1 Associate Investigator P-2
Reclassification	–	1 Legal Officer P-3 to P-4 with a reassignment to Forensic Pathologist P-4

	Number	*Details*
Establishment	3	1 Security Coordination Officer P-3
		1 Data Scientist P-3
		1 Information Management Officer P-3
Proposed for 2026	48	1 ASG, 1 D-1, 3 P-5, 10 P-4, 18 P-3, 8 P-2/1, 1 GS (PL), 6 GS (OL)

Table 24.41
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	3	–	–	–	–	3
P-4	9	–	–	1	1	10
P-3	16	–	3	(1)	2	18
P-2/1	8	–	–	–	–	8
Subtotal	**38**	**–**	**3**	**0**	**3**	**41**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	6	–	–	–	–	6
Subtotal	**7**	**–**	**–**	**–**	**–**	**7**
Total	**45**	**–**	**3**	**0**	**3**	**48**

24.145 Additional details on the distribution of the proposed resources for 2026 are reflected in table 24.42 and figure 24.XX.

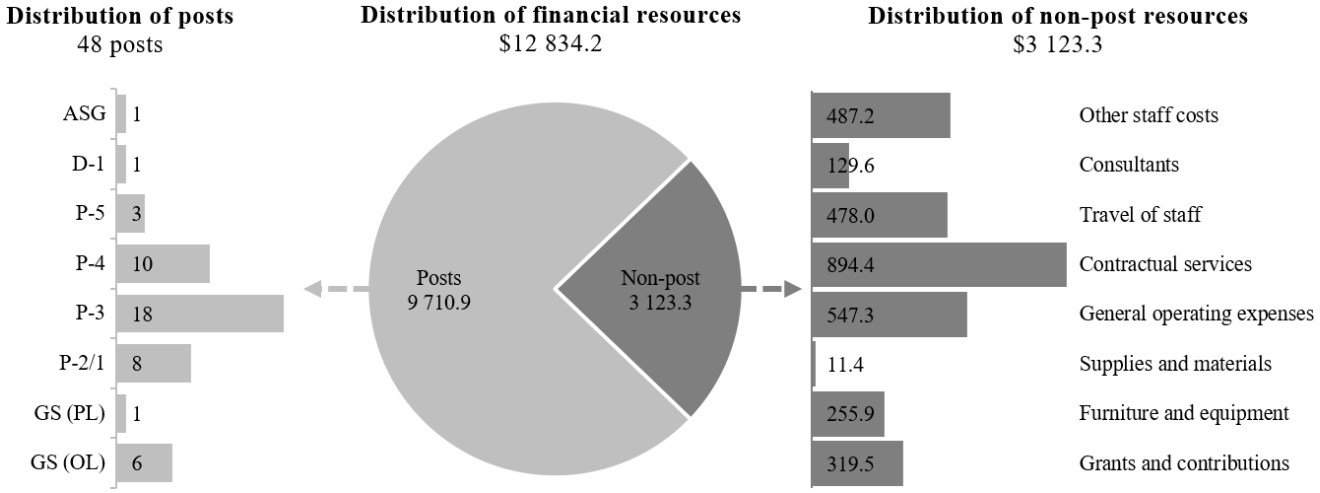
24.146 As shown in table 24.42, the overall resources proposed for 2026 amount to $12,834,200, reflecting a net increase of $1,776,700 (or 16.1 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 24.42
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure[a]	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 121.8	7 925.6	1 409.2	341.4	34.7	1 785.3	22.5	9 710.9
Non-post	586.9	3 131.9	(55.1)	–	46.5	(8.6)	(0.3)	3 123.3
Total	**2 708.8**	**11 057.5**	**1 354.1**	**341.4**	**81.2**	**1 776.7**	**16.1**	**12 834.2**
Post resources by category								
Professional and higher		38	–	3	–	3	7.9	41
General Service and related		7	–	–	–	–	–	7
Total		**45**	**–**	**3**	**–**	**3**	**6.7**	**48**

[a] The Independent Institution began its work in April 2024.

Figure 24.XX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

25.147 As shown in table 24.42, resource changes reflect a net increase of $1,354,100. The increase of $1,409,200 under posts relates to the higher provision at continuing vacancy rates for the 17 posts (2 P-4, 7 P-3, 4 P-2, and 4 General Service (Other level)) established in 2025 pursuant to General Assembly resolution 79/257, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts. The decrease of $55,100 under non-post resources relates to the removal of non-recurrent provisions under furniture and equipment that were approved for 2025 and are not required in 2026.

New and expanded mandates

24.148 As shown in table 24.42, resource changes reflect an increase of $341,400 under posts for the establishment of 3 posts (3 P-3), subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts. The posts were initially requested in the budget proposal for 2025 but were not approved for 2025, and are now proposed for 2026 in line with the view of the Advisory Committee on Administrative and Budgetary Questions that a phased approach should be applied, as contained in paragraph VI.55 of report A/79/7, which was approved by the General Assembly in its resolution 79/257, and in accordance with the evolving operational requirements of the Institution. Of these three proposed posts, one post is proposed at a lower grade, at the P-3 level rather than the P-4 level; the 3 P-3 posts are needed from 2026 to ensure the full implementation of the mandate of the Institution.

Other changes

24.149 As shown in table 24.42, resource changes reflect a net increase of $81,200, which affect mainly the operational requirements projected for 2026, as follows:

(a) An increase of $34,700 under posts for the upward reclassification and reassignment of a P-3 Legal Officer to P-4 Forensic Pathologist, in line with the efforts to optimize resources by rearranging the organizational structure to create a dedicated forensic capacity within the Search and Identification Section, in order to strengthen the Institution's interdisciplinary search methodologies, thereby ensuring that forensic data is effectively analysed, integrated and applied to operational strategies while optimizing resource allocation;

(b) A decrease of $25,900 under other staff costs, reflecting reduced requirements in the light of prior expenditure and projected needs;

(c) A decrease of $1,100 under consultants due to removal of the provision for specialized skills required for the creation of the digital engagement strategy, as the Institution matures into its fully operational stage and streamlines the related required functions within its existing workforce capacity;

(d) An increase of $209,800 under travel of staff in response to evolving operational requirements, particularly the need to strengthen on-the-ground engagement in the Syrian Arab Republic. Should a more permanent presence be established in the country, travel needs may be adjusted accordingly. Until then, increased travel remains necessary to advance search and identification efforts, including direct interactions with affected families, data collection with key stakeholders and field-based investigative activities essential to fulfilling the Institution's mandate;

(e) A decrease of $135,600 under contractual services made possible by enhanced efficiencies in the data management structure of the Institution, which have reduced costs while sophisticating search and forensic capacities;

(f) A decrease of $66,200 under general operating expenses, reflecting the restructuring of the Administrative Services Section into a broader Operations Support Section through the redeployment of posts and consolidation of administrative, logistical, security and information technology functions. As a result, the Institution established a more streamlined and efficient support framework, while maintaining fiduciary responsibility and segregation of duties in accordance with the Financial Regulations and Rules of the United Nations;

(g) An increase of $112,000 under furniture and equipment that responds to evolving operational requirements and would provide for the purchase of specialized technological infrastructure to support forensic investigations and digital evidence management;

(h) A decrease of $46,500 under grants and contributions due to an anticipated increase in the on-the-ground staff presence in the Syrian Arab Republic that is expected to lead to direct engagement with communities there and therefore decrease the need to transport families and victims to other destinations.

Other information

24.150 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Independent Institution will integrate environmental sustainability practices into its operations. The Independent Institution will continue to prioritize environmentally sustainable practices, particularly in collaboration with service providers for its premises and logistical infrastructure. While the Institution does not directly manage its office facilities, it will collaborate with the service provider to explore opportunities for integrating energy-efficient systems, sustainable waste management practices and environmentally responsible procurement processes. Given the operational necessity of travel, including to the Syrian Arab Republic, the Institution will seek to minimize its carbon footprint through mission consolidation and remote collaboration tools. Through these efforts, the Institution remains committed to minimizing its environmental impact and contributing to broader United Nations sustainability goals.

24.151 Information on the timely submission of documentation and advance booking for air travel is reflected in table 24.43. The Independent Institution will ensure that all missions and official travel are planned well in advance to comply with the advance booking policy and target rate. To achieve this, the Institution will implement a structured mission planning framework, consolidating travel requests for quarterly approval, except in critical, unforeseen cases. Quarterly reviews will monitor adherence and inform necessary adjustments. Improved internal coordination, including early identification of travel needs and close collaboration with administrative staff, will help ensure timely processing. Regular awareness sessions will reinforce policy compliance among staff. These proactive measures will ensure that the Institution maximizes cost efficiencies and adheres to United Nations travel management best practices.

Table 24.43
Compliance rate
(Percentage)

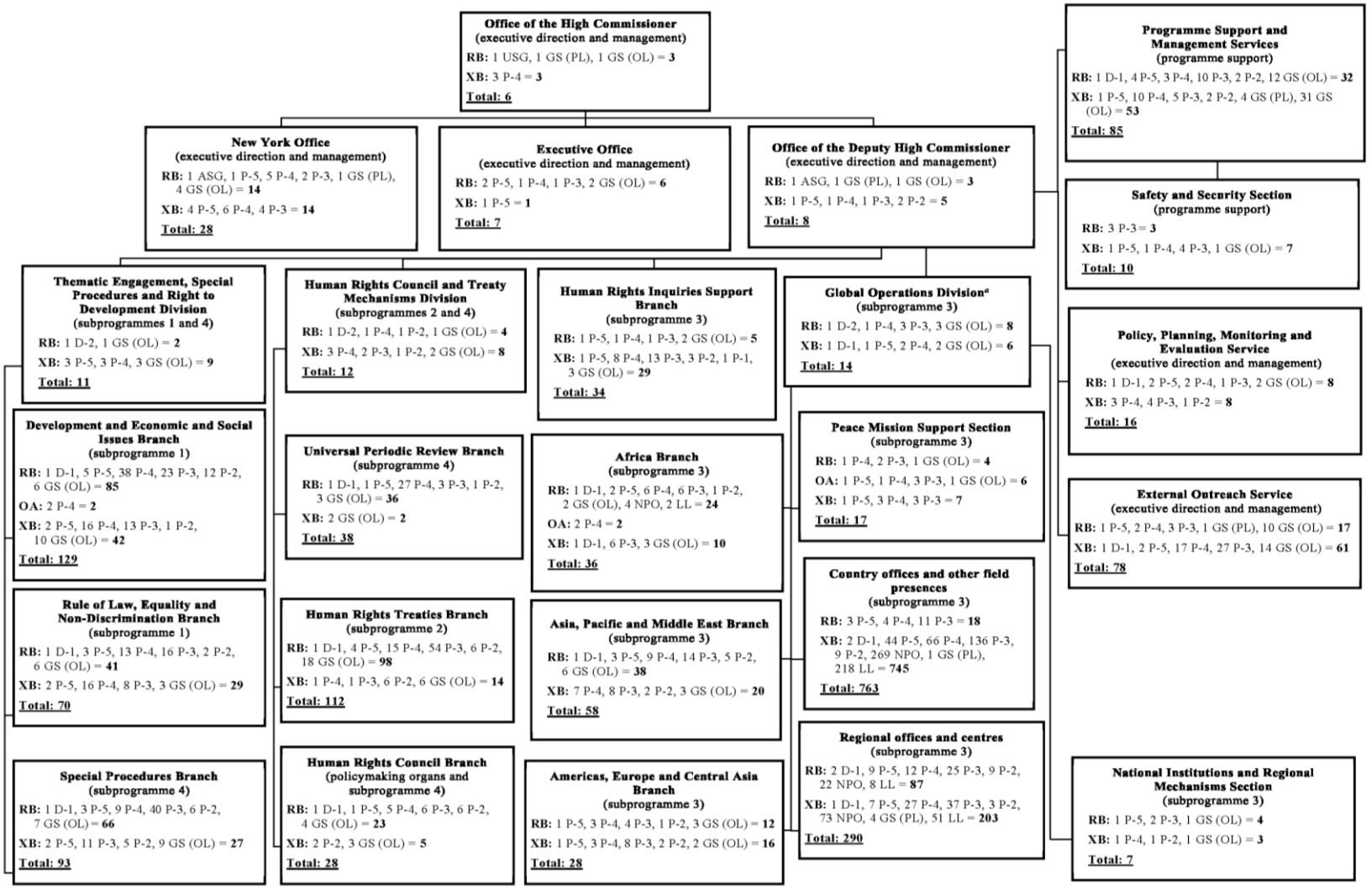
	2024 actual	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	72	100	100

Annex I

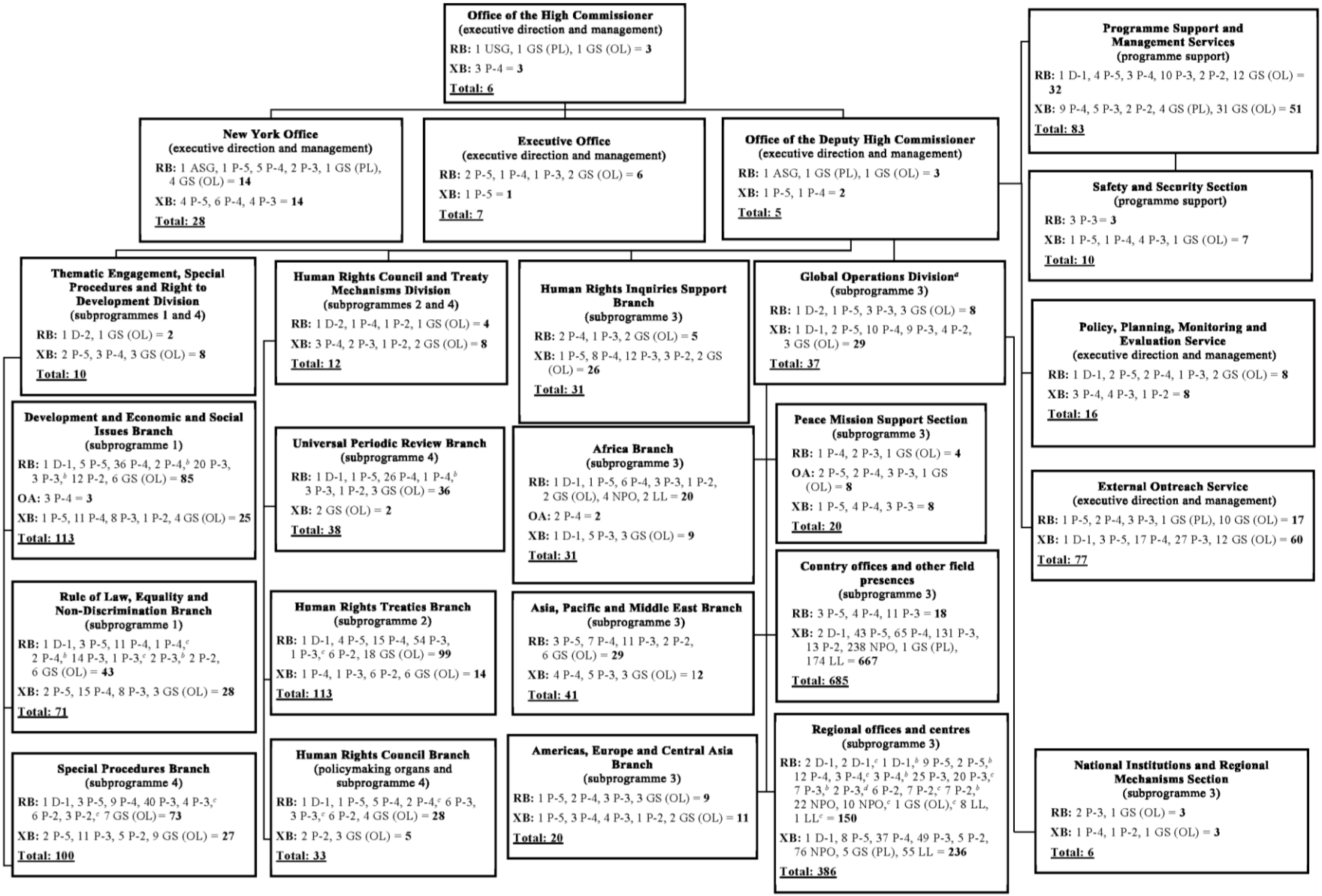
Organizational structure and post distribution

A. Office of the High Commissioner for Human Rights

Approved organizational structure and post distribution



Proposed organizational structure and post distribution for 2026



(Footnotes on following page)

(Footnotes to annex I.A)

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

Note: Except for 10 posts created pursuant to General Assembly resolution 68/268, posts supporting thematic work and mechanisms that are situated in regional and country offices are represented in the relevant boxes of the organization charts. These include the Development and Economic and Social Issues Branch (16 P-4, 2 P-4 (redeployment), 3 P-3 and 3 P-3 (redeployment)), the Rule of Law, Equality and Non-Discrimination Branch (1 P-4 (establishment), 2 P-4 (redeployment), 5 P-3, 1 P-3 (establishment) and 2 P-3 (redeployment)), the Human Rights Treaties Branch (1 P-3 (establishment)) and the Universal Periodic Review Branch (10 P-4 and 1 P-4 (redeployment)).

[a] The Field Operations and Technical Cooperation Division was renamed the Global Operations Division to more accurately reflect its broad mandate and impactful presence worldwide. This change underscores the Division's vital role in supporting the implementation of international human rights standards on the ground through field presences that monitor and respond to human rights challenges and deliver technical cooperation in collaboration with Governments, the United Nations system, civil society and other partners.

[b] Redeployment.

[c] Establishment.

[d] Conversion.

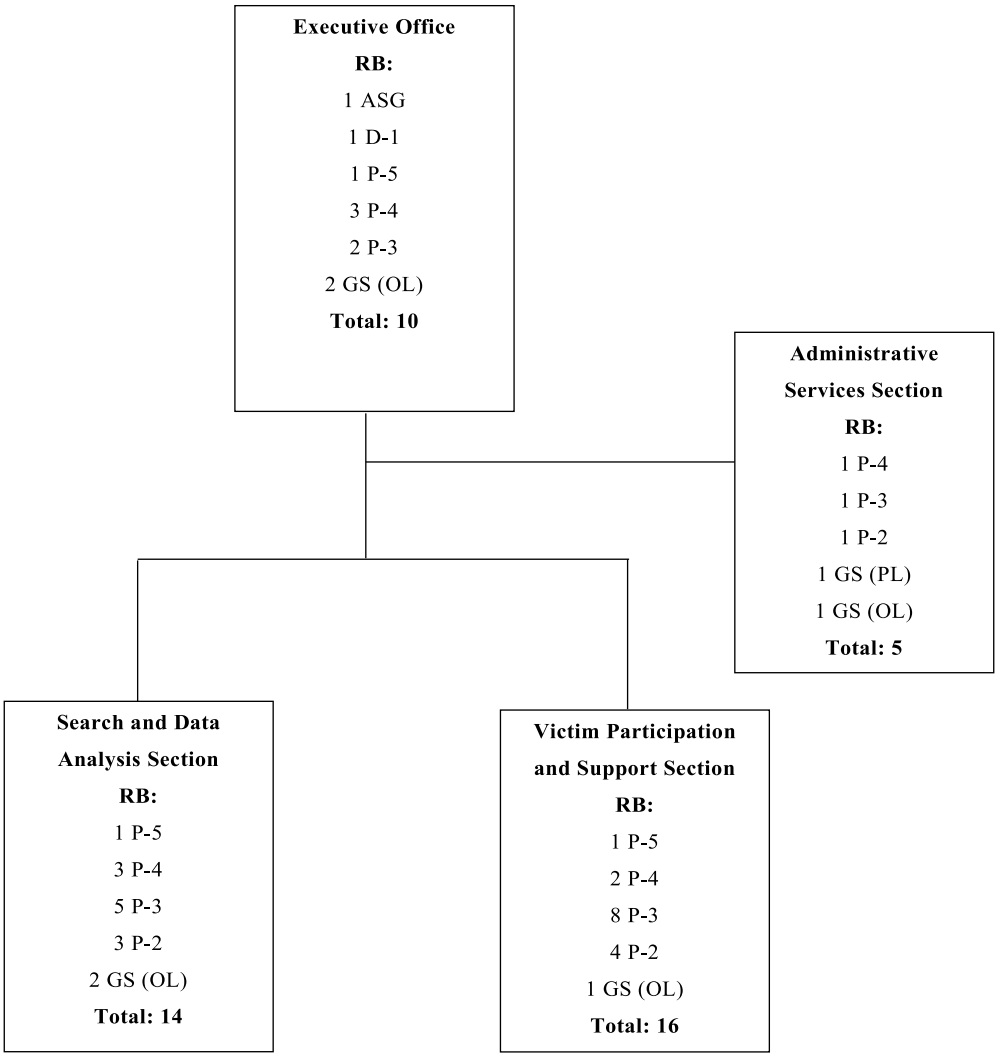
B. Independent Institution on Missing Persons in the Syrian Arab Republic

To align with the evolving operational environment in the Syrian Arab Republic and the strategic vision for 2026, the Independent Institution on Missing Persons in the Syrian Arab Republic has adjusted its organizational structure and post distribution to ensure the most efficient use of existing resources while addressing critical operational needs. This revision includes the redeployment of posts to enhance functional alignment, as well as the reintroduction of three of the six posts that were initially requested in the budget proposal for 2025 but were not approved at that stage by the General Assembly.

Furthermore, the former Search and Data Analysis Section has been divided into two specialized sections, the Data and Digital Analysis Section and the Search and Identification Section, to better reflect their distinct operational functions. The Administrative Services Section has been restructured into a broader Operations Support Section, consolidating administrative, logistical and information technology functions, through the redeployment of two information systems posts and other existing resources, ensuring a streamlined and efficient support framework.

In addition, the Participation and Family Support Section (formerly the Victim Participation and Support Section) and the Executive Office have been adjusted in composition to complement the refined structure, ensuring a balanced distribution of responsibilities across the Institution.

Approved organizational structure and post distribution for 2025



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

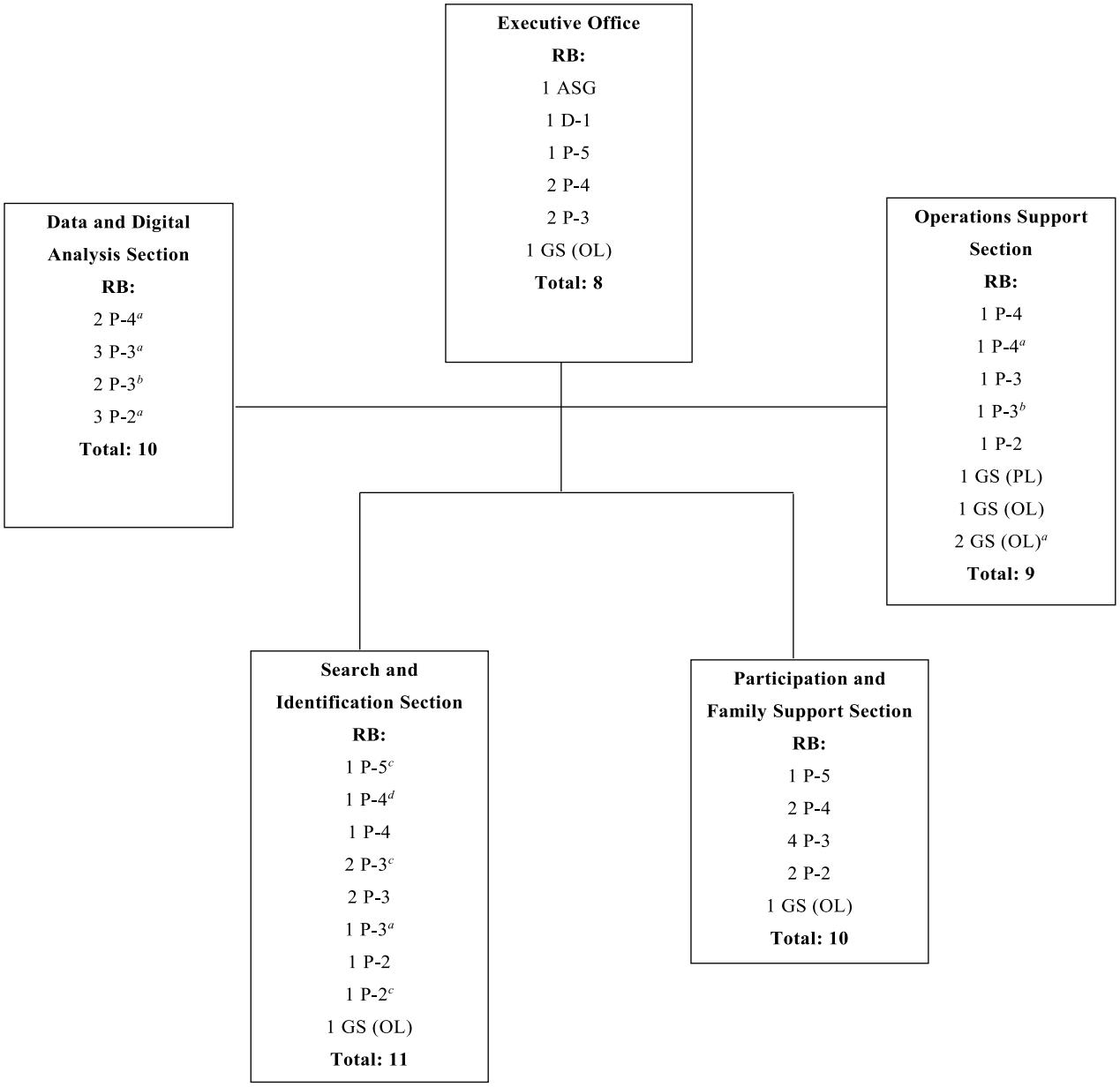
[a] Redeployment.

[b] Establishment.

[c] Reassignment.

[d] Reclassification.

Proposed organizational structure and post distribution for 2026



Annex II

Summary of proposed post changes

A. Office of the High Commissioner for Human Rights

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 1 Human rights mainstreaming, right to development, and research and analysis	1 1 4 5	P-4 P-3 P-4 P-3	**Establishment** of Human Rights Officer **Redeployment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** The incumbents would provide thematic expertise, including, pursuant to the implementation of thematic mandates of the Human Rights Council, in support of field offices, where present, and offer technical advice to States and other stakeholders in the region, upon request, to provide technical advice and support, develop guidelines and tools, identify and disseminate good practices, hold consultations, conduct comprehensive research and organize workshops at the country and regional levels. The proposal for redeployment is intended to ensure cost-effectiveness and achieve efficiency gains. The proposal includes the establishment of 2 posts, 1 in Vienna (P-4) and 1 in Beirut (P-3), to support the area of rule of law, equality and non-discrimination, and the redeployment of 9 posts to Addis Ababa, Beirut, Dakar, Panama City (2), Pretoria (3) and Vienna.
Subprogramme 2 Supporting human rights treaty bodies	1	P-3	**Establishment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** The incumbent would be part of the dedicated capacity-building officers' team in regional offices to support States in the region in complying with their periodic reporting and other obligations under the treaties that the States have ratified. This would include day-to-day guidance to States and relevant national stakeholders on engagement with the treaty bodies and help to build and strengthen national capacity to fulfil obligations under the human rights treaties, briefing State officials on how to collect information for the reports, drafting reports/replies to lists of issues or lists of issues prior to reporting and preparing for the interactive dialogue with a treaty body and how to use the Universal Human Rights Index to cluster recommendations by themes. The proposal includes the establishment of 1 post in Vienna as part of the Regional Office for Europe and Central Asia.
Subprogramme 3 Advisory services, technical cooperation and field activities	2 1	D-1 D-1	**Establishment** of Representative Human Rights **Redeployment** of Chief of Service, Human Rights	**New/expanded mandates: Pact for the Future** The incumbents of the D-1 post would act as the regional representative and head of the regional office and coordinate the development of the vision and strategic direction for the work of OHCHR in the region. The regional representatives would: represent OHCHR at the regional level in all relevant settings, including United Nations inter-agency processes and regional intergovernmental organizations; oversee, coordinate and support OHCHR country presences by defining regional priorities and strategies and providing political, policy, planning and programme advice and

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				performance evaluations; ensure that plans and budgets provide adequate programmatic (country-specific and thematic) and operational support to presences in the region. The proposal includes the establishment of 2 posts, 1 in Bangkok and 1 in Beirut, and the redeployment of 1 post to Vienna.
	2	P-4	**Establishment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** The incumbents would act as regional heads of the Prevention/Early Warning/Emergency Response Team, which delivers regular updates, data, information and analysis on developments in the region, including for early warning and preventive action. The proposal includes the establishment of 2 posts, 1 in Addis Ababa and 1 in Beirut.
	2	P-5	**Redeployment** of Senior Human Rights Officer	**New/expanded mandates: Pact for the Future** The Senior Human Rights Officers and Human Rights Officers would provide technical assistance and operational support to all OHCHR presences within their regions and facilitate the delivery of substantive inputs/outputs and programme management between Headquarters (Geneva and New York) and country presences in their respective regions. The proposal includes the establishment of 7 posts in Addis Ababa (1 P-3, 2 P-2), Beirut (2 P-2) and Pretoria (2 P-2) and the redeployment of 19 posts to Addis Ababa (1 P-5), Bangkok (1 P-4, 1 P-3, 1 P-2), Dakar (2 P-3), Panama City (1 P-4, 1 P-2), Pretoria (1 P-3) and Vienna (1 P-5, 1 P-4, 3 P-3, 5 P-2).
	3	P-4	**Redeployment** of Human Rights Officer	
	1	P-3	**Establishment** of Human Rights Officer	
	7	P-3	**Redeployment** of Human Rights Officer	
	6	P-2	**Establishment** of Associate Human Rights Officer	
	7	P-2	**Redeployment** of Associate Human Rights Officer	
	1	P-3	**Conversion and redeployment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** Cost-neutral conversion of a long-term general temporary position that supports the Independent Expert on the situation of human rights in Mali. The redeployment of the position to Dakar would enhance the delivery of the mandate by enabling a closer connection to on-the-ground realities and facilitating more effective engagement with local stakeholders.
	1	P-4	**Establishment** of Programme Management Officer (Risk Management)	**New/expanded mandates: Pact for the Future** The post would enable OHCHR to manage risks related to programme implementation in its regional presences and country offices. Responsibilities include developing tools and guidelines for the risk management cycle, building capacity in regional offices for risk assessment, ensuring internal controls and communication for each risk category and developing plans to address residual risks. The post would integrate risk information from various presences into the OHCHR corporate risk register and into United Nations country team risk registers and ensure continuous monitoring and reassessment of risk management plans. The proposal includes the establishment of 1 post in Vienna as part of the Regional Office for Europe and Central Asia.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
	7	P-3	**Establishment** of Programme Management Officer	**New/expanded mandates: Pact for the Future** The incumbents would support programme delivery for the human rights mechanisms, engagement at the regional and country levels and thematic work for the entirety of global operations. The request entails the establishment of 7 P-3 posts to ensure the coordination of additional programme management capacity at the regional level and support alignment with OHCHR strategic planning, monitoring and evaluation processes. The proposal includes the establishment of 7 posts in Addis Ababa, Bangkok, Beirut, Dakar, Panama City, Pretoria and Vienna.
	6	P-3	**Establishment** of Administrative Officer	**New/expanded mandates: Pact for the Future** The incumbents would monitor and advise on compliance with internal controls, regulations and administrative guidelines to promote accountability and good governance; ensure optimal use of resources; coordinate activities related to budget funding, including the preparation and submission of programme and project proposals, and progress and financial reports tailored to regional needs and objectives; provides strategic advice and support to managers and staff on human resources-related matters; and serves as a link between regional offices, headquarters and service providers. The proposal includes the establishment of 13 posts in Addis Ababa (1 P-3), Beirut (1 P-3, 1 LL), Dakar (1 P-3, 1 NPO), Panama City (1 P-3, 2 NPO), Pretoria (1 P-3, 2 NPO) and Vienna (1 P-3, 1 GS (OL)).
	2	NPO	**Establishment** of Finance and Budget Officer	
	3	NPO	**Establishment** of Human Resources Officer	
	1	GS (OL)	**Establishment** of Administrative Assistant	
	1	LL	**Establishment** of Driver	
	6	P-3	**Establishment** of Security Officer	**New/expanded mandates: Pact for the Future** The incumbents would provide essential operational and logistical support for various OHCHR missions at both the regional and country levels. These missions often involve complex, high-sensitivity issues, including emergency response situations. Missions frequently require the physical presence of internal professional security officers to assess risk, ensure the safety of personnel and support mission-critical decision-making on the ground. Support includes coordination with local entities, facilitation of secure movement and ensuring compliance with security protocols. The proposal includes the establishment of 6 posts in Addis Ababa (2 P-3), Bangkok (1 P-3), Dakar (2 P-3) and Panama City (1 P-3).
	1	P-2	**Establishment** of Associate Public Information Officer	**New/expanded mandates: Pact for the Future** The posts would enhance media outreach capabilities and amplify the voice of OHCHR across local and regional platforms. The incumbents would develop and implement communication strategies tailored to specific audiences, strengthen media outreach by optimizing mechanisms, leveraging audiovisual social media and conducting targeted training sessions, and support the execution of communication campaigns, ensuring alignment with directives of the General Assembly. The proposal includes the establishment of 3 posts in Addis Ababa (1 NPO), Pretoria (1 NPO) and Vienna (1 P-2).
	2	NPO	**Establishment** of Public Information Officer	

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
	3	NPO	**Establishment** of Information Systems Officer	**New/expanded mandates: Pact for the Future** The incumbents would lead and coordinate work and provide support to regional hubs in the areas of innovation, data analytics, digital transformation, information technology and information and communications technology security. The post would provide advice and ensure efficient information management, secure usage of information management systems and compliance and alignment with OHCHR and United Nations-wide policies. The proposal includes the establishment of 3 posts in Dakar, Panama City and Pretoria.
	1	P-3	**Conversion and redeployment** of Human Rights Officer	**Other changes** The proposal includes the cost-neutral conversion of a long-term general temporary position that supports the Independent Expert on the situation of human rights in the Central African Republic. The redeployment of the position to Yaoundé would enhance the delivery of the mandate by enabling a closer connection to on-the-ground realities and facilitating more effective engagement with local stakeholders.
	1	P-3	**Redeployment** of Human Rights Officer	**Other changes** The proposal includes the redeployment of a post supporting the Independent International Commission of Inquiry on the Occupied Palestinian Territory (see Human Rights Council resolution 55/28) from Gaza to Ramallah.
Subprogramme 4 Supporting the Human Rights Council, its subsidiary bodies and mechanisms	1	P-4	**Establishment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** The incumbent would advise the Human Rights Council, its President and its Bureau on legal and procedural matters, serving as an expert on the Council's rules of procedure. The incumbent would also guide Member States and stakeholders on the Council's practices and the workings of its subsidiary bodies and mechanisms and would liaise with other United Nations sectors and international organizations to ensure policy consistency, providing briefings and recommendations as needed.
	1	P-4	**Establishment** of Public Information Officer	The incumbents would oversee media advisory and communication outputs for the Human Rights Council and its subsidiary bodies, both during and outside Council sessions. Leading the media team, the incumbents would create outreach products for the media, social media, Member States and the public, explaining the Council's mandate and role within the United Nations system. The incumbents would also address media and public inquiries about the Council's year-round activities and mechanisms.
	1	P-3	**Establishment** of Public Information Officer	
	2	P-3	**Establishment** of Human Rights Officer	The incumbents would provide support for the organization of Human Rights Council-related meetings, including its regular and special sessions, intersessional meetings, informal consultations of its Bureau and efficiency processes, and Bureau meetings, and would support the secretariat of the Council in responding to requests from delegates, United Nations partners, national human rights institutions, regional organizations and other stakeholders on the work of the Council. The incumbents would also coordinate internally with other OHCHR units to prepare the Council's meetings.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
	4	P-3	**Establishment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** The incumbents would support the implementation of the thematic mandates of special procedures of the Human Rights Council by providing support for country visits, consultations, draft thematic reports and other mandated activities led by the special procedures.
	3	P-2	**Establishment** of Human Rights Officer	
	1	P-4	**Redeployment** of Human Rights Officer	**New/expanded mandates: Pact for the Future** The incumbent would be part of the dedicated capacity-building team in regional offices to advise and assist States in implementing the recommendations of universal periodic reviews. The incumbent would conduct research and compile data to analyse the human rights situation in the region, focusing on trends and priority areas following the universal periodic review. The incumbent would collect information on best practices for the implementation of universal periodic reviews and provide training to enhance engagement among States, civil society organizations, national human rights institutions and other stakeholders throughout the universal period review process. The proposal includes the redeployment of 1 temporary post to Vienna as part of the Regional Office for Europe and Central Asia.

Abbreviations: GS (OL); General Service (Other level); LL, Local level; NPO, National Professional Officer.

B. Independent Institution on Missing Persons in the Syrian Arab Republic

Summary of proposed post changes

Office	*Posts*	*Grade*	*Description*	*Reason for change*
Data and Digital Analysis Section	1	P-4	**Redeployment** of 1 Information Management Officer (P-4), 1 Information Management Officer (P-3), 1 Data Analyst (P-3), 1 Human Rights Officer (P-3), and 1 Associate Human Rights Officer (P-2)	**Other changes: changes across sections** The proposal includes the redeployment of 1 Information Management Officer (P-4), 1 Information Management Officer (P-3), 1 Data Analyst (P-3), 1 Human Rights Officer (P-3) and 1 Associate Human Rights Officer (P-2) to the Data and Digital Analysis Section, following the division of the former Search and Data Analysis Section into two specialized sections. The Information Management Officers and Data Analyst would focus on the collection and processing of structured data and on advanced digital analysis, strengthening the Institution's capacity for geospatial mapping, predictive modelling and case data integration. Meanwhile, the Human Rights Officer and Associate Human Rights Officer would specialize in open-source research and digital investigations. By applying an investigative and analytical lens, they would ensure that collected data are effectively structured for use in field-based search operations. In addition, these redeployments would enhance the Institution's ability to integrate digital
	3	P-3		
	1	P-2		

Office	*Posts*	*Grade*	*Description*	*Reason for change*
				methodologies through a search-focused lens, maximizing efficiency and operational impact. They would also support the Section's role in overseeing the Institution's registry, facilitating case registration processes and ensuring that family engagement is systematically linked with search and data management efforts.
	1	P-4	**Redeployment** of 1 Human Rights Officer (P-4)	**Other changes: changes across sections** The proposal includes the redeployment of 1 Human Rights Officer from the Executive Office to the Data and Digital Analysis Section to serve as Chief of Section. In this capacity, the incumbent would provide strategic leadership, manage a multidisciplinary team and oversee the Section's analytical and investigative processes. The role would be responsible for ensuring the effective collection, structuring, verification and analysis of digital and documentary information to support search efforts. The incumbent would supervise data management and analysis through a search-focused lens and ensure that geospatial analysis, open-source research, digital investigations and translation processes are integrated into broader institutional priorities. The Human Rights Officer would apply an investigative and analytical approach, ensuring that information is securely handled, properly contextualized and ethically utilized. In addition, this redeployment would strengthen the Section's ability to support family engagement. The post would also play a key role in developing methodologies, overseeing strategic partnerships with investigative and research entities and guiding the use of digital tools to enhance the Institution's ability to locate missing persons.
	1	P-3	**Establishment** of 1 Data Scientist (P-3)	**New/expanded mandates** The Data Scientist would play a critical role in advancing the Institution's technological capabilities by implementing artificial intelligence-driven automation, process optimization and scalable analytical models to enhance search and identification efforts. This role would be essential for integrating artificial intelligence and machine learning into investigative workflows, enabling the Institution to process large data sets more efficiently and extract actionable insights from complex information sources. In addition, the Data Scientist would support the Institution's long-term data strategy and enhance both the efficiency and accessibility of critical information.

Office	*Posts*	*Grade*	*Description*	*Reason for change*
	1	P-3	**Establishment** of 1 Information Management Officer (P-3)	**New/expanded mandates** The Information Management Officer, specializing in geospatial analysis, would be instrumental in operationalizing search methodologies by structuring, analysing and visualizing data across sources. The role would enhance the Institution's ability to conduct structured searches, process spatial intelligence and integrate geospatial tools into investigative workflows. The Officer would also develop protocols for data management, facilitate interoperability across different information platforms and provide technical guidance on data collection and integration. By reinforcing the Institution's capacity to handle diverse data sets with precision, the role would significantly contribute to improving search efficiency and analytical rigour.
	1	P-2	**Redeployment** Associate Human Rights Officer (P-2)	**Other changes: changes across sections** The proposal includes the redeployment of 1 Associate Human Rights Officer to the Data and Digital Analysis Section from the former Victim Participation and Support Section. The adjustment reinforces the Section's analytical and open-source research capacity to enhance data verification and contextual analysis in support of search efforts.
	1	P-2	**Redeployment** Associate Translator, Arabic (P-2)	**Other changes: changes across sections** The proposal includes the redeployment of 1 Associate Translator to the Data and Digital Analysis Section from the former Victim Participation and Support Section. The adjustment would ensure that translation capacity is embedded within the section responsible for processing and analysing large volumes of multilingual data, facilitating accurate information management and cross-referencing in support of search efforts.
Search and Identification Section	1	P-5	**Reassignment** of 1 Senior Information Management Officer (P-5) to 1 Senior Investigator (P-5)	**Other changes: entity efficiencies** The proposal includes the reassignment of 1 Senior Information Management Officer as a Senior Investigator to lead the Search and Identification Section. The role would be essential in directing and coordinating field-based search efforts, ensuring that investigative and forensic methodologies are effectively applied in locating and identifying missing persons. The Section would translate intelligence and analysis into actionable field operations, conducting on-the-ground investigations, witness interviews and forensic assessments. The Senior Investigator would oversee the development and execution of structured search operations, the collection of testimonial and material evidence and engagement with affected communities. The role would also involve supervising a

Office	*Posts*	*Grade*	*Description*	*Reason for change*
				multidisciplinary team of human rights investigators, forensic experts and analysts, ensuring that investigative strategies align with the realities of search and identification in the field. In addition, the Senior Investigator would lead efforts to produce contextual analysis and truth-telling initiatives, documenting findings from search operations to provide a more comprehensive understanding of the patterns, circumstances and impact of disappearances. The Senior Investigator would ensure that verified intelligence is operationalized effectively, allowing for methodical, evidence-informed and field-driven search efforts.
	1 (1)	P-4 P-3	**Reclassification and reassignment** of 1 Legal Officer (P-3) to Forensic Pathologist (P-4)	**Other changes: entity efficiencies** The proposal includes the upward reclassification and reassignment of 1 Legal Officer (P-3) to Forensic Pathologist (P-4), redeployed from the former Victim Participation and Support Section. The adjustment would strengthen in-house forensic expertise within existing resources to enhance search and identification capabilities. The increasing need for forensic analysis in the context of search and identification efforts has necessitated a shift towards embedding specialized forensic roles within the Institution. The Forensic Pathologist would play a critical role in examining and interpreting forensic findings, ensuring that an interdisciplinary analysis would support search efforts and case assessments. The incumbent would also lead coordination efforts with international and local forensic partners, facilitating collaboration on forensic investigations, capacity-building and the application of global best practices in the identification of missing persons. By embedding dedicated forensic roles within the Section, the Institution would strengthen its interdisciplinary search methodologies, ensuring that forensic data are effectively analysed, integrated and applied to operational strategies. This realignment would ensure that the Institution's search and identification efforts remain methodical, evidence-based and responsive to evolving operational needs.
	2	P-3	**Reassignment** of 2 Human Rights Officers (P-3) to 2 Forensic Experts (P-3)	**Other changes: entity efficiencies** The proposal includes the reassignment of 2 Human Rights Officers (P-3) to Forensic Experts (P-3) within the Search and Identification Section, redeployed from the former Victim Participation and Support Section.

Office	*Posts*	*Grade*	*Description*	*Reason for change*
				The Forensic Experts would specialize in forensic anthropology and forensic genetics, respectively. One would focus on post-mortem analysis of bodies, while the other would contribute genetic expertise to forensic casework and systems, enhancing the Institution's ability to process, analyse and interpret forensic evidence. The adjustment would strengthen in-house forensic expertise within existing resources to enhance search and identification capabilities, further strengthen interdisciplinary search methodologies and ensure that the Institution's search and identification efforts remain methodical, evidence-based and responsive to evolving operational needs.
	1	P-2	**Reassignment** of 1 Associate Information Management Officer (P-2) to 1 Associate Investigator (P-2)	**Other changes: entity efficiencies** The proposal includes the reassignment of 1 Associate Information Management Officer as an Associate Investigator within the Search and Identification Section, following the division of the former Search and Data Analysis Section into two specialized sections. The adjustment would ensure additional capacity for field-based search efforts, strengthening case verification, structured interviews and coordination with forensic and human rights officers.
	1	P-3	**Redeployment** of 1 Field Interpreter (P-3)	**Other changes: changes across sections** The proposal includes the redeployment of 1 Field Interpreter from the former Victim Participation and Support Section to the Search and Identification Section. The adjustment would ensure that specialized linguistic support is embedded within field operations, facilitating direct engagement with families, witnesses and other stakeholders during search and identification activities.
Operations Support Section	1	P-3	**Establishment** of 1 Security Coordination Officer (P-3)	**New/expanded mandates** The Security Coordination Officer would be responsible for developing and implementing a comprehensive security framework tailored to the operational needs of the Institution. The role would be critical to ensuring the safety of staff, assets and activities, particularly given the Institution's increasing engagement in the field, including in high-risk environments. The Officer would coordinate closely with the Department of Safety and Security and relevant security counterparts to assess threats, implement risk mitigation strategies and provide security guidance for personnel deployed on missions. In addition, the incumbent would conduct security briefings, oversee incident reporting mechanisms and deliver tailored security awareness training to enhance preparedness and response capacities. By embedding

Office	*Posts*	*Grade*	*Description*	*Reason for change*
				security expertise within the Operations Support Section, the Institution would ensure a proactive and structured approach to security management, directly supporting the safe and effective execution of its mandate.
	1 1	P-4 GS (OL)	**Redeployment** of 1 Information Systems Officer (P-4) and 1 Information Systems Assistant (GS (OL))	**Other changes: changes across sections** The proposal includes the redeployment of 1 Information Systems Officer and 1 Information Systems Assistant to the Operations Support Section to centralize information technology governance, digital infrastructure and information and communications technology security across the Institution. Previously part of the Search and Data Analysis Section, these roles focused on managing information systems, secure data storage and digital tools supporting institutional workflows. As the Institution expands its operations, these functions would now be better placed under the Operations Support Section, ensuring enterprise-wide information technology coordination. This move would also align with the consolidation of security-related functions, enhancing risk management, data protection and operational security across all sections.
	1	GS (OL)	**Redeployment** of 1 Administrative Assistant	**Other changes: changes across sections** The proposal includes the redeployment of 1 Administrative Assistant post from the Executive Office to the Operations Support Section to better support the Institution's growing logistical and operational needs. The adjustment would align with the consolidation of administrative, procurement and mission support functions under a unified framework, enhancing efficiency and coordination across the Institution's activities. The Administrative Assistant would provide essential logistics and travel support for field missions, workshops and stakeholder engagement and would play a key role in supporting on-the-ground operations, including assisting in security planning and coordination. The Administrative Assistant would also contribute to procurement processes, low-value purchase orders and the strengthening of internal controls, reinforcing the Institution's enterprise risk management framework.

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

Annex III

Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	Regular budget[a]			*Other assessed*[b]			*Extrabudgetary*			*Total*		
	2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources												
Office of the United Nations High Commissioner for Human Rights	246 472.0	249 426.7	2 954.7	2 503.3	3 175.1	671.8	250 890.8	238 346.2	(12 544.6)	499 866.1	490 948.0	(8 918.1)
Committee on Missing Persons in Cyprus	694.5	694.5	–	–	–	–	–	–	–	694.5	694.5	–
Independent Institution on Missing Persons in the Syrian Arab Republic	11 057.5	12 834.2	1 776.7	–	–	–	–	–	–	11 057.5	12 834.2	1 776.7
Total	**258 224.0**	**262 955.4**	**4 731.4**	**2 503.3**	**3 175.1**	**671.8**	**250 890.8**	**238 346.2**	**(12 544.6)**	**511 618.1**	**504 476.7**	**(7 141.4)**
Post resources												
Office of the United Nations High Commissioner for Human Rights	641[a]	702[a]	61	10[b]	13[b]	3	1 328	1 264	(64)	1 979[a,b]	1 979[a,b]	–
Committee on Missing Persons in Cyprus[c]	3[c]	3[c]	–	–	–	–	–	–	–	3[c]	3[c]	–
Independent Institution on Missing Persons in the Syrian Arab Republic	45	48	3	–	–	–	–	–	–	45	48	3
Total	**689**	**753**	**64**	**10**	**13**	**3**	**1 328**	**1 264**	**(64)**	**2 024**	**2 027**	**3**

[a] Includes 33 temporary posts.
[b] Includes 2 positions.
[c] Includes 3 positions.

Annex IV

Pact for the Future (General Assembly resolution 79/1)

I. Background and methodology

1. In action 46 of the Pact for the Future, Member States reaffirmed their commitment to ensuring the effective enjoyment by all of all human rights and responding to new and emerging challenges. In doing so, they requested the Secretary-General to assess the need for adequate, predictable, increased and sustainable financing of the United Nations human rights mechanisms, including the Office of the United Nations High Commissioner for Human Rights (OHCHR), for efficient and effective mandate delivery to enable them to respond to the range of human rights challenges facing the international community with impartiality, objectivity and non-selectivity.

2. The Secretary-General carried forward action 46, cognizant that the currently alarming human rights landscape would further stress the United Nations human rights system, including through growing requests to support Member States in addressing a broadening panorama of highly complex human rights challenges. The present annex provides a summary of an assessment and indicates immediate priority needs to urgently improve the global human rights response.

3. The need for adequate, predictable, increased and sustainable financing was assessed by reviewing reports issued by the Office of Internal Oversight Services, the Joint Inspection Unit and the Board of Auditors. The Secretary-General also considered independent evaluations and the outcomes of global organizational review exercises and incorporated relevant recommendations of the Advisory Committee on Administrative and Budgetary Questions.

II. Gaps and challenges for mandate delivery

4. The Secretary-General's assessment of reports, evaluations and reviews identified fundamental gaps and recurrent challenges that need to be addressed to enhance mandate delivery. Examples of gaps include: recommendations of the universal periodic review for which, although accepted by Member States, OHCHR has not been able to provide technical assistance to support implementation; human rights treaties for which, despite being ratified by Member States, OHCHR has not been able to deliver capacity-building to support engagement or reporting to advance implementation; requests from Member States and resident coordinators to establish in-country human rights programmes that OHCHR has been unable to support; and an inability to deliver continuing legal and political analysis and advice to support the Human Rights Council's day-to-day operations. Recurrent challenges underlying such gaps were identified as an unsustainable reliance on voluntary contributions, inadequate leadership and staffing levels, notably in regional offices, and the need to strengthen administrative, planning, programme management and risk management functions.

5. Moving away from the current unsustainable reliance on voluntary contributions, putting the human rights system on a pathway to stability and setting OHCHR a foundation to be able to deliver Member States' vision in General Assembly resolution 48/141 requires substantial investment.

6. A challenge highlighted across several reports was the steady proliferation of intergovernmental mandates not funded through the regular budget. The Office of Internal Oversight Services, the Joint Inspection Unit and the Board of Auditors underscored the need for OHCHR to rely on regular budget funding rather than voluntary contributions to implement all mandated activities.

7. A need to overcome administrative challenges to improve mandate delivery was also recurrent. Human resources issues were identified as an area to be addressed. Recruitment delays and inadequate staffing, especially in regional and country offices, were consistently highlighted as pressing concerns. Operational challenges, such as logistical and security concerns, were characterized as inhibiting the impact of OHCHR. Furthermore, there were calls for increased

attention to internal control mechanisms concerning asset management and compliance with travel and procurement policies.

8. In addition, a need to strengthen planning, programme management and risk management to improve mandate delivery was repeatedly noted. Recent reviews placed emphasis on the value of longer-term strategic plans to align programme delivery with principal stakeholders, such as Member States and United Nations partners. Reinforced monitoring and evaluation functions were seen as crucial for supporting more effective programme management, reporting against planned outputs and strengthening institutional learning and knowledge management. There was a pattern of calls for OHCHR to heighten its focus on risk management.

III. Trends in proposals

9. Proposals from reports, evaluations and reviews prioritized optimization measures aimed at delivering cost savings and efficiency gains. In this respect, the Secretary-General noted that OHCHR had already made significant progress on such optimization measures, within existing resources, due to ongoing organizational change management efforts.

10. Proposals placed a high priority on filling foundational gaps related to core capacity for regional and country presences; human rights mechanisms, especially the Human Rights Council and the treaty body system and its individual communications procedures; support for national human rights institutions; executive functions, including with respect to global communications and outreach; human rights inquiries; addressing thematic human rights challenges, including to enable flexibility in the delivery of mandated activities; supporting special procedures of the Council; administrative, strategic planning, programme management and risk management capacities; and innovation and data analysis.

11. Foremost among the proposals that surfaced recurrently in the reports, evaluations and reviews were recommendations to adequately resource OHCHR regional presences to improve mandate delivery. Shifting existing resources from headquarters to regional locations and securing core capacity for essential functions were proposed to generate transformative cost savings and efficiency gains, notably by reducing administrative, staffing and operational costs.

12. Successive General Assembly and Human Rights Council mandates that recognized the value of OHCHR regional engagement were noted in the recommendations. The 2005 World Summit Outcome led to the establishment of OHCHR regional offices. Subsequent mandates reinforced this approach, enabling targeted human rights support, including capacity-building for treaty bodies, implementation of the recommendations of the universal periodic review and addressing priorities such as the 2030 Agenda for Sustainable Development, racial justice, digital technology and human rights. Strengthening OHCHR regional offices was seen as a strategic and cost-effective response to Member States' growing demands for human rights advisory services and technical assistance.

13. With a view to beginning to address the critical priority gaps of overreliance on voluntary contributions and inadequate leadership and staffing levels in regional offices, a main feature of the 2026 proposal concerns a tailored approach to strengthened regional presences, including by redeploying existing regular budget and extrabudgetary posts to achieve efficiency gains and building on existing capacities at regional offices. Not only would the redeployment of existing posts from headquarters set the stage for further cost efficiencies, but they would place OHCHR closer to the ground to improve mandate delivery and align OHCHR with the United Nations system.

IV. Sustainable financing

14. The Secretary-General underlines that a foundation of adequate, predictable and sustainable regular budget financing for the United Nations human rights mechanisms, including OHCHR, has not yet been established. This recognition serves as a starting point to put OHCHR on a pathway to efficiently and effectively respond to the range of human rights challenges facing the international

community with impartiality, objectivity and non-selectivity. A guiding principle on this pathway is that all mandated activities should be covered in their entirety by the regular budget.

15. Fulfilling action 46 of the Pact for the Future will require an incremental approach. Two immediate priorities should be addressed in the regular budget for 2026. In the first instance, the Secretary-General would prioritize core support for the Human Rights Council, which was previously subsidized with voluntary contributions to OHCHR. Second, the Secretary-General would prioritize further progress on adequately resourcing OHCHR regional presences to support more efficient and effective global mandate delivery that is impartial, objective and non-selective.

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Part VI
Human rights and humanitarian affairs

Section 24
Human rights

Programme 20
Human rights

Corrigendum

Paragraph 24.11

Replace the table for subprogramme 3, Advisory services, technical cooperation and field activities, with the following:

General Assembly resolutions

63/170	Regional arrangements for the promotion and protection of human rights
72/181	National institutions for the promotion and protection of human rights
72/186	The role of the Ombudsman, mediator and other national human rights institutions in the promotion and protection of human rights
73/97	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
75/96; 76/80	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
76/155; 78/209	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region
76/171; 78/235	Subregional Centre for Human Rights and Democracy in Central Africa
76/179; 77/229	Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine
77/10	The situation in Afghanistan

* A/80/50.

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77/224; 79/177	The role of the Ombudsman and mediator institutions in the promotion and protection of human rights, good governance and the rule of law
77/247	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
78/11; 79/83	The Syrian Golan
78/77; 79/90	The occupied Syrian Golan
78/78; 79/91	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
78/121; 79/141	Assistance to the Palestinian people
78/170; 79/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
78/192; 79/163	The right of the Palestinian people to self-determination
78/204	National human rights institutions
78/218; 79/181	Situation of human rights in the Democratic People's Republic of Korea
78/219; 79/182	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
78/220; 79/183	Situation of human rights in the Islamic Republic of Iran
78/221; 79/184	Situation of human rights in the temporarily occupied territories of Ukraine, including the Autonomous Republic of Crimea and the city of Sevastopol
78/222; 79/185	Situation of human rights in the Syrian Arab Republic
79/68	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
79/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
79/232	Request for an advisory opinion of the International Court of Justice on the obligations of Israel in relation to the presence and activities of the United Nations, other international organizations and third States

Commission on Human Rights resolution

E/CN.4/RES/1993/2A	Question of the violation of human rights in the occupied Arab territories, including Palestine

Human Rights Council resolutions and decisions

Decision 2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
28/32	Technical assistance and capacity-building in strengthening human rights in Iraq in the light of the abuses committed by Daesh and associated terrorist groups
S-30/1	Ensuring respect for international human rights law and international humanitarian law in the Occupied Palestinian Territory, including East Jerusalem, and in Israel
30/10	The grave and deteriorating human rights and humanitarian situation in the Syrian Arab Republic
31/29	Strengthening of technical cooperation and consultative services in Guinea
31/36; 52/35; 55/32	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan
S-32/1	Situation of human rights in the Sudan
S-33/1; 51/27	Situation of human rights in Ethiopia
34/17	Regional arrangements for the promotion and protection of human rights
S-35/1	Deteriorating situation of human rights in the Islamic Republic of Iran, especially with respect to women and children
35/31; 47/22; 53/30	Cooperation with and assistance to Ukraine in the field of human rights
35/32	National policies and human rights
S-36/1	The human rights impact of the ongoing conflict in the Sudan
S-37/1	Situation of human rights in eastern Democratic Republic of the Congo
40/13	Ensuring accountability and justice for all violations of international law in the Occupied Palestinian Territory, including East Jerusalem
43/26; 49/23; 52/31; 55/20	Situation of human rights in Myanmar
43/27; 46/23	Situation of human rights in South Sudan
43/38; 49/34; 52/42; 55/25	Technical assistance and capacity-building for Mali in the field of human rights
43/39; 48/25; 50/23; 52/41; 56/16	Technical assistance and capacity-building to improve human rights in Libya
44/1; 47/2; 50/2; 53/2; 56/17	Situation of human rights in Eritrea

44/19; 47/19; 50/20; 53/19; 55/27	Situation of human rights in Belarus
45/1; 46/20; 49/26; 52/29	Situation of human rights in Belarus in the run-up to the 2020 presidential election and in its aftermath
45/2	Strengthening cooperation and technical assistance in the field of human rights in the Bolivarian Republic of Venezuela
45/15	Situation of human rights in Yemen
45/19; 48/16; 51/28; 54/20; 57/22	Situation of human rights in Burundi
45/20; 51/29; 57/36	Situation of human rights in the Bolivarian Republic of Venezuela
45/22; 51/31; 57/23	National human rights institutions
45/25	Technical assistance and capacity-building to further improve human rights in the Sudan
45/26; 48/21; 51/39; 54/29; 57/37	Technical assistance and capacity-building for Yemen in the field of human rights
45/27; 48/22; 51/38; 54/32; 57/27	Assistance to Somalia in the field of human rights
45/32; 48/24; 51/34; 54/28; 57/32	Enhancement of technical cooperation and capacity-building in the field of human rights
45/34; 48/20; 51/36; 54/34; 57/34	Technical assistance and capacity-building in the field of human rights in the Democratic Republic of the Congo
45/35; 48/19; 51/37; 54/31; 57/35	Technical assistance and capacity-building in the field of human rights in the Central African Republic
46/1; 51/1; 57/1	Promoting reconciliation, accountability and human rights in Sri Lanka
47/1; 50/3; 53/26; 56/1	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
47/13	Situation of human rights in the Tigray region of Ethiopia
48/1; 51/20; 54/1; 57/3	Situation of human rights in Afghanistan
48/23; 54/36	Advisory services and technical assistance for Cambodia
49/27; 50/19; 51/26; 52/30; 53/18; 55/22; 57/21	Situation of human rights in the Syrian Arab Republic
50/1	Reporting by the High Commissioner for Human Rights on the situation in the Sudan
50/14	Situation of human rights of women and girls in Afghanistan
51/1; 57/1	Promoting reconciliation, accountability and human rights in Sri Lanka
51/25; 54/23; 57/20	Situation of human rights in the Russian Federation
51/35; 57/26	Technical assistance and capacity-building to address the human rights implications of the nuclear legacy in the Marshall Islands
52/1; 55/1	Advancing human rights in South Sudan
52/2	Promotion and protection of human rights in Nicaragua
52/3; 55/28	Human rights situation in the Occupied Palestinian Territory, including East Jerusalem, and the obligation to ensure accountability and justice
52/15	Cooperation with regional human rights organizations
52/27; 55/19	Situation of human rights in the Islamic Republic of Iran
52/28; 55/21	Situation of human rights in the Democratic People's Republic of Korea
52/32; 55/23	Situation of human rights in Ukraine stemming from the Russian aggression
52/33; 55/31	Human rights in the occupied Syrian Golan
52/34; 55/30	Right of the Palestinian people to self-determination
52/39; 55/24	Technical assistance and capacity-building to improve the human rights situation in Haiti, in connection with a request from the authorities of Haiti for coordinated and targeted international action
52/40; 57/33	Cooperation with Georgia
52/43; 55/26	Technical assistance and capacity-building for South Sudan
53/22	Enhancement of technical cooperation and capacity-building in the field of human rights in Colombia to implement the recommendations of the Commission for the Clarification of Truth, Coexistence and Non-Repetition
54/2; 57/2	Responding to the human rights and humanitarian crisis caused by the ongoing armed conflict in the Sudan
54/30	Penitentiary system, security and justice: enhancement of technical cooperation and capacity building to protect human rights in Honduras
54/33	Establishment of a regional office of the United Nations High Commissioner for Human Rights for the Caribbean Community
56/14	Enhancement of technical cooperation and capacity-building in the field of human rights in Colombia to implement the recommendations of the Commission for the Clarification of Truth, Coexistence and Non-Repetition: follow-up to Human Rights Council resolution 53/22
56/15	Informing the Human Rights Council on the human rights adviser programme

President's statement agreed upon by the Human Rights Council

PRST/35/1 Situation of human rights in Côte d'Ivoire

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Part VI
Human rights and humanitarian affairs

Section 25
International protection, durable solutions and assistance to refugees

Programme 21
International protection, durable solutions and assistance to refugees

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

25.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and the search for solutions to their plight. Its mandate derives from relevant General Assembly resolutions and decisions, including resolutions 319 A (IV), by which the Assembly established the Office, and 428 (V), which sets out its statute. In addition, the international legal basis for the protection of refugees finds its principal expression in the Convention relating to the Status of Refugees of 1951 and the Protocol relating to the Status of Refugees of 1967. UNHCR also has responsibilities for stateless persons pursuant to paragraph 6 (A) (ii) of its statute and article I (A) (2) of the 1951 Convention with regard to refugees who are stateless, as well as to various Assembly resolutions, including resolutions 3274 (XXIX) and 31/36 in relation to the Convention relating to the Status of Stateless Persons of 1954 and the Convention on the Reduction of Statelessness of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various Assembly resolutions. UNHCR provides protection and assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and in the context of the collaborative response of the United Nations system, as well as with the consent of the State concerned.

Programme of work

International protection, durable solutions and assistance to refugees

Objective

25.2 The objective, to which this programme contributes, is to ensure international protection for refugees and other persons of concern[1] and to achieve durable solutions to their plight, in cooperation with States and other organizations, without discrimination.

Strategy and external factors for 2026

25.3 To contribute to the objective, UNHCR will, in close cooperation with national and local authorities, partners in the United Nations system, non-governmental organizations, persons of concern, the private sector, development partners, academia and other relevant stakeholders:

(a) Swiftly and effectively respond to humanitarian crises, including in conflict-affected areas, by providing protection, humanitarian and life-saving assistance, while ensuring preparedness measures to respond to new emergencies with agility;

(b) Support implementation of the Global Compact on Refugees, follow up on the implementation of pledges made at the 2023 Global Refugee Forum and advocate for more active international solidarity and equitable burden- and responsibility-sharing to support communities and countries hosting refugees;

(c) Advocate adherence by States to relevant international and regional instruments, including the refugee and statelessness conventions, while promoting and facilitating the admission, reception and treatment of refugees in accordance with internationally agreed standards;

[1] Other persons of concern include asylum-seekers, refugee returnees, stateless persons and internally displaced persons.

(d) Enhance protection and assistance for internally displaced persons under the Inter-Agency Standing Committee coordination system, in line with relevant General Assembly resolutions, including 78/205;

(e) Advocate for the prevention and reduction of statelessness, and the protection of stateless persons, including by promoting accession to the relevant international instruments to facilitate the acquisition or confirmation of nationality by stateless persons;

(f) Enhance the resilience of forcibly displaced persons and their host communities faced with the adverse effects of climate change and disasters, in consultation with national authorities and in cooperation with competent agencies.

25.4 By promoting comprehensive approaches, UNHCR will contribute to the relevant goals contained in the 2030 Agenda for Sustainable Development, ensuring that refugees and other persons of concern are not left behind in development processes (A/AC.96/75/5, para. 56 and table I.16).

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

(a) Significant advances in the response to refugee situations through more predictable and equitable burden- and responsibility-sharing and through a multi-stakeholder approach, consistent with the Global Compact on Refugees;

(b) Strengthened national asylum systems that are compliant with international legal standards;

(c) The advancement of solutions for forcibly displaced people, including voluntary repatriation and, where appropriate and feasible, local integration and resettlement, while reaffirming the importance of support to facilitate sustainable reintegration in countries of origin;

(d) Reinforced solutions for stateless people, resulting in previously stateless individuals acquiring nationality or having their nationality confirmed;

(e) Improved access to protection and assistance for refugees and asylum-seekers through registration.

25.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Security conditions shall allow UNHCR to carry out its programmes;

(b) Humanitarian access will be granted in most countries, enabling UNHCR to respond to urgent protection and assistance needs;

(c) States and the international community at large will remain committed to contributing to and supporting the implementation of the Global Compact on Refugees, including pledges made at the Global Refugee Forum;

(d) Asylum space and policies will not further restrict admissions in some countries;

(e) Voluntary funding from donors will match the budgeted needs to respond effectively and adequately to situations of forced displacement and statelessness.

25.7 With regard to cooperation with other entities at the global, regional, national and local levels, UNHCR will continue to engage a wide range of partners in programme delivery. UNHCR will strengthen partnerships with local actors, regional organizations, organizations led by refugees and other persons of concern, development actors and international financial institutions to advance the inclusion of displaced populations in United Nations programmes and national humanitarian and development policies and plans. UNHCR will continue to strengthen feedback and response mechanisms as a means of consulting displaced and stateless people on its programmes. The Office will continue to invest in private-sector partnerships with a view to securing support for strategic and long-term responses. Efforts to address protection needs by empowering affected communities and fostering their resilience and self-reliance until durable solutions are found will be a priority.

25.8 With regard to inter-agency coordination and liaison, UNHCR will continue to cooperate closely with resident coordinators and humanitarian coordinators to ensure that overarching protection and solutions strategies are comprehensive. UNHCR will closely coordinate with other agencies, leveraging comparative advantages. This approach will strengthen synergies and maximize impact, enhancing inter-agency responses in cooperation with host countries. The Office will engage actively in relevant United Nations forums, including the Inter-Agency Standing Committee and the United Nations System Chief Executives Board for Coordination. Through its Institutional Plan on Solutions to Internal Displacement,[2] UNHCR will step up its engagement in situations of internal displacement.

25.9 UNHCR integrates a gender perspective in its operational activities, deliverables and results, as appropriate. UNHCR will remain fully committed to a non-discriminatory approach. Specifically, UNHCR will strive to strengthen gender equality, including by preventing, mitigating and responding to gender-based violence and violence against children, including sexual violence. It will ensure that survivors have access to healthcare, psychosocial support, safe shelter and legal aid, while strengthening community engagement and prioritizing awareness-raising activities. The Office will also enhance collaboration with women-led organizations and strengthen strategic partnerships with development actors to this end. By addressing these challenges and seizing new opportunities, UNHCR aims to make a lasting impact on the protection of women and girls.

25.10 In line with the United Nations Disability Inclusion Strategy, UNHCR will work with a global network of persons of concern who are living with disabilities, in collaboration with relevant organizations. The Office will advocate that their disability considerations be taken into account in the context of international protection and promote their equal access to social protection schemes.

Evaluation activities

25.11 The following evaluations conducted by UNHCR and completed in 2024 have guided the proposed programme plan for 2026:

(a) UNHCR engagement in situations of internal displacement;

(b) Decentralization and regionalization reform of UNHCR;

(c) Several country strategy evaluations;

(d) The inter-agency humanitarian evaluations of humanitarian responses in Afghanistan and Ethiopia;

(e) UNHCR support to refugee health, education and economic inclusion in West and Central Africa;

(f) The Djibouti declaration of the regional ministerial conference on refugee education;

(g) Joint UNHCR-United Nations Children's Fund (UNICEF) summative evaluation on best practices for refugee children.

25.12 In response to the results of the evaluations referenced above, the global evaluations of UNHCR engagement in situations of internal displacement and the decentralization and regionalization reform of UNHCR are informing the implementation of global strategies in 2026. The inter-agency humanitarian evaluations of humanitarian responses in Afghanistan and Ethiopia are informing UNHCR engagement under the Inter-Agency Standing Committee, in particular its leadership role in protection. Finally, evaluations of UNHCR support to refugee health, education and economic inclusion in West and Central Africa, the evaluation of the Djibouti declaration and the joint UNHCR and UNICEF summative evaluation on best practices for refugee children will inform the planning for those specific programming areas; for example, in the context of internal displacement, UNHCR will strengthen its focus on protection.

[2] See https://www.unhcr.org/media/unhcr-institutional-plan-solutions-internal-displacement.

25.13 The following evaluations are planned for 2026:

(a) Refugee employment and economic inclusion;

(b) Evaluation of emergency responses;

(c) Specific programming areas as required.

Programme performance in 2024

Increased commitment to address statelessness

25.14 Stateless people often face difficulties in accessing basic rights such as education, healthcare, employment and freedom of movement. The UNHCR-led #IBelong campaign, which concluded in 2024, aimed to raise awareness, secure commitments and catalyse global action to end statelessness. Over the 10-year campaign, more than 560,000 stateless persons acquired nationality. The period also saw renewed commitment from States to prevent and respond to statelessness, demonstrated by a 25 per cent increase in accessions to the 1954 and 1961 conventions on statelessness and over 500 pledges made through the Global Compact on Refugees by States and other actors.[3] Despite notable progress and commitments, millions of people remain stateless or of undetermined nationality, and children continue to be born into statelessness.

25.15 In 2024, UNHCR launched the Global Alliance to End Statelessness.[4] By the end of 2024, over 120 entities, including 23 States and 11 intergovernmental organizations, had become members of the Alliance, signalling continued strong global commitment to addressing statelessness.

25.16 Progress towards the objective is presented in the performance measure below (see table 25.1).

Table 25.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Between 2014 and 2024, more than 560,000 stateless persons acquired nationality and there was a 25 per cent increase in accessions to the 1954 and 1961 conventions on statelessness Over 120 entities joined the Global Alliance to End Statelessness in 2024

Planned results for 2026

Result 1: enhanced inclusion of displaced people through digital cash payments

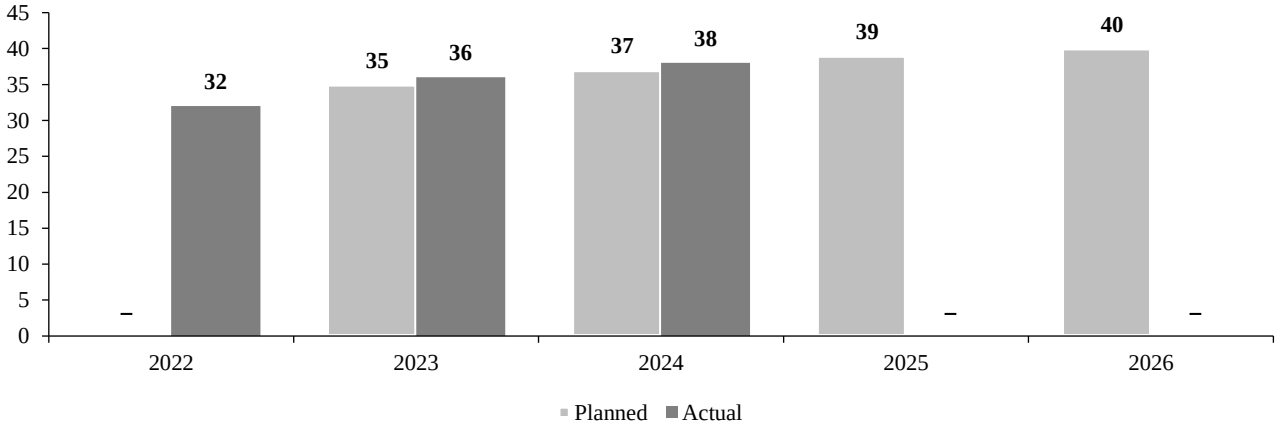
Programme performance in 2024 and target for 2026

25.17 The programme's work contributed to 38 per cent of forcibly displaced people who are recipients of UNHCR cash assistance receiving it through their own bank or mobile money accounts, which exceeded the planned target of 37 per cent.

[3] See https://globalcompactrefugees.org/pledges-contributions.
[4] See https://statelessnessalliance.org/.

25.18 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 25.I).

Figure 25.I
Performance measure: percentage of forcibly displaced who are recipients of cash assistance through their own bank or mobile money accounts (annual)



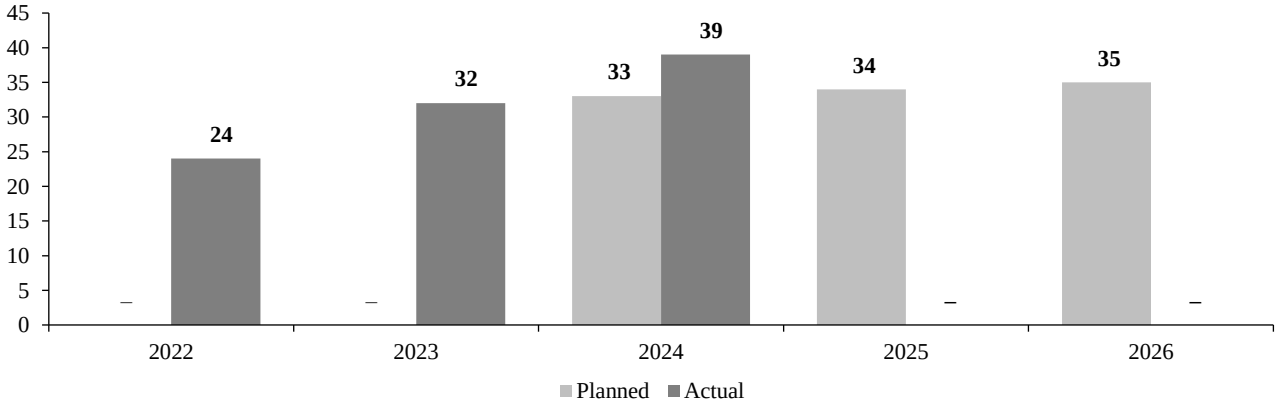
Result 2: increased prevalence of national and local partners in refugee response plans globally

Programme performance in 2024 and target for 2026

25.19 The programme's work contributed to 39 per cent of national and local partners being involved in refugee response plans globally, which exceeded the planned target of 33 per cent.

25.20 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 25.II).

Figure 25.II
Performance measure: percentage of local and national operational partners in refugee response plans globally (as a proportion of all partners)



Result 3: strengthened protection and access to services for refugees and asylum-seekers

Proposed programme plan for 2026

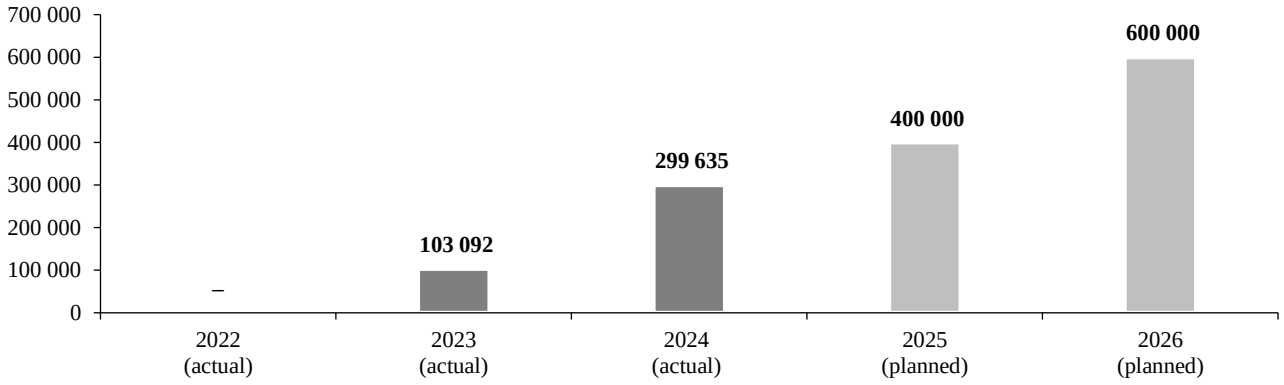
25.21 Individual registration, documentation and quality registration data are critical for the delivery of protection and assistance. The Digital Gateway[5] initiative reflects the efforts of UNHCR over the past few years to provide displaced people with online access to key information and services. This self-service solution offers functionalities such as scheduling registration appointments, accessing and updating personal data, and communicating with UNHCR through digital platforms. This approach accelerates registration, improves access to services and redefines how UNHCR will deliver protection and assistance in the future.

Lessons learned and planned change

25.22 The lesson for the programme was that the use of digital self-service tools could enable refugees and asylum-seekers to swiftly access support. The Office gained key insights from deploying the Digital Gateway registration appointment tool in Egypt and in Indonesia to enhance registration processes. These initiatives emphasized the need for adaptability and the use of automation tools to improve the effectiveness of support to refugees and asylum-seekers. In applying the lesson, UNHCR will test and refine the functionalities of the tool on the basis of the experience of pilot projects across diverse contexts, the outcomes of which will inform adjustments to ensure that the tool is fully optimized for its global roll-out in 2026.

25.23 Expected progress towards the objective is presented in the performance measure below (see figure 25.III).

Figure 25.III
Performance measure: number of persons of concern who have created digital accounts through the Digital Gateway (cumulative)



Legislative mandates

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

[5] See https://www.unhcr.org/digitalstrategy/the-digital-gateway/.

General Assembly resolutions

319 A (IV)	Refugees and stateless persons
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees
538 B (VI)	Assistance to and protection of refugees
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees
46/108; 78/185	Assistance to refugees, returnees and displaced persons in Africa
50/152; 73/151; 78/184; 79/156	Office of the United Nations High Commissioner for Refugees
58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
78/205	Protection of and assistance to internally displaced persons

Conventions and conference declarations

Convention relating to the Status of Refugees, of 1951, and Protocol relating to the Status of Refugees, of 1967

Convention relating to the Status of Stateless Persons, 1954

Convention on the Reduction of Statelessness, 1961

Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969

Cartagena Declaration on Refugees, 1984

Convention on the Rights of the Child, 1989

San José Declaration on Refugees and Displaced Persons, 1994

African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, 2009

Deliverables

25.25 Table 25.2 lists all deliverables of UNHCR.

Table 25.2
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**35**	**41**	**34**	**41**
1. Reports of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
2. Report of the Secretary-General to the General Assembly on assistance to refugees, returnees and displaced persons in Africa	1	1	1	1
3. Report of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
4. Annual note on international protection to the Executive Committee of the Programme of the High Commissioner	1	1	1	1
5. Documents related to oversight issues, including UNHCR inspection and evaluation activities, submitted to the Executive Committee of the Programme of the High Commissioner	7	7	7	7
6. Reports of the Standing Committee to the Executive Committee	3	3	3	3
7. Report to the General Assembly on the annual programme budget of the Office of the United Nations High Commissioner for Refugees	1	1	1	1
8. Documents and conference room papers for the Executive Committee and the Standing Committee	20	26	19	26
Substantive services for meetings (number of three-hour meetings)	**28**	**28**	**30**	**30**
Meetings of:				
9. The Advisory Committee on Administrative and Budgetary Questions	2	1	2	2
10. The Fifth Committee	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
11. The Committee for Programme and Coordination	1	1	1	1
12. The Executive Committee and Standing Committee	23	24	25	25
13. The Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees	1	1	1	1
Documentation services for meetings (thousands of words)	**200**	**200**	**200**	**200**
14. Executive Committee and Standing Committee documents	200	200	200	200
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**9**	**13**	**9**	**11**
15. On attaining a favourable protection environment, realizing rights in safe environments, empowering communities and securing solutions such as voluntary repatriation, local integration and resettlement	9	13	9	11
Seminars, workshops and training events (number of days)	**60**	**60**	**60**	**60**
16. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management	45	45	45	45
17. Seminars on programme areas for UNHCR implementing partners and government officials, including on the Global Compact on Refugees	15	15	15	15
Publications (number of publications)	**32**	**32**	**22**	**32**
18. Midyear and year-end trends of global forced displacement (formerly the *Statistical Yearbook*)	2	2	2	2
19. Publications on a range of protection-related themes	30	30	20	30
Fact-finding, monitoring and investigation missions (number of missions)	**44**	**56**	**44**	**60**
20. Monitoring missions on the implementation of the programme	40	40	40	40
21. Investigations related to cases accepted by the Inspector General's Office	4	16	4	20
Humanitarian assistance missions (number of missions)	**75**	**155**	**130**	**160**
22. Humanitarian assistance missions undertaken by the UNHCR senior executive team	75	155	130	160

C. Substantive deliverables

Consultation, advice and advocacy: advice on refugee protection and solutions, and on the rights of refugees, other forcibly displaced persons and stateless persons under international, regional and national law, to approximately 136 countries; support to the legislative processes of 80 countries; dialogue and consultations with partners, including 126 non-governmental organizations and other partners.

Direct service delivery: protection services for approximately 14 million people; biometric registration for some 28 million refugees and asylum-seekers; the provision of shelter-related relief items for at least 600,000 people; legal aid to facilitate acquiring of nationality or having it confirmed; essential healthcare services for some 10 million displaced people and comprehensive healthcare for women and girls.

D. Communication deliverables

Outreach programmes, special events and information materials: World Refugee Day; the seventy-fifth anniversary of the adoption of the Convention relating to the Status of Refugees; the Nansen Refugee Award, an annual event recognizing individuals and organizations for their outstanding work for forcibly displaced and stateless people; communications on thematic priorities.

External and media relations: media and communications partnerships and media coverage on thematic areas; awareness-raising by almost 100 Goodwill Ambassadors, high-profile supporters and new influencers.

Digital platforms and multimedia content: approximately 40 stories that are co-led or co-produced with forcibly displaced and stateless people; UNHCR websites and UNHCR social media platforms.

B. Proposed post and non-post resource requirements for 2026

Overview

25.26 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 25.3 to 25.5.

Table 25.3
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	719.8	831.3	–	–	–	–	–	831.3
Grants and contributions[b]	46 420.7	49 635.6	–	–	–	–	–	49 635.6
Total	**47 140.5**	**50 466.9**	**–**	**–**	**–**	**–**	**–**	**50 466.9**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.
[b] Provides for the full cost of 218 temporary posts (4 D-2, 13 D-1, 20 P-5, 36 P-4, 23 P-3, 12 P-2, 25 General Service (Principal level) and 85 General Service (Other level)) and contributes to costs for contractual services, general operating expenditure, and contributions to joint United Nations activities.

Table 25.4
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	2	1 USG, 1 ASG
Post changes	–	
Proposed for 2026	2	1 USG, 1 ASG

Table 25.5
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
Total	**2**	**–**	**–**	**–**	**–**	**2**

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

25.27 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 25.6 to 25.8 and figure 25.IV.

25.28 As shown in tables 25.6 (1) and 25.7 (1), the overall resources proposed for 2026 amount to $50,466,900, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 25.6
Overall: evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	719.8	831.3	–	–	–	–	–	831.3
B. Programme of work	–	–	–	–	–	–	–	–
C. Programme support	46 420.7	49 635.6	–	–	–	–	–	49 635.6
Subtotal, 1	**47 140.5**	**50 466.9**	**–**	**–**	**–**	**–**	**–**	**50 466.9**

(2) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	–	–	–	–	–
B. Programme of work	3 935 241.5	9 004 294.7	–	–	9 004 294.7
C. Programme support	1 006 068.2	1 192 744.3	–	–	1 192 744.3
Subtotal, 2	**4 941 309.7**	**10 197 039.0**	**–**	**–**	**10 197 039.0**
Total (1+2)	**4 988 450.2**	**10 247 505.9**	**–**	**–**	**10 247 505.9**

Table 25.7
Overall: proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	2	–	–	–	–	2
B. Programme of work	–	–	–	–	–	–
C. Programme support[a]	–	–	–	–	–	–
Subtotal, 1	**2**	**–**	**–**	**–**	**–**	**2**

(2) *Extrabudgetary*

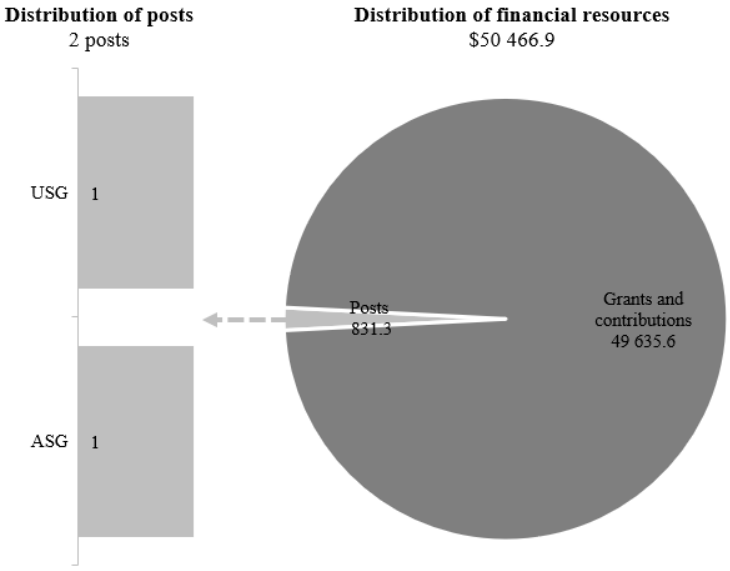
Component	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work	8 216	–	8 216
C. Programme support	7 840	–	7 840
Subtotal, 2	**16 056**	**–**	**16 056**
Total (1+2)	**16 058**	**–**	**16 058**

[a] Does not include 218 temporary posts funded from grants and contributions.

Table 25.8
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	719.8	831.3	–	–	–	–	–	831.3
Non-post	46 420.7	49 635.6	–	–	–	–	–	49 635.6
Total	**47 140.5**	**50 466.9**	**–**	**–**	**–**	**–**	**–**	**50 466.9**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
Total		**2**	**–**	**–**	**–**	**–**	**–**	**2**

Figure 25.IV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

25.29 As reflected in tables 25.6 (2) and 25.7 (2), extrabudgetary resources amount to $10,197,039,000. The resources are based on the UNHCR annual programme budget for 2025 (see A/AC.96/75/5), approved by the Executive Committee of UNHCR at its plenary session held in October 2024. The 2025 amount has been used as an estimate for 2026, pending the completion of the UNHCR annual planning exercise for 2026 in the second quarter of 2025.

25.30 In-kind contributions with an estimated value of $100,000,000, comprising goods to be distributed to beneficiaries, premises, utilities, transport and personnel provided free of charge, are anticipated for 2026.

25.31 The extrabudgetary resources under the present section are subject to the oversight of the UNHCR Executive Committee, a subsidiary organ of the General Assembly.

Executive direction and management

25.32 The executive direction and management component comprises the Executive Office, the Governance Service, the Evaluation Office, the Inspector General's Office, the Ethics Office, the UNHCR Liaison Office in New York and the Global Data Service. Reporting to the Deputy High Commissioner, and also part of executive direction and management, are Enterprise Risk Management, the Ombudsman's Office, the Legal Affairs Service, the Innovation Service and the Design and Development Service.

25.33 The High Commissioner (Under-Secretary-General), who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of activities. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. In discharging these responsibilities, the High Commissioner is assisted by a Deputy High Commissioner (Assistant Secretary-General).

25.34 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNHCR is integrating environmental management practices into its operations.

25.35 With a goal of reducing its greenhouse gas emissions by 30 per cent from 2010 levels by 2030, by 2024 UNHCR had reduced its annual direct emissions, including buildings, fleet and travel, by 21 per cent against the 2010 baseline. In 2024, UNHCR transitioned nine of its offices to solar energy in Mauritania, Nigeria, South Africa and Uganda, which resulted in an average cost saving of 31 per cent against previous energy costs and a carbon emissions reduction of 53 per cent once the installation was completed. A further 18 offices are planned for transition in 2025. For vehicle management, the Smart Fleet ridesharing programme is currently implemented at 188 UNHCR offices, saving over $1.1 million and reducing carbon dioxide emissions by more than 560 tons during 2024. Continued scale-up is planned during 2025, with a target of 250 offices by the end of the year. In addition to ridesharing and carpooling, UNHCR is transitioning to 30 per cent more fuel-efficient vehicles across the fleet. The UNHCR global fleet includes 27 electric vehicles in use in Aruba, Hungary, India, Jordan, Kenya, Nepal and Switzerland, and 90 hybrid vehicles in 28 countries as at the end of 2024.

25.36 Information on the timely submission of documentation and advance booking for air travel is reflected in table 25.9. The actual figure for travel should be considered in the context of the UNHCR mandate, which frequently necessitates the deployment of staff to respond to urgent humanitarian needs, posing challenges for advance travel planning. Efforts to improve compliance and optimize travel costs will continue in the coming years, with a focus on increasing awareness of the need for compliance with the advance purchase policy and to ensure a broader deployment of global framework agreements with airlines.

Table 25.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	90	85	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	16	20	30	100	100

25.37 The proposed regular budget resources for 2026 amount to $831,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 25.10.

Table 25.10
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	719.8	831.3	–	–	–	–	–	831.3
Total	**719.8**	**831.3**	**–**	**–**	**–**	**–**	**–**	**831.3**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
Total		**2**	**–**	**–**	**–**	**–**	**–**	**2**

Programme of work

25.38 In accordance with article 20 of the UNHCR statute, the Office of the High Commissioner is financed under the budget of the United Nations. Unless the General Assembly decides otherwise, no expenditure other than administrative expenditures relating to the functioning of the Office of the High Commissioner shall be borne on the budget of the United Nations. All other expenditures relating to the activities of the High Commissioner shall be financed by voluntary contributions. While the statute does not define what is meant by “administrative expenditures”, the term, based on a definition proposed by the Advisory Committee on Administrative and Budgetary Questions in its first report to the General Assembly at its seventh session,[6] has been interpreted to mean expenses other than operational expenses and their related management costs. Accordingly, no regular budget resources are estimated under the programme of work component.

Programme support

25.39 The programme support component includes divisions at headquarters, regional bureaux and some parts of country programmes that, to varying extents, develop, formulate, direct and administer programmes, as well as provide programme evaluation and oversight. They also discharge functions with regard to information technology, financial management, human resources management and administration.

[6] *Official Records of the General Assembly, Seventh Session, Supplement No. 7* (A/2157), part three.

25.40 The proposed regular budget resources for 2026 amount to $49,635,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 25.11.

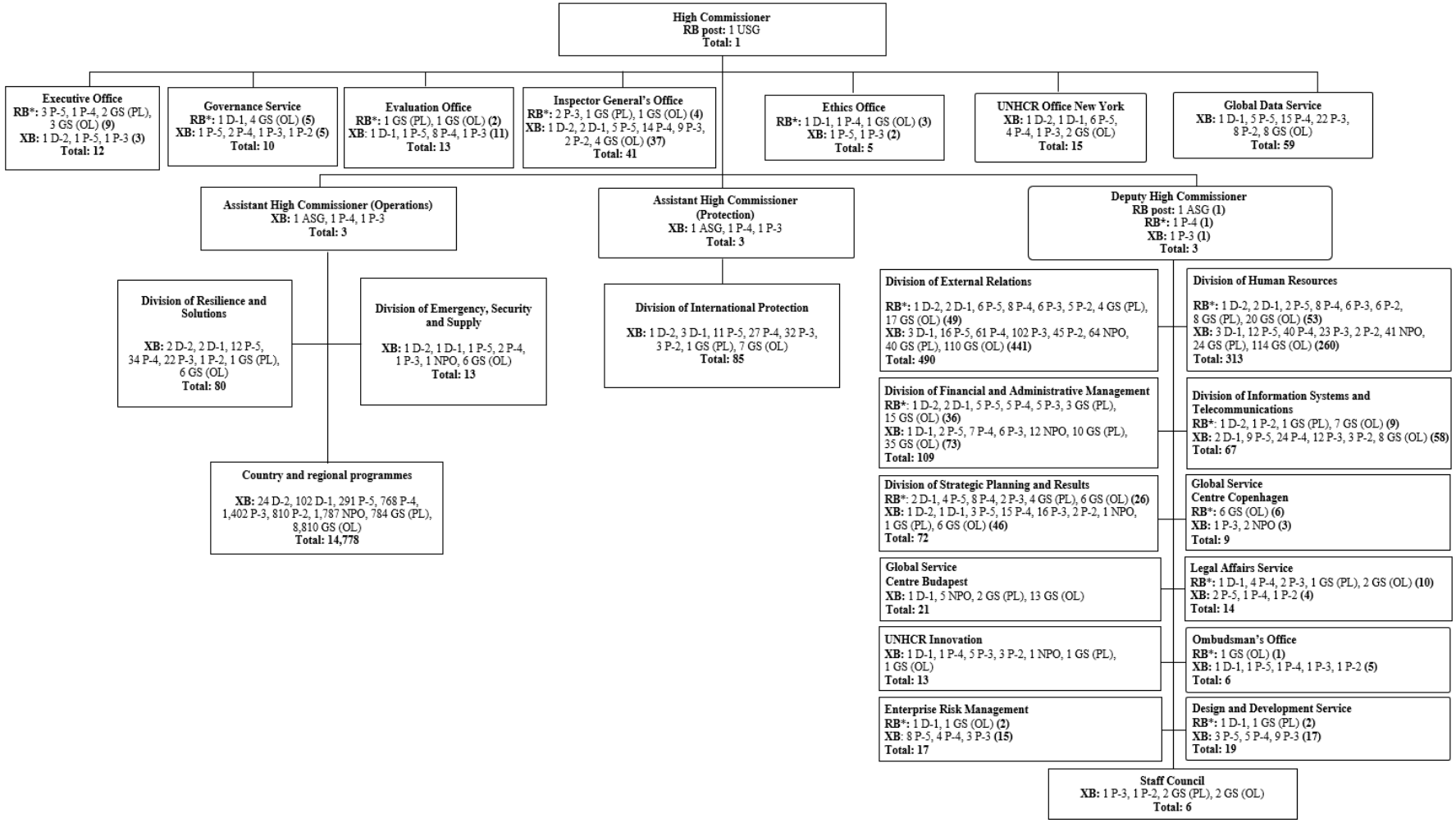
25.41 The provision of a grant for the administrative expenditure of the Office rather than as post and non-post resources was initiated in the biennium 2002–2003 (A/56/6 (Sect. 23), para. 23.20) to simplify the work of the Office by eliminating the need for separate administrative procedures in respect of a portion of its administrative posts. It was subject to review after three bienniums. The results of a review of the lump-sum arrangement and the lessons learned from the review of the full three bienniums of 2002–2003, 2004–2005 and 2006–2007 were reported to the General Assembly at its sixty-third session, in 2008 (see A/63/537). The Assembly, in section VII of its resolution 63/263, endorsed the maintenance of the lump-sum arrangement for the funding of UNHCR in future budget presentations of the proposed programme budget, as recommended by the Advisory Committee on Administrative and Budgetary Questions (A/63/616, para. 10).

Table 25.11
Programme support: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	46 420.7	49 635.6	–	–	–	–	–	49 635.6
Total	**46 420.7**	**49 635.6**	**–**	**–**	**–**	**–**	**–**	**49 635.6**

Annex

Organizational structure and post distribution for 2026



Note: "RB post" indicates one of two posts funded under the regular budget; "RB*" indicates posts that are financed by the grant from the regular budget, shown under the regular budget heading for indicative purposes; the XB posts under headquarters divisions and some services and units include posts located in the Global Service Centres in Budapest and Copenhagen; all posts are calculated in person-years.

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; RB, regular budget; UNHCR, Office of the United Nations High Commissioner for Refugees; USG, Under-Secretary-General; XB, extrabudgetary.

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Proposed programme budget for 2026

Programme planning

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Part VI
Human rights and humanitarian affairs

Section 26
Palestine refugees

Programme 22
Palestine refugees

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

26.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is responsible for providing assistance and protection to Palestine refugees. The mandate derives from the priorities established in relevant General Assembly resolutions, including resolution 302 (IV) of 1949, by which the Agency was established. Since starting operations in 1950, UNRWA has adapted its programmes to meet the increasingly complex needs of Palestine refugees and provide them with a measure of protection, relief and stability amid chronic uncertainty in the region.

Strategy and external factors for 2026

26.2 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live. In line with that mission, the Agency works towards six programmatic objectives within its strategic plan for the period 2023–2028: (a) Palestine refugees are protected through the realization of their rights under international law; (b) Palestine refugees lead healthy lives; (c) Palestine refugees complete inclusive and equitable quality basic education; (d) Palestine refugees have improved livelihood opportunities; (e) Palestine refugees are able to meet their basic human needs of shelter, water and sanitation; and (f) the most vulnerable Palestine refugees have access to effective social assistance.

26.3 UNRWA aims to discharge its mandate by providing education, health, relief and social services, livelihoods, infrastructure and camp improvement and protection to approximately 6 million registered Palestine refugees in Gaza, Jordan, Lebanon, the Syrian Arab Republic and the West Bank, including East Jerusalem. The delivery of these services has been severely complicated by the conflict in Gaza and its spillover in the region, including Lebanon. Agency operations in the Syrian Arab Republic were also affected following the fall of the prior Government. Consequently, the availability of data pertaining to the 2024 actual performance across all subprogrammes has been limited due to the ongoing conflicts.

26.4 In Gaza, the Agency has maintained a critical role in the provision of emergency food, water, shelter, primary healthcare, sanitation, non-formal education and psychosocial support to much of the local population (both refugees and non-refugees) since the onset of the conflict on 7 October 2023 and through the ceasefire that entered into force on 19 January 2025. In addition to the direct distribution of assistance, the entire aid operation in Gaza is reliant on UNRWA for critical common services and last-mile support due to its extensive presence and logistical capacity on the ground, including the distribution of non-Agency food parcels to people in need. UNRWA is the backbone of the operations of the entire humanitarian community in Gaza and remains indispensable in the provision of basic services to Palestine refugees in Gaza; UNRWA intends to resume regular operations as soon as conditions allow. However, the scale and nature of these operations in 2026 remain unknown due to the extensive damage to and destruction of UNRWA installations and civilian infrastructure. In addition, the implementation of laws passed by the parliament of Israel in October 2024 could prevent the Agency from undertaking its essential work in Gaza and the West Bank, including East Jerusalem, as mandated by the General Assembly, considering that there is no alternative to UNRWA to meet the needs of Palestine refugees. The Agency will continue to take a flexible approach to its operations in Gaza, guided by the evolving humanitarian needs of the local population, prevailing security conditions and operational restrictions that may be imposed on the Agency.

26.5 In 2024, the Independent Review Group on the United Nations Relief and Works Agency for Palestine Refugees in the Near East carried out an independent review, commissioned by the Secretary-General, of mechanisms and procedures to ensure adherence by UNRWA to the

humanitarian principle of neutrality. In its report published in April 2024, the Independent Review Group concluded that the Agency had established a significant number of mechanisms and procedures to ensure adherence to neutrality and that it possessed a more developed approach to neutrality than other similar United Nations or non-governmental entities. The Independent Review Group also made 50 recommendations to reinforce mechanisms to uphold neutrality in an immensely complex, challenging and polarized political environment. Those recommendations related to engagement with donors, governance, management and internal oversight, neutrality of staff and installations, education, staff unions and enhanced cooperation with United Nations entities. The Agency fully committed itself to implementing those recommendations in their entirety, with the support of Member States. As at the end of December 2024, four recommendations had been implemented, with implementation continuing and a total of more than 40 projected to be implemented by the end of 2026. Implementation of the recommendations will be reported through the annual report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East to the General Assembly.

26.6 With regard to cooperation with other entities at the global, regional, national and local levels, UNRWA will maintain and strengthen a wide range of partnerships that reflect its commitment to Sustainable Development Goal 17, including with host and donor Governments, non-governmental organizations, UNRWA national committees and the private sector, which assist the Agency in delivering its mandate.

26.7 With regard to inter-agency coordination and liaison, UNRWA will maintain and expand partnerships with other United Nations entities. Many of these partnerships, such as those with the United Nations Educational, Scientific and Cultural Organization and the World Health Organization (WHO), date to the Agency's founding in 1949. Inter-agency partners will continue to furnish strategic assistance to strengthen UNRWA education and health programming. The Agency will also work closely with the World Food Programme, the United Nations Children's Fund and the International Organization for Migration to extend food, nutritional, shelter, water, sanitation and hygiene assistance in Gaza, as well as with United Nations country teams in its fields of operations to improve efficiencies, including through shared services. In addition, UNRWA is actively exploring further avenues for joint programming with other United Nations partners.

26.8 With regard to the external factors, UNRWA considered applicable risks identified in its risk register and, accordingly, the overall plan for 2026 is based on the following planning assumptions:

(a) Instability and, in some cases, unrest and possible instances of armed conflict will characterize the macroenvironment throughout the year;

(b) There is broad political support for the Agency's mandate and operations;

(c) UNRWA will be able to continue to implement its mandate in Gaza and the West Bank, including East Jerusalem, in whole or in part;

(d) Demand for Agency emergency assistance and core services will remain at a high level;

(e) Sufficient supplies will be admitted into Gaza to sustain the Agency's humanitarian and early recovery operations and regular operations;

(f) The provision of humanitarian and early recovery services in Gaza will be challenged by extensive damage to Agency installations and basic infrastructure, as well as displacement and trauma affecting many UNRWA staff;

(g) Security-related movement restrictions in the occupied Palestinian territory will not increase further and may decrease;

(h) Hostility towards and prejudice against Palestine refugees in host communities, where this exists, will not increase;

(i) Voluntary contributions will be available for the implementation of the Agency's mandate.

26.9 UNRWA integrates a gender perspective into its operations, deliverables and results, as appropriate. For example, survivors of sexual and gender-based violence will receive support from Agency social workers. In addition, women and men and girls and boys will have equal access to primary healthcare, and all Palestine refugee children and young people will enjoy, on a non-discriminatory basis, an equal opportunity to learn in UNRWA schools. Women will be supported in developing their full potential through equal access to technical, vocational and higher education in Agency institutions. UNRWA will ensure that shelters rehabilitated for Palestine refugees incorporate sex-segregated rooms, where required, and will promote the right of women to own and control property. Social transfers will be targeted to vulnerable segments of the Palestine refugee population, including female-headed households.

26.10 In line with the United Nations Disability Inclusion Strategy, the Agency will: (a) reconstruct and rehabilitate UNRWA installations, especially health centres, schools and vocational training centres, to make them accessible to persons with disabilities; (b) conduct health screening for Palestine refugee infants and children to identify and extend support for those with disabilities; (c) support the inclusion of students with disabilities in the Agency's education system, in line with the Agency's inclusive education approach; and (d) conduct awareness-raising activities to reduce stigma and foster inclusion for Palestine refugees with disabilities.

Legislative mandates

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

General Assembly resolutions

302 (IV); 78/74; 79/88	Assistance to Palestine refugees
3331 B (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East
65/272	Report of the Secretary-General on the strengthening of the management capacity of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
74/84	Persons displaced as a result of the June 1967 and subsequent hostilities
77/122; 78/73	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
79/141	Assistance to the Palestinian people
79/232	Request for an advisory opinion of the International Court of Justice on the obligations of Israel in relation to the presence and activities of the United Nations, other international organizations and third States

Deliverables

26.12 Table 26.1 lists all cross-cutting deliverables of the programme.

Table 26.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**5**	**6**	**5**	**5**
Meetings of the:				
1. Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. Committee for Programme and Coordination	1	1	1	1
3. Fourth Committee	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
4. Fifth Committee	1	2	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**1**	**1**	**1**	**1**
5. Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	1	1	1	1

Evaluation activities

26.13 The following evaluations completed in 2024 by UNRWA have guided the proposed programme plan for 2026:

(a) Synthesis of UNRWA evaluations conducted between 2016 and 2023;

(b) Evaluation of the reform of the UNRWA education programme.

26.14 As both evaluations were completed in the last quarter of 2024, findings will be incorporated into the Agency's activities for 2025 and 2026.

26.15 The following evaluations to be conducted by the Agency are planned for 2026:

(a) Evaluation of the social safety net programme;

(b) Evaluation of the information and communications technology for education strategy.

Programme of work

Subprogramme 1
Palestine refugees are protected through the realization of their rights under international law

Objective

26.16 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are protected through the realization of their rights under international law.

Strategy

26.17 To contribute to the objective, the subprogramme will:

(a) Mainstream cross-cutting issues that contribute to addressing protection risks and vulnerability across all UNRWA systems, processes, methodologies, programming and service delivery;

(b) Strengthen the protection of vulnerable and at-risk groups by monitoring and documenting protection incidents and trends, engaging community members in support of self-protection and providing access to medical, legal and/or psychosocial services for survivors of protection violations;

(c) Advocate for the respect, protection and fulfilment of the rights of Palestine refugees under international law by engaging in evidence-based advocacy with duty bearers, relevant external actors and other United Nations entities, including engagement with international human rights mechanisms, in accordance with resolution 78/73;

(d) Provide services equally accessible to Palestine refugee women and girls, provide holistic programming, including reproductive and maternal health services, livelihood support for

women and girls and gender-responsive education services, and advocate with duty bearers to ensure the safety of women and girls;

(e) Systematically incorporate humanitarian principles into all UNRWA services and systems, and ensure that Agency premises are managed in line with those principles.

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

(a) Safe and dignified access to UNRWA services for all Palestine refugees;

(b) Support for meeting the protection needs of Palestine refugees, in particular the most vulnerable and at-risk groups and individuals;

(c) Respect for the rights of Palestine refugees under international law;

(d) Empowerment of Palestine refugee women and girls and their access to services that contribute to gender equality;

(e) Adherence to humanitarian principles by all UNRWA personnel and partners across all Agency services and operations and within all UNRWA premises.

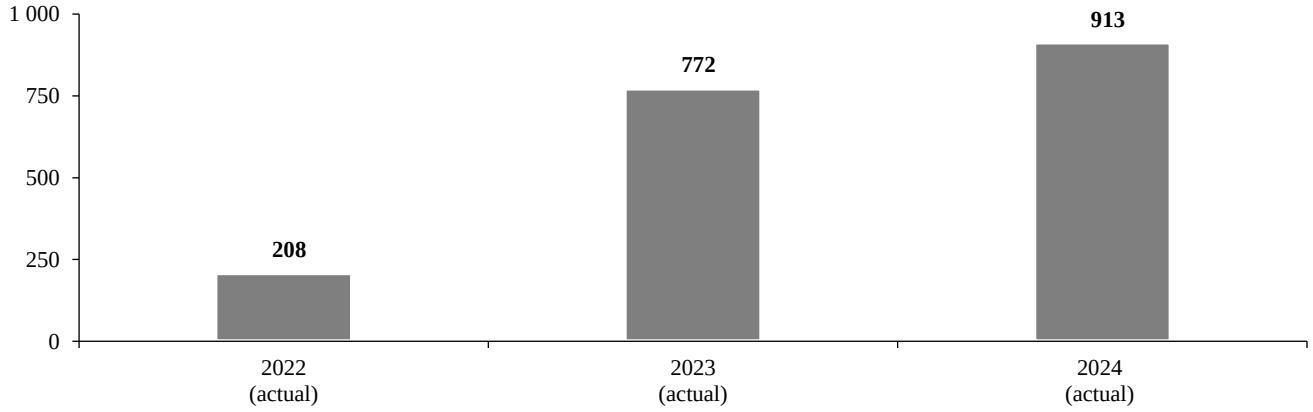
Programme performance in 2024

Rights of Palestine refugees strengthened and protected

26.19 Palestine refugees face a profound protection crisis as a result of widespread conflict, violence, occupation and instability in several areas of UNRWA operations. Many are unable to live in dignity due to precarious legal status and lack of legal protection, physical and psychological harm caused by exposure to violence and conflict, movement restrictions, barriers to education and limited access to basic services. The subprogramme advocates for the respect of the rights of Palestine refugees under international law by monitoring, documenting and raising key protection concerns through constructive engagement with duty bearers and other external stakeholders, and by advancing priorities that include: (a) prevention, mitigation and remedial measures with respect to freedom of movement, humanitarian access and access to legal and civil documentation; (b) compliance with international law, including international human rights law and international humanitarian law; (c) strengthened access to services; and (d) protection of children exposed to violence and other protection risks. The subprogramme also contributes to United Nations international human rights mechanisms on human rights violations and other protection concerns affecting Palestine refugees.

26.20 Progress towards the objective is presented in the performance measure below (see figure 26.I).

Figure 26.I
Performance measure: number of protection advocacy interventions targeting duty bearers (annual)



Planned results for 2026

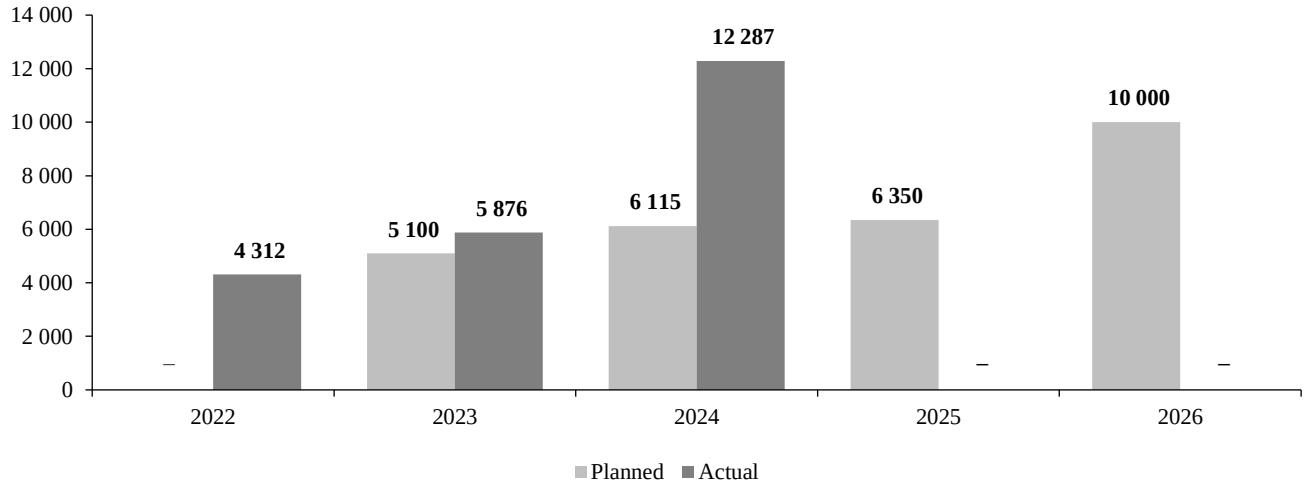
Result 1: protection of the most vulnerable Palestine refugees enhanced

Programme performance in 2024 and target for 2026

26.21 The subprogramme's work contributed to social work interventions for 12,287 Palestine refugees, which exceeded the planned target of 6,115 Palestine refugees.

26.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.II).

Figure 26.II
Performance measure: number of Palestine refugees who benefited from the Agency's social work interventions (annual)



Result 2: safety and dignity of Palestine refugees accessing the Agency's services is increased

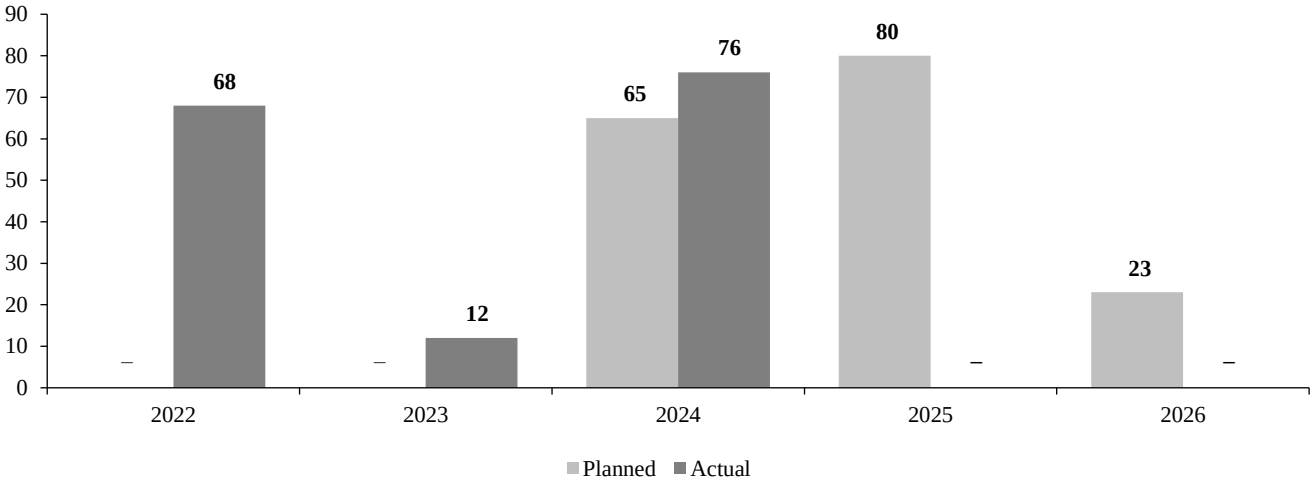
Programme performance in 2024 and target for 2026

26.23 The subprogramme's work contributed to Palestine refugees being able to access UNRWA services with increasing levels of safety and dignity, which exceeded the planned target of 65 per cent of protection alignment review recommendations being fully implemented.[1]

26.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.III).

[1] UNRWA assesses the degree of alignment of Agency programming and services with protection standards through protection alignment reviews, which are conducted on a triennial basis. Recommendations emanating from those reviews aim to address identified gaps with protection standards and improve the Agency's provision of safer and more inclusive services.

Figure 26.III
Performance measure: percentage of protection alignment review recommendations fully implemented by field offices[2]



Result 3: strengthened protection for Palestine refugees from gender-based violence

Proposed programme plan for 2026

26.25 Gender-based violence is one of the most prevalent human rights violations in the world, affecting all socioeconomic and cultural groups, particularly women and girls. In emergency contexts, factors such as increased anxiety, overcrowded shelters, scarcity of resources and the absence of community governance mechanisms exacerbate the risk of gender-based violence for Palestine refugees. The subprogramme seeks to prevent gender-based violence through engagement with Palestine refugee communities. The subprogramme also enhances the responsiveness of front-line Agency education, health and social workers to gender-based violence survivors through: (a) sensitization training to create a common understanding of the different forms of gender-based violence and improve knowledge about high-risk individuals and groups; (b) direct medical and psychosocial support for gender-based violence survivors; and (c) the expansion of internal and external referral pathways.

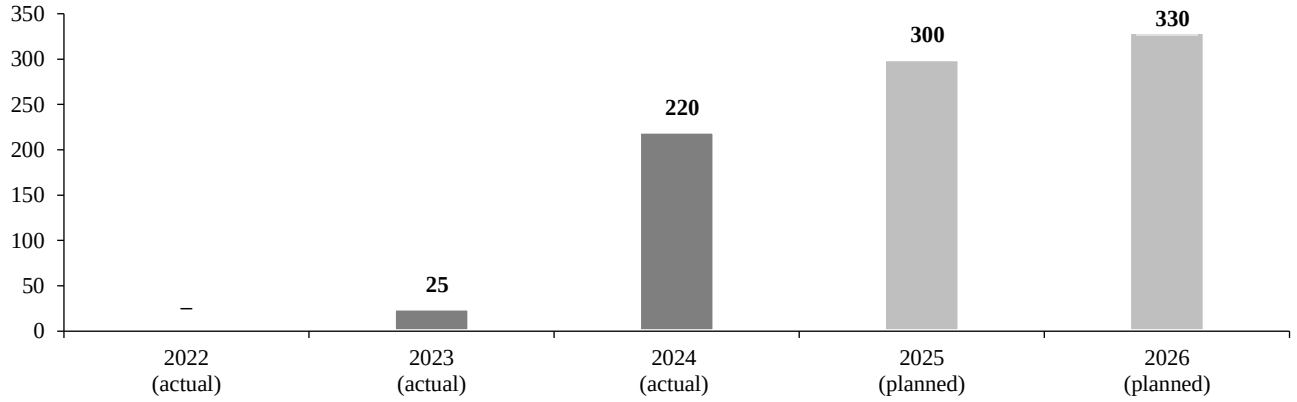
Lessons learned and planned change

26.26 The lesson for the subprogramme was the importance of engaging men and boys as key stakeholders in driving behavioural change to have a positive impact on gender-based violence prevention. In applying the lesson, the subprogramme will seek to prevent gender-based violence by prioritizing community engagement initiatives aimed at men and boys and community leaders to address the root causes of violence and promote a victim- and survivor-centred approach to the prevention of and response to gender-based violence.

26.27 Expected progress towards the objective is presented in the performance measure below (see figure 26.IV).

[2] The 2022 actual performance figure relates to the percentage of recommendations fully implemented during the 2019–2022 cycle. The 2023 and 2024 actual performance figures and the 2025 planned target relate to the percentage of recommendations fully implemented and planned to be fully implemented in the 2023–2025 cycle. The 2026 planned target relates to the percentage of recommendations planned to be fully implemented in the 2026–2028 cycle.

Figure 26.IV
Performance measure: number of men and boys who participate in structured community engagement sessions on the prevention of gender-based violence (annual)



Deliverables

26.28 Table 26.2 lists all deliverables of the subprogramme.

Table 26.2
Subprogramme 1: deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Consultation, advice and advocacy: meetings, briefings and formal written interventions to advocate for the protection of the rights of Palestine refugees.
Direct service delivery: legal counselling, legal information and/or referrals to legal service providers; counselling and social support for Palestine refugees; submissions to the international human rights system.

Subprogramme 2
Palestine refugees lead healthy lives

Objective

26.29 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees lead healthy lives.

Strategy

26.30 To contribute to the objective, the subprogramme will:

(a) Address the maternal and child healthcare needs of Palestine refugees through the systematic delivery of preconception, prenatal and postnatal care, family-planning services, childhood immunization, child growth nutrition, and monitoring and screening for disabilities;

(b) Control the status of noncommunicable diseases and mental health issues through disease surveillance and health promotion and prevention interventions and referrals;

(c) Control the status of communicable diseases by strengthening surveillance and response capacity and participating in host Governments' mass immunization campaigns;

(d) Provide safe, quality and people-centred healthcare, even during times of emergencies, through UNRWA health centres, health points and mobile health teams.

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

(a) Improved maternal and child health among Palestine refugees;

(b) Improved control status of noncommunicable diseases and mental health;

(c) Improved control status of communicable diseases and the prevention and control of infectious diseases;

(d) Safe access to quality primary, secondary and tertiary health services for Palestine refugees.

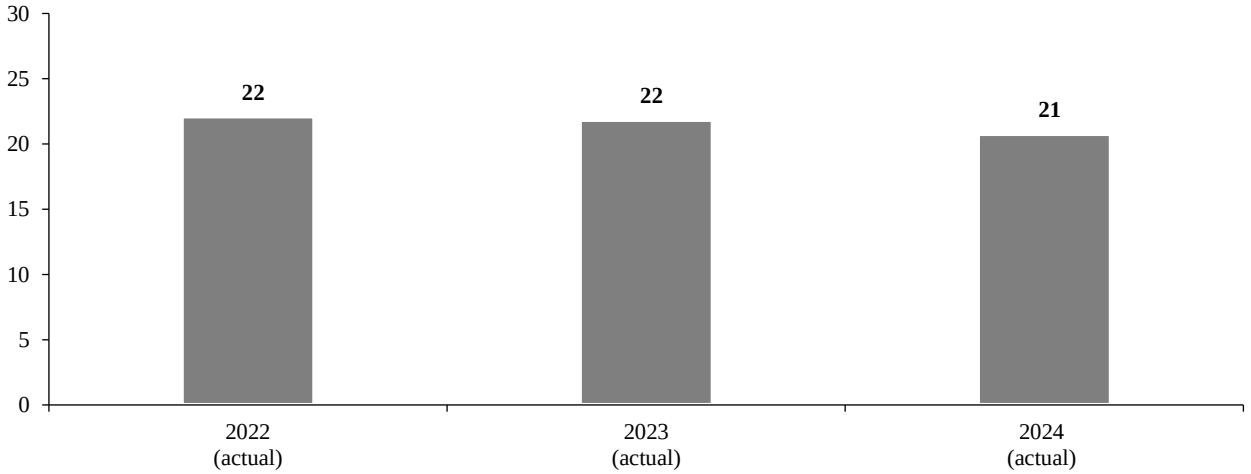
Programme performance in 2024

Reduced dependency on antibiotics

26.32 Antibiotics are used to prevent and treat bacterial infections and have been responsible for reducing mortality and improving life expectancy rates. However, because of their overuse, antibiotics have become less effective in treating infections including pneumonia, urinary tract infections, tuberculosis, gonorrhoea and food-borne diseases, resulting in higher medical costs, prolonged hospitalizations and increased mortality rates. The subprogramme seeks to reduce antibiotics use by limiting the percentage of prescriptions issued by Agency medical officers for curative diseases, aligned with the 25 per cent threshold recommended by WHO, with adherence to this limit monitored regularly. The subprogramme also introduced management protocols for the treatment of the most common health conditions encountered at UNRWA health centres.

26.33 Progress towards the objective is presented in the performance measure below (see figure 26.V).

Figure 26.V
Performance measure: antibiotics prescriptions as a percentage of total prescriptions issued by Agency health centres (annual)



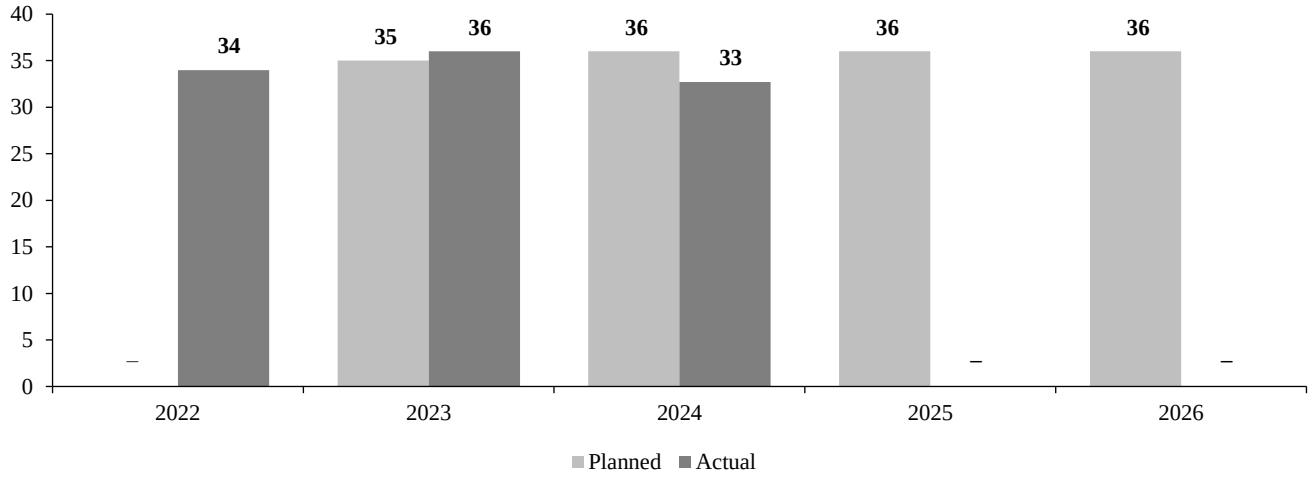
Result 1: the health of Palestine refugees suffering from noncommunicable diseases improved

Programme performance in 2024 and target for 2026

26.34 The subprogramme's work contributed to 33 per cent of patients with diabetes mellitus having their conditions kept under control, which did not meet the planned target of 36 per cent. The target was not met due to the prevailing security conditions in several fields of UNRWA operations, which limited patients' access to the Agency health centres for regular check-ups.

26.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.VI).

Figure 26.VI
Performance measure: percentage of patients with diabetes mellitus enrolled in the Agency's health centres whose condition is under control (annual)



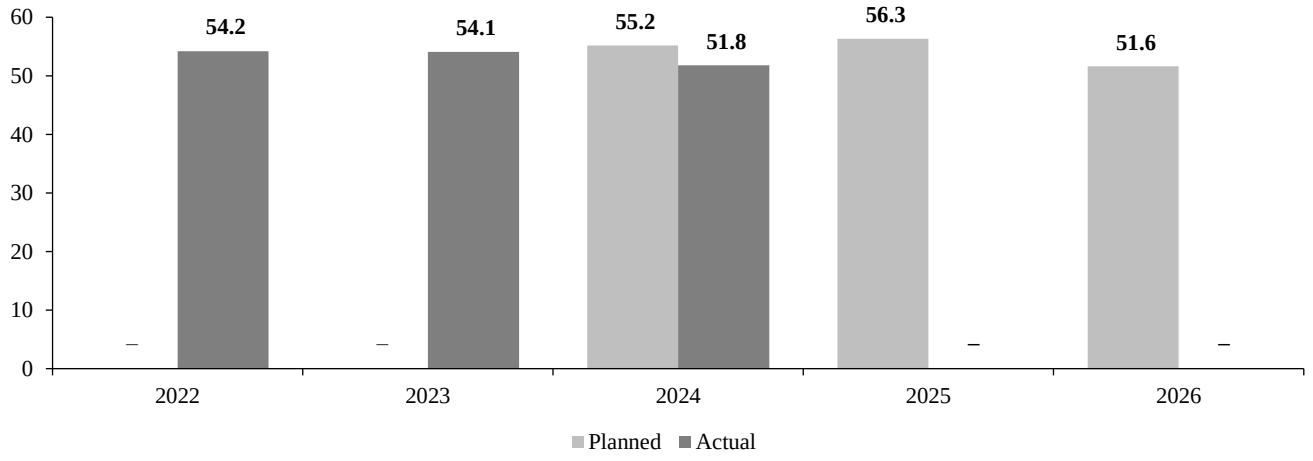
Result 2: access to preconception care and reproductive planning services for Palestine refugees is improved

Programme performance in 2024 and target for 2026

26.36 The subprogramme's work contributed to 51.8 per cent of women with birth intervals of less than 36 months, which exceeded the planned target of 55.2 per cent.

26.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.VII).

Figure 26.VII
Performance measure: percentage of women with birth intervals of less than 36 months (annual)



Result 3: infectious diseases controlled in Palestine refugee communities

Proposed programme plan for 2026

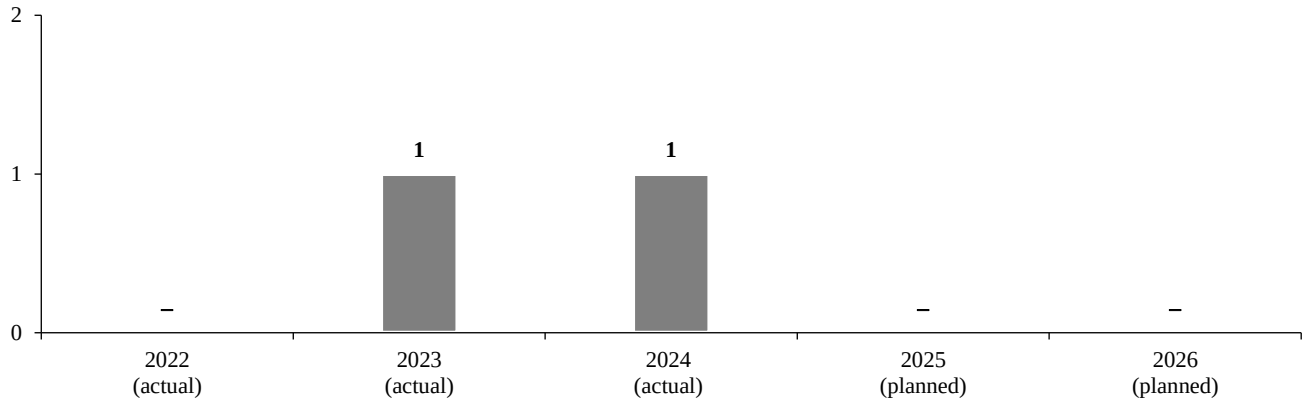
26.38 Immunization protects against deadly diseases that can be prevented through timely intervention during childhood. Through the implementation of the WHO Expanded Programme on Immunization, the subprogramme vaccinates 12- and 18-month-old Palestine refugee children against tuberculosis, diphtheria, pertussis, tetanus, polio, measles, mumps, rubella and hepatitis A and B. Despite the humanitarian crisis in Gaza and supply and movement restrictions affecting multiple fields of UNRWA operations, the subprogramme consistently surpasses the WHO immunization target of 95 per cent by: (a) ensuring a consistent supply of vaccines; (b) adhering to an appointment system for vaccinations, including follow-up with defaulting patients; and (c) participating in campaigns to encourage parents to have their children immunized.

Lessons learned and planned change

26.39 The lesson for the subprogramme, from the polio outbreak in Gaza, was the importance of preparedness and rapid response in managing public health emergencies, in particular the maintenance of a reliable vaccine supply chain and disease early warning, alert and response systems. In applying the lesson, the subprogramme will enhance coordination to prevent, detect and respond to disease outbreaks, including efforts to increase the immunization rate, strengthen cross-sectoral coordination and update outbreak preparedness plans.

26.40 Expected progress towards the objective is presented in the performance measure below (see figure 26.VIII).

Figure 26.VIII
Performance measure: number of vaccine-preventable disease outbreaks (annual)



Deliverables

26.41 Table 26.3 lists all deliverables of the subprogramme.

Table 26.3
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Direct service delivery: approximately 8 million primary healthcare consultations; some 90,000 mental health and psychosocial support consultations.

Subprogramme 3
Palestine refugees complete inclusive and equitable quality basic education

Objective

26.42 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees complete inclusive and equitable quality basic education.

Strategy

26.43 To contribute to the objective, the subprogramme will:

(a) Enhance the professionalization of teachers through continuous professional development and career progression opportunities;

(b) Ensure that teaching approaches and learning materials used in UNRWA schools reflect the Agency's educational approach, through the promotion of critical thinking skills, human rights education and adherence to United Nations values and principles, including humanitarian principles;

(c) Monitor student performance, ensure safe and violence-free learning environments, facilitate parent engagement and promote inclusive recreational and extracurricular activities;

(d) Ensure that students identified as having a disability receive support to meet their specific needs, assist individuals identified as experiencing a protection risk and progressively construct or upgrade existing schools.

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

(a) Improved learning outcomes and critical thinking skills for Palestine refugee girls and boys;

(b) A safe and inclusive learning environment for Palestine refugee boys and girls that ensures their well-being.

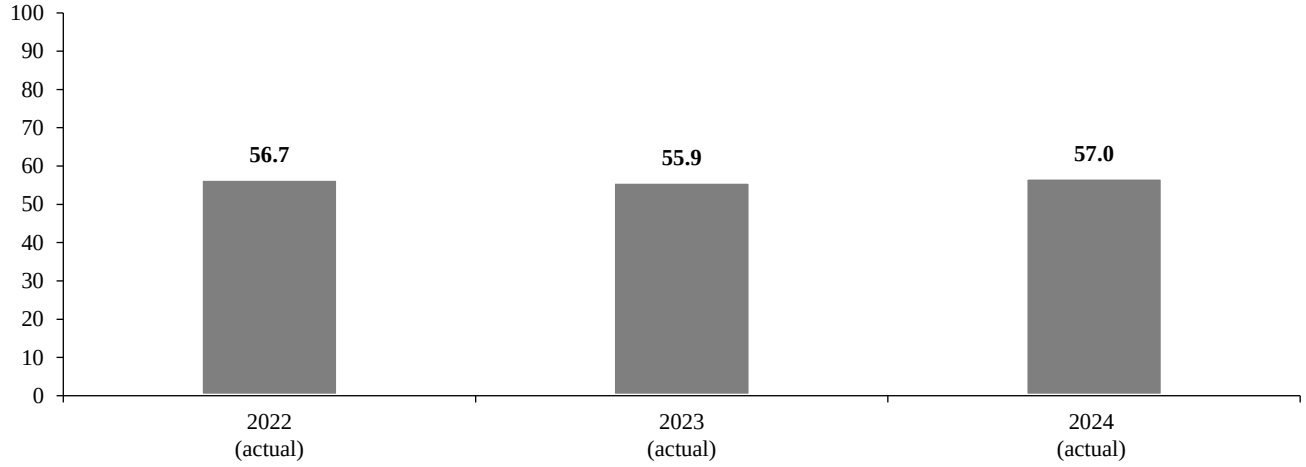
Programme performance in 2024

Needs of students with disabilities identified and met

26.45 The marginalization of persons with disabilities can limit their participation in life on an equal basis with others. Discrimination often starts during their entry into education. The subprogramme works to identify children with disabilities and support their inclusion in UNRWA schools through: (a) the training of Agency teachers to identify and support children with disabilities; (b) the work of student support teams, who assess the needs of children with disabilities and build and implement individual education plans, utilizing the Agency's inclusive education toolkit; (c) outreach with parents and students to build a supportive environment around students with disabilities; and (d) the rehabilitation and upgrading of Agency schools to improve accessibility for students with disabilities.

26.46 Progress towards the objective is presented in the performance measure below (see figure 26.IX).

Figure 26.IX
Performance measure: percentage of students in Agency schools identified with a disability receiving support to meet their needs (annual)



Planned results for 2026

Result 1: learning loss recovered

Programme performance in 2024 and target for 2026

26.47 The subprogramme's work contributed to the implementation of learning recovery plans and the promotion of digital learning methods, which did not meet the planned target of assessment of learning outcome tests demonstrating the closure of the learning gap. The target was not met due to the postponement of the tests because of the prevailing security conditions in several fields of UNRWA operations.

26.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 26.4).

Table 26.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
In-person teaching is resumed in all UNRWA schools Students take catch-up classes	Learning recovery plans are developed and implemented Teachers and students start to use digital learning methods during emergencies and for afterschool learning	Learning recovery plans are implemented Digital learning methods are promoted	Results of the assessment of learning outcome tests are analysed Learning recovery plans are revised based on the test results	Results of the assessment of learning outcome tests are analysed Learning recovery plans are revised based on the test results

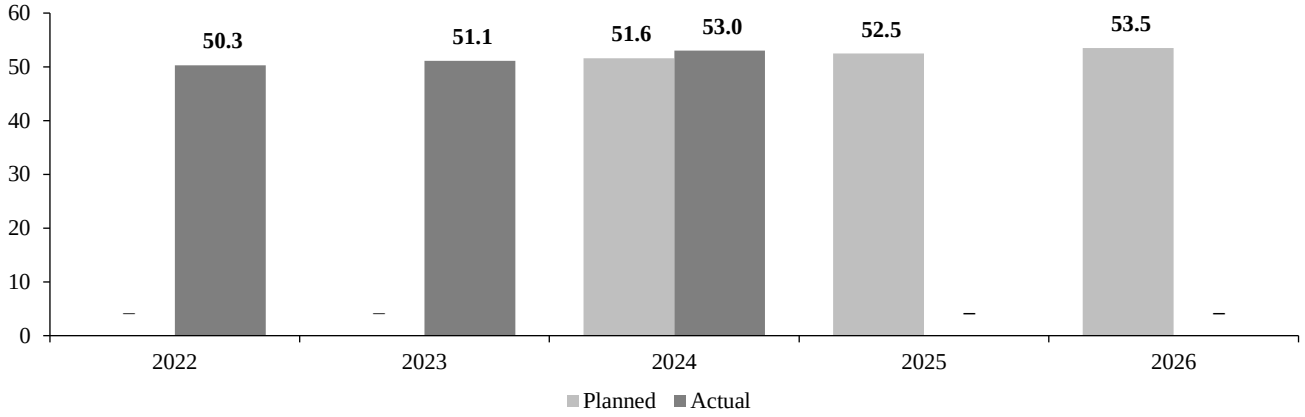
Result 2: safety and inclusiveness of the learning environment for students in Agency schools increased

Programme performance in 2024 and target for 2026

26.49 The subprogramme's work contributed to 53 per cent of UNRWA schools meeting the Agency's protection design standards, which exceeded the planned target of 51.6 per cent.

26.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.X).

Figure 26.X
Performance measure: percentage of schools run by the Agency that meet its protection design standards (annual)[3]



Result 3: social and emotional development of Palestine refugee children protected

Proposed programme plan for 2026

26.51 Conflict, exposure to traumatic events, displacement and increasing economic hardship have inflicted severe psychosocial consequences on Palestine refugee children in multiple fields of UNRWA operations that require a comprehensive response. If not addressed, these issues can lead to low academic achievement, increased school dropout rates, illness and unhealthy and dangerous behaviour. The subprogramme aims to foster an inclusive learning environment in UNRWA schools where all students benefit from quality education. This requires schools to promote students' psychosocial well-being and to recognize and address the psychosocial needs of refugee children. Through regular programming, the Agency teachers utilize the UNRWA inclusive education toolkit to identify the needs of students, with support then extended by either teachers or school counsellors. Students with more complex psychosocial needs are referred to either UNRWA health centres or external specialized service providers. In emergency settings, counselling sessions and recreational activities are provided in temporary learning spaces to nurture social and emotional development.

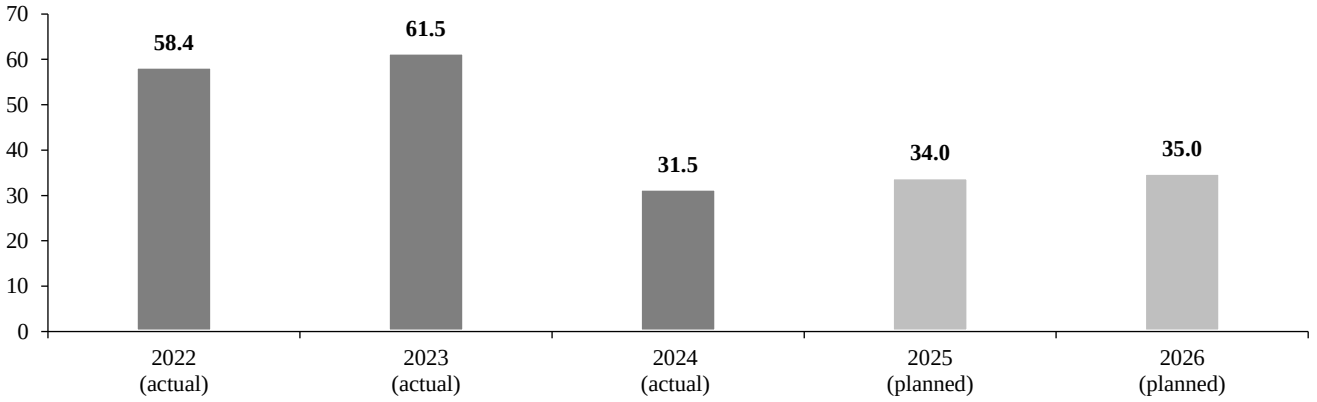
Lessons learned and planned change

26.52 The lesson for the subprogramme was that the prevailing security conditions in the region demonstrated a need for an increased provision of school counsellors to provide quality psychosocial support for students. In applying the lesson, the subprogramme will review Agency-wide norms and standards pertaining to school counsellors with a view to increasing the provision of support to address psychosocial needs.

26.53 Expected progress towards the objective is presented in the performance measure below (see figure 26.XI).

[3] Protection design standards encompass UNRWA technical procedures and guidelines pertaining to the safety, physical accessibility and gender sensitivity of Agency facilities.

Figure 26.XI
Performance measure: percentage of students identified with psychosocial needs receiving support (annual)



Deliverables

26.54 Table 26.5 lists all deliverables of the subprogramme.

Table 26.5
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Direct service delivery: education services provided to some 550,000 students.

Subprogramme 4
Palestine refugees have improved livelihood opportunities

Objective

26.55 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees have improved livelihood opportunities.

Strategy

26.56 To contribute to the objective, the subprogramme will:

(a) Provide financial services, including diversified loan products, covering businesses, consumption and housing needs, to low-income Palestine refugees, women and young people;

(b) Create employment opportunities for Palestine refugees through infrastructure works and construction in camps;

(c) Provide quality and market-relevant technical and vocational education and training at UNRWA vocational training centres and education science facilities for degree-level teacher education in the West Bank, including East Jerusalem, and Jordan, focusing on vulnerable young people;

(d) Extend higher education scholarships to young Palestine refugees.

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

(a) Improved livelihood capacities of Palestine refugees;

(b) Improved income generation and job opportunities for Palestine refugees, especially women and young people.

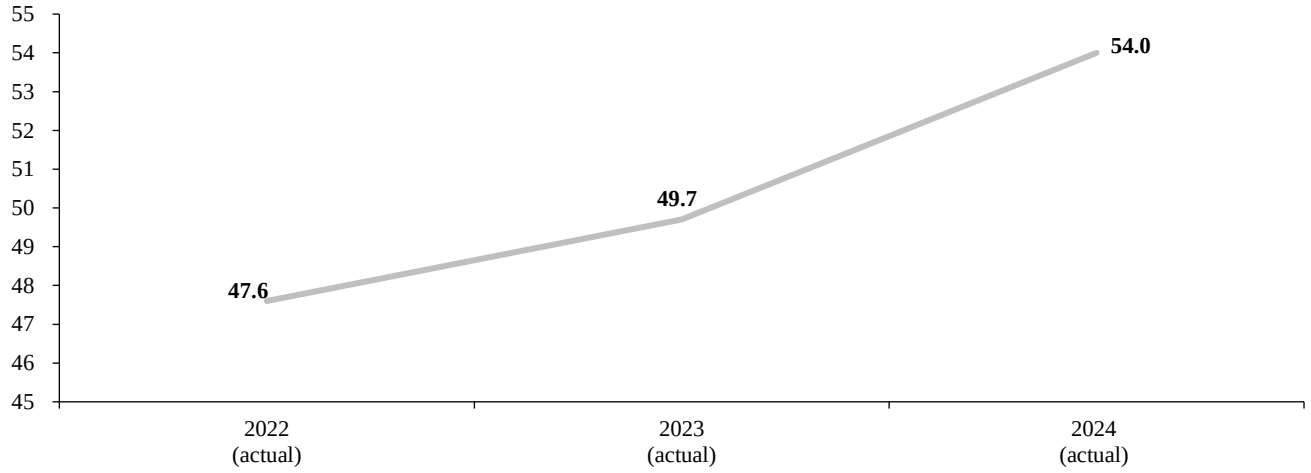
Programme performance in 2024

Expanded access of the most vulnerable to microfinance products

26.58 Despite having strong human capital as a result of the education and health structures provided by the Agency and host authorities, the majority of refugees do not have the requisite access to the full range of social, physical and financial assets needed to build sustainable livelihoods. In recent years, these constraints have been exacerbated by economic contractions in some host countries. The subprogramme provides access to credit and complementary financial services across all fields of UNRWA operations, except Lebanon, to Palestine refugees who would normally be ineligible for such services, in particular women, low-income Palestine refugees and young people. The most vulnerable receive dedicated loan products, which collectively help to create and sustain jobs, reduce poverty and promote economic empowerment.

26.59 Progress towards the objective is presented in the performance measure below (see figure 26.XII).

Figure 26.XII
Performance measure: percentage of microfinance loans disbursed by the Agency to women (annual)



Planned results for 2026

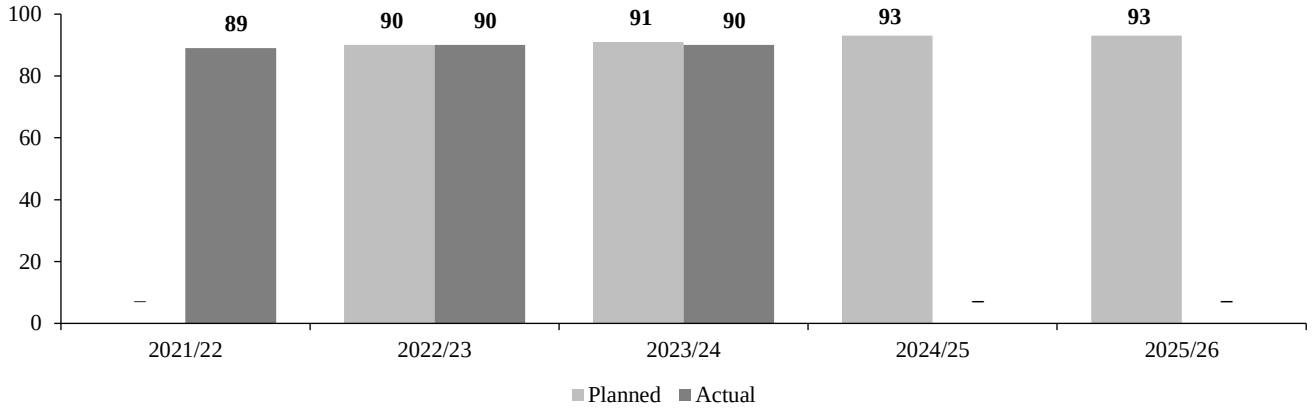
Result 1: improved access for Palestine refugees to highly skilled professions

Programme performance in 2024 and target for 2026

26.60 The subprogramme's work contributed to 90 per cent of Education Science Faculty and Faculty of Educational Sciences and Arts graduates employed or continuing their studies within one year of graduation, which did not meet the planned target of 91 per cent. The target was not met due to economic constraints in the West Bank that reduced employment opportunities for graduates.

26.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.XIII).

Figure 26.XIII
Performance measure: percentage of Education Science Faculty and Faculty of Educational Sciences and Arts graduates employed or continuing their studies within one year of graduation (annual)



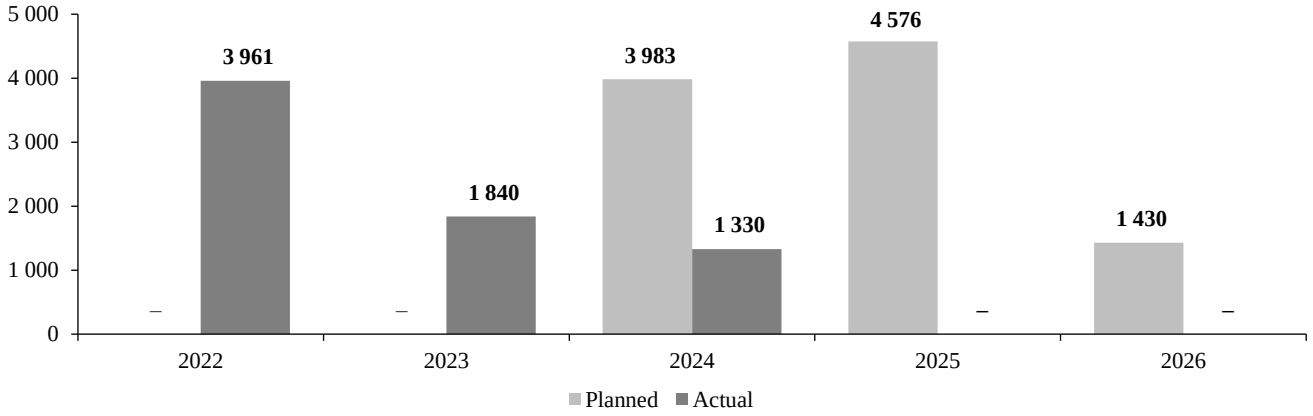
Result 2: private sector employment opportunities created

Programme performance in 2024 and target for 2026

26.62 The subprogramme's work contributed to 1,330 additional jobs being created by microfinance client enterprises, which did not meet the planned target of 3,983 jobs. The target was not met due to the suspension of microfinance operations in Gaza and a decline in economic activity in the West Bank as a result of the ongoing conflict.

26.63 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.XIV).

Figure 26.XIV
Performance measure: number of additional jobs created by microfinance client enterprises (annual)



Result 3: improved youth employment opportunities through vocational training

Proposed programme plan for 2026

26.64 In recent years, all UNRWA fields of operations have been beset by economic challenges. For Palestine refugees, this situation is exacerbated by structural barriers that inhibit their integration into labour markets, leading to high unemployment rates and a predominance of employment in low-paying or informal jobs. These conditions, in turn, leave many refugees trapped in poverty and reliant on social assistance schemes. The subprogramme provides technical and vocational education and training to young Palestine refugees, equipping them with skills necessary to enter labour markets.

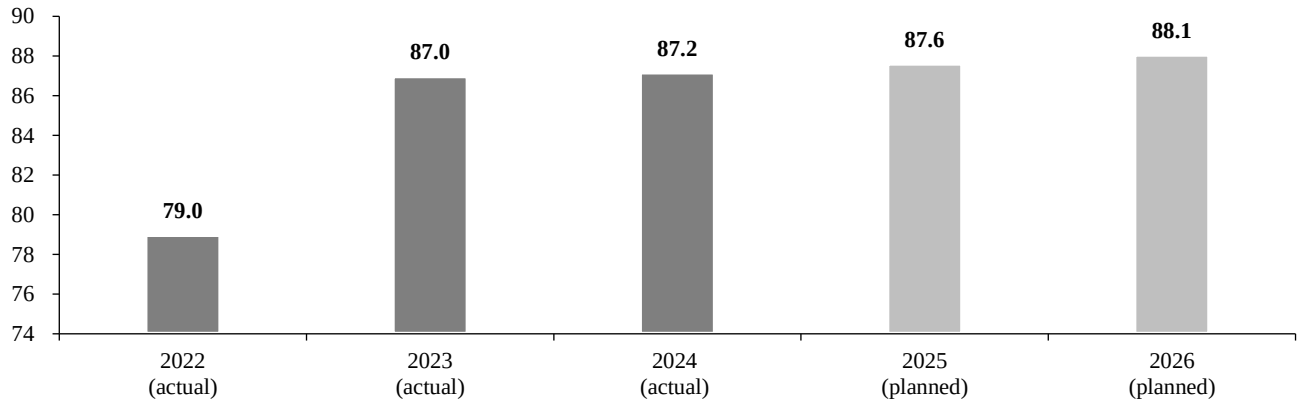
The subprogramme operates eight vocational training centres and enrols approximately 8,000 students in its courses each year, covering: (a) two-year semi-professional courses; (b) one-year trade and two-year craftsperson courses; and (c) short-term courses targeted at sectors with high demand for workers. A range of specializations are covered, including mechanics, plumbing, electronics, communication systems, hairdressing, graphic design, accounting, nursing and physiotherapy.

Lessons learned and planned change

26.65 The lesson for the subprogramme was that graduating students need support in building connections with potential local employers so that they can utilize their education, remain in the region and contribute to the development of Palestine refugee communities. In applying the lesson, the subprogramme will increase the number of prospective employers participating in Agency-organized jobs fairs.

26.66 Expected progress towards the objective is presented in the performance measure below (see figure 26.XV).

Figure 26.XV
Performance measure: percentage of technical and vocational education and training graduates employed within one year of graduation (annual)



Deliverables

26.67 Table 26.6 lists all deliverables of the subprogramme.

Table 26.6
Subprogramme 4: deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Direct service delivery: issuance of microfinance loans valued at approximately $47 million; approximately 8,000 students enrolled in technical and vocational education and training; some 2,520 job placements created as full-time equivalents.[a]

[a] Full-time equivalents are the number of full-time equivalent jobs, defined as total hours worked divided by average actual hours worked in full-time jobs.

Subprogramme 5
Palestine refugees are able to meet their basic human needs of shelter, water and sanitation

Objective

26.68 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are able to meet their basic human needs of shelter, water and sanitation.

Strategy

26.69 To contribute to the objective, the subprogramme will:

(a) Provide adequate and safe shelters for Palestine refugees living in camps through the rehabilitation of substandard shelters for the most vulnerable;

(b) Provide Palestine refugees living in camps with effective environmental health services, including sufficient water for their basic needs, storm water drainage systems, solid waste collection and sewerage systems.

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

(a) Improved living conditions whereby Palestine refugees can live in dignity in an adequate and safe built environment in camps;

(b) Improved environmental health and infrastructure services, including access to safe drinking water, sanitation, drainage, electricity and waste disposal, for Palestine refugees living in camps.

Programme performance in 2024

Palestine refugees live in environmentally sustainable conditions

26.71 With over 1,100 installations, a workforce of 30,000 personnel and services across five fields that reach approximately 3 million Palestine refugees each year, UNRWA is committed to minimizing the environmental impacts of its own operations and to advancing environmental sustainability within the Palestine refugee community. Guided by the Agency's environmental sustainability policy and environmental and social management framework, the subprogramme integrates environmental sustainability into camp improvement works. Sustainable design features are integrated into new construction projects, including building orientation, double-walling and double-glazing, while energy-efficient lighting, heating and cooling systems, solar power and hot water systems are also increasingly incorporated.

26.72 Progress towards the objective is presented in the performance measure below (see table 26.7).

Table 26.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Palestine refugees benefit from 40 UNRWA installations across all fields of operations upgraded with energy efficiency measures and 29 installations fitted with photovoltaic systems	Palestine refugees benefit from 33 UNRWA installations upgraded with energy efficiency measures and 14 installations fitted with photovoltaic systems	Palestine refugees benefit from 21 Agency installations upgraded with energy efficiency measures and 19 installations fitted with photovoltaic systems

Planned results for 2026

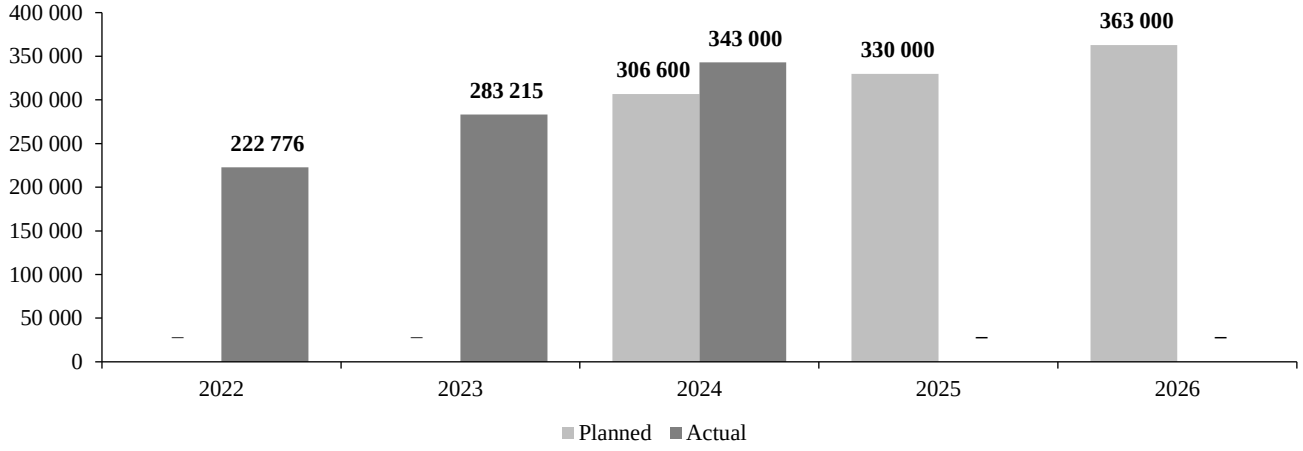
Result 1: living conditions of camp residents improved

Programme performance in 2024 and target for 2026

26.73 The subprogramme's work contributed to 343,000 refugees benefiting from the implementation of camp improvement plans, which exceeded the planned target of 306,600 refugees.

26.74 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.XVI).

Figure 26.XVI
Performance measure: number of refugees benefiting from the implementation of camp improvement plans (cumulative)



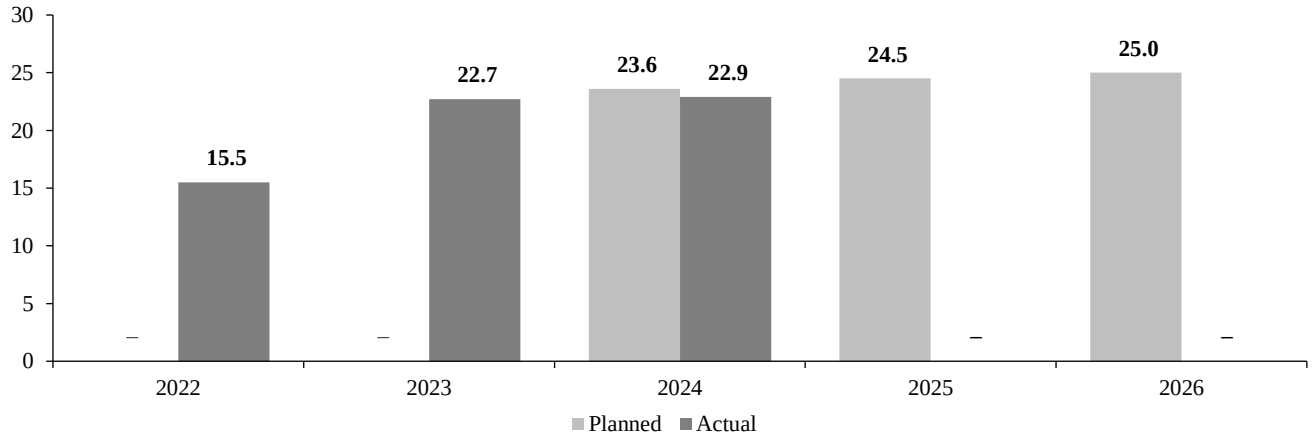
Result 2: safety and dignity of Palestine refugees living in camps improved

Programme performance in 2024 and target for 2026

26.75 The subprogramme's work contributed to 22.9 per cent of substandard shelters being repaired or reconstructed, which did not meet the planned target of 23.6 per cent. The target was not met due to the postponement of shelter rehabilitation works in several fields of UNRWA operations in the light of the prevailing security conditions.

26.76 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.XVII).

Figure 26.XVII
Performance measure: percentage of substandard shelters repaired or reconstructed (cumulative)[4]



Result 3: improved water quality for Palestine refugees

Proposed programme plan for 2026

26.77 Access to safe water remains unreliable in Palestine refugee camps, caused by: (a) increasing overcrowdedness, with demand exceeding the capacity of infrastructure systems; (b) ageing networks, leading to leakages and cross-contaminations between the water and sewerage networks; and (c) a lack of available water resources. In Gaza, access to safe water has also been affected by the extensive destruction of infrastructure and the displacement of refugees to areas not connected to the supply network. Inadequate clean water provision increases the risk of disease outbreaks, such as giardiasis, hepatitis A, salmonella and shigella. The subprogramme works with host authorities to conduct hydrological studies to identify new water sources and sink new wells. The subprogramme also maintains distribution pipes to minimize the risk of contamination and, during periods of emergency, endeavours to ensure the minimum supply of water for drinking, washing and bathing through the rehabilitation of damaged water wells, the provision of fuel for water pumping stations and the distribution of potable water.

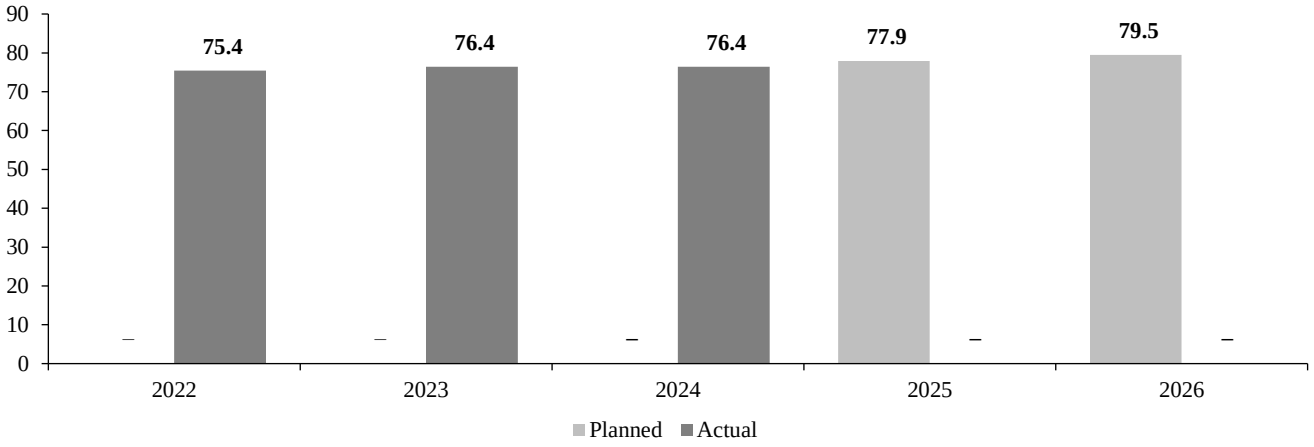
Lessons learned and planned change

26.78 The lesson for the subprogramme was the need to ensure regular water quality testing to prevent disease outbreaks, especially in locations beset by emergencies. In applying the lesson, the subprogramme will expand cooperation with host Governments, the UNRWA health programme and United Nations partners to increase the frequency of testing in emergency conditions.

26.79 Expected progress towards the objective is presented in the performance measure below (see figure 26.XVIII).

[4] UNRWA assesses a shelter to be substandard if it is physically and structurally unsafe, is made from hazardous material (e.g. asbestos) or suffers from inadequate environmental health conditions (e.g. damp or poor ventilation). Shelters damaged during conflict are not counted in this performance measure.

Figure 26.XVIII
Performance measure: percentage of shelters connected to a water supply network (annual)



Deliverables

26.80 Table 26.8 lists all deliverables of the subprogramme.

Table 26.8
Subprogramme 5: deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Direct service delivery: rehabilitation of 500 substandard shelters for Palestine refugees residing in camps.

Subprogramme 6
The most vulnerable Palestine refugees have access to effective social assistance

Objective

26.81 The objective, to which this subprogramme contributes, is to ensure that the most vulnerable Palestine refugees have access to effective social assistance.

Strategy

26.82 To contribute to the objective, the subprogramme will:

(a) Distribute cash-based and in-kind social transfers to the most vulnerable Palestine refugees, at risk of poverty and food insecurity;

(b) Provide preferential access to vocational training opportunities and subsidization of secondary and tertiary healthcare costs to the most vulnerable Palestine refugees in need.

26.83 The above-mentioned work is expected to result in the alleviation of poverty and food insecurity among the most vulnerable Palestine refugees in the face of economic hardship and restricted household income.

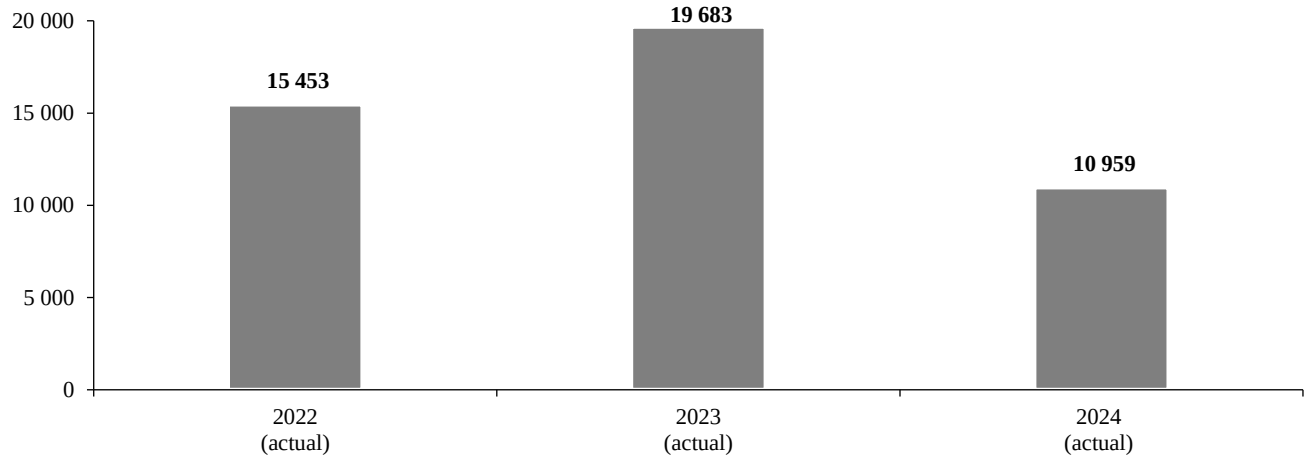
Programme performance in 2024

The most vulnerable Palestine refugees cover their basic needs with dignity

26.84 In multiple fields of UNRWA operations, Palestine refugees are affected by high levels of unemployment, rampant inflation and near universal rates of poverty. The subprogramme aims to ensure that the poverty faced by refugee households in these circumstances is alleviated through cash-based and in-kind social transfers, including cash-for-work placements. These placements not only provide a dignified way for refugees to meet their basic needs but also stimulate local economies and reduce dependency on negative coping strategies. The subprogramme provides short-term skilled and unskilled cash-for-work placements with the Agency and partner community-based organizations in areas such as sanitation work, supply and logistics, and camp improvement. Priority for these opportunities is given to the most vulnerable groups, including female-headed households, persons with disabilities and those with no alternative sources of income.

26.85 Progress towards the objective is presented in the performance measure below (see figure 26.XIX).

Figure 26.XIX
Performance measure: number of Palestine refugee recipients of short-term cash-for-work opportunities (annual)



Planned results for 2026

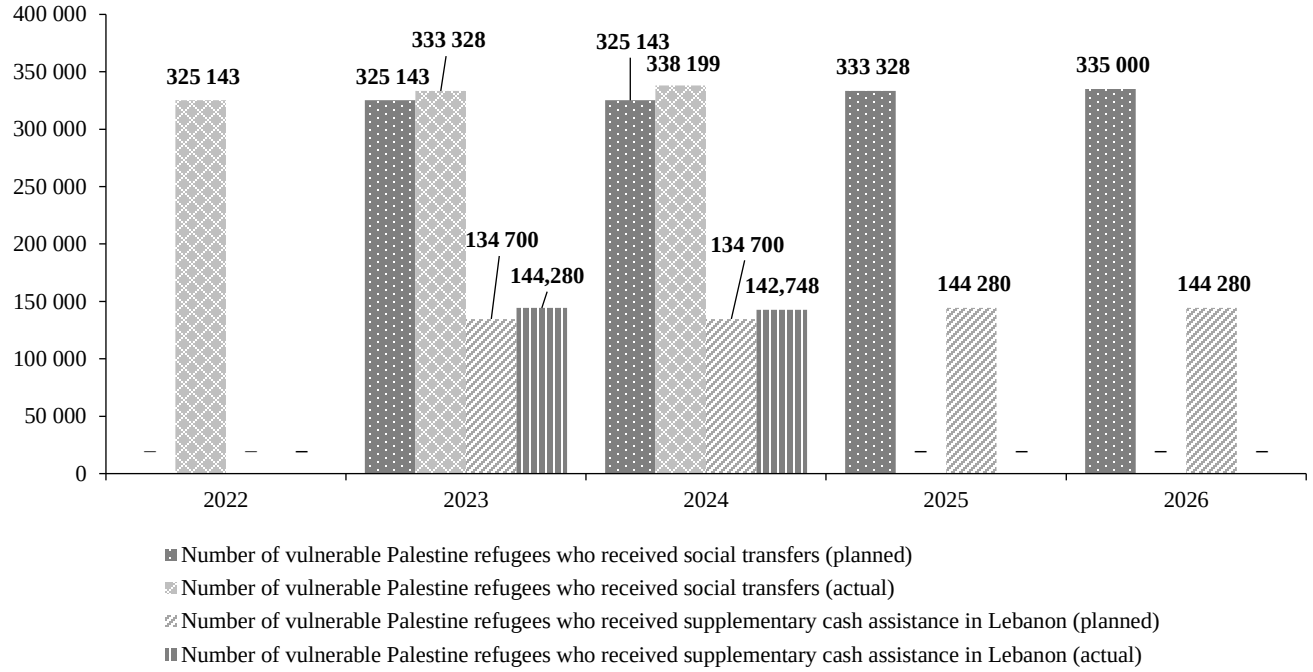
Result 1: abject poverty and food insecurity among the most vulnerable Palestine refugees mitigated

Programme performance in 2024 and target for 2026

26.86 The subprogramme's work contributed to 338,199 vulnerable Palestine refugees receiving social transfers and 142,748 Palestine refugees in Lebanon receiving supplementary cash assistance, which exceeded the planned target of 325,143 and 134,700 Palestine refugees, respectively.

26.87 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.XX).

Figure 26.XX
Performance measure: number of vulnerable Palestine refugees who received social transfers and supplementary cash assistance (annual)



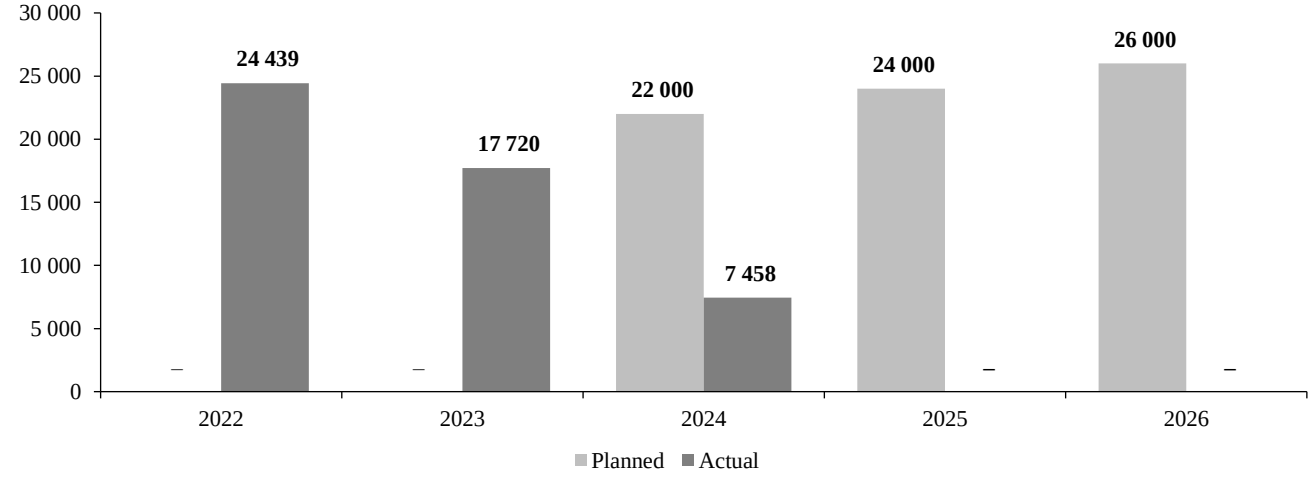
Result 2: access to affordable hospital care ensured

Programme performance in 2024 and target for 2026

26.88 The subprogramme's work contributed to hospitalization support for 7,458 vulnerable Palestine refugees, which did not meet the planned target of 22,000 refugees. The target was not met due to the suspension of hospitalization support in Gaza following the onset of the conflict.

26.89 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 26.XXI).

Figure 26.XXI
Performance measure: number of the most vulnerable Palestine refugees receiving subsidized hospital care (annual)



Result 3: social transfers for the most vulnerable Palestine refugees safeguarded

Proposed programme plan for 2026

26.90 Effective social assistance for the most vulnerable Palestine refugees is dependent on up-to-date refugee registration records and the ability of UNRWA to verify the identity of social transfer recipients. In recent years, the maintenance of updated records has been challenged by the large-scale displacement of refugees in some fields to locations far from Agency registration offices. In 2023, the subprogramme introduced the "e-UNRWA" system, an interactive bilingual mobile platform for digital registration and identity verification. The platform allows Palestine refugees to report life events, such as births, deaths, marriages and changes of address, without the need for physical presence in a registration office. It also facilitates identity verification for those receiving social transfers from the Agency, whereby users upload a photo identity document, take a live selfie and share their Global Positioning System (GPS) location. These submissions are then processed and video interviews conducted through the platform, when needed. This approach minimizes the risk of identity fraud and safeguards the provision of assistance to those most in need.

Lessons learned and planned change

26.91 The lesson for the subprogramme was that ensuring user acceptance of the platform was important considering the apprehension of some refugees in relation to data protection and system usability. In applying the lesson, the subprogramme will roll out the platform in phases, informed in each field by perception surveys, focus group discussions and key informant interviews. The roll-out will be accompanied by tailored outreach campaigns, which will provide guidance on the use of the system as well as information on how the security and confidentiality of sensitive data are ensured.

26.92 Expected progress towards the objective is presented in the performance measure below (see table 26.9).

Table 26.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Digital registration for all Palestine refugees within and beyond UNRWA fields of operations launched	Digital verification for social transfer recipients piloted in Lebanon	Digital identity verification expanded to social transfer recipients in other UNRWA fields of operations	Digital identity verification is a core requirement for accessing UNRWA services

Deliverables

26.93 Table 26.10 lists all deliverables of the subprogramme.

Table 26.10
Subprogramme 6: deliverables for 2026, by category and subcategory

Category and subcategory
C. Substantive deliverables
Direct service delivery: food and cash assistance provided to vulnerable Palestine refugees in Gaza, Jordan, Lebanon, the Syrian Arab Republic and the West Bank.

B. Proposed post and non-post resource requirements for 2026

Overview

26.94 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 26.11 to 26.13.

Table 26.11
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	40 808.5	49 852.6	2 202.6	–	(331.3)	1 871.3	3.8	51 723.9
Other staff costs	360.4	44.8	–	–	–	–	–	44.8
Grants and contributions	30 307.6	34 418.0	–	–	331.3	331.3	1.0	34 749.3
Total	**71 476.5**	**84 315.4**	**2 202.6**	**–**	**–**	**2 202.6**	**2.6**	**86 518.0**

Table 26.12
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	247	1 USG, 2 ASG, 9 D-2, 17 D-1, 46 P-5, 104 P-4, 52 P-3, 4 P-2/1, 12 GS (OL)
Redeployment (geographical)	–	15 (1 P-5, 3 P-4, 8 P-3, 1 P-2 and 2 GS (OL)) from Jerusalem to Amman)
Proposed for 2026	247	1 USG, 2 ASG, 9 D-2, 17 D-1, 46 P-5, 104 P-4, 52 P-3, 4 P-2/1, 12 GS (OL)

Table 26.13
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	9	–	–	–	–	9
D-1	17	–	–	–	–	16
P-5	46	–	–	–	–	46
P-4	104	–	–	–	–	104
P-3	52	–	–	–	–	53
P-2/1	4	–	–	–	–	4
Subtotal	**235**	–	–	–	–	**235**

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

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (OL)	12	–	–	–	–	12
Subtotal	**12**	–	–	–	–	**12**
Total	**247**	–	–	–	–	**247**

26.95 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 26.14 to 26.16 and figure 26.XXII.

26.96 As shown in tables 26.14 (1) and 26.15 (1), the overall resources proposed for 2026 amount to $86,518,000, reflecting an increase of $2,202,600 compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

26.97 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNRWA is integrating environmental management practices into its operations and programmes. In 2024, the Agency made important progress towards implementing the commitments outlined in its environmental sustainability policy. The policy aligns the Agency's environmental sustainability efforts with the goals of the 2030 Agenda, United Nations development system reforms and international agreements on climate change and environmental protection and is anchored in the UNRWA strategic plan for 2023–2028, which posits environmental sustainability as a cross-cutting Agency priority. The implementation plan for the policy contains 63 actions centred around: (a) strengthening the Agency's environmental governance framework; (b) programmatic interventions to promote environmental sustainability within Palestine refugee communities; and (c) mainstreaming environmental sustainability measures into the Agency's operations. In this regard, in 2024, UNRWA delivered energy efficiency upgrades to lighting, heating and cooling systems in more than 80 of its installations, equipped 21 Agency buildings with renewable energy systems and continued the renewal of its vehicle fleet with hybrid or newer, more fuel-efficient models. Additional information is presented in paragraphs 26.71 and 26.72 and table 26.7 above.

Table 26.14
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Executive direction and management/Programme support	71 476.5	84 315.4	2 202.6	–	–	2 202.6	2.6	86 518.0
Subtotal, 1	**71 476.5**	**84 315.4**	**2 202.6**	**–**	**–**	**2 202.6**	**2.6**	**86 518.0**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
Executive direction and management/ Programme of work/Programme support	699 769.9	987 683.6	33 825.2	3.4	1 021 508.8
Subtotal, 2	**699 769.9**	**987 683.6**	**33 825.2**	**3.4**	**1 021 508.8**
Total	**771 246.4**	**1 071 999.0**	**36 027.8**	**3.4**	**1 108 026.8**

Table 26.15
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Executive direction and management/Programme support	247	–	–	–	–	247
Subtotal, 1	**247**	–	–	–	–	**247**

(2) *Extrabudgetary*

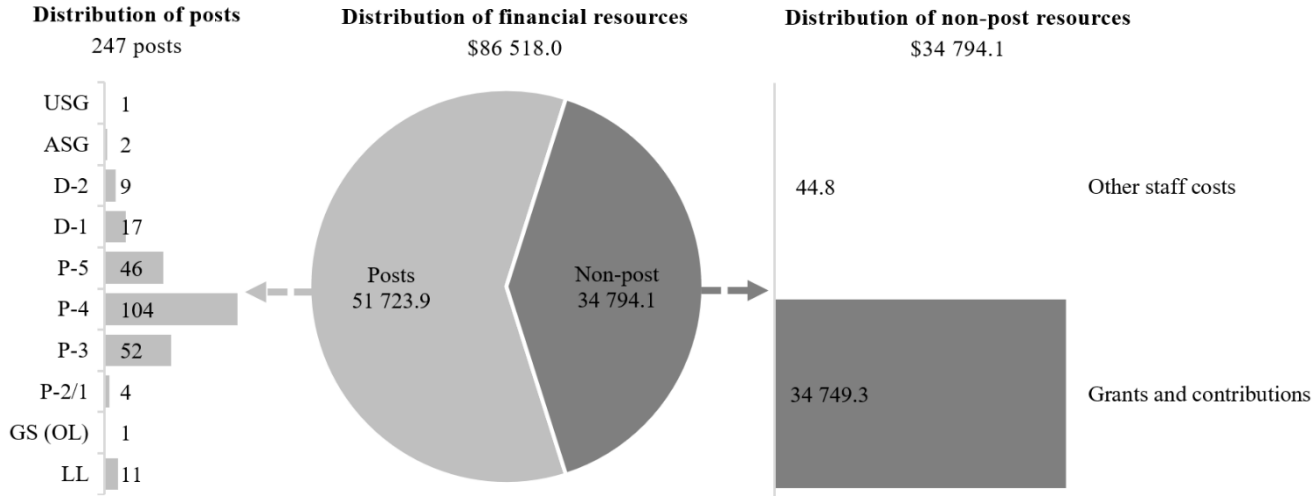
Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
Executive direction and management/Programme of work/Programme support[a]	110	16	126
Subtotal, 2	**110**	**16**	**126**
Total	**357**	**16**	**373**

[a] In addition, approximately 30,000 local area staff and 188 individual service providers (international and area staff) are funded from extrabudgetary resources.

Table 26.16
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	40 808.5	49 852.6	2 202.6	–	(331.3)	1 871.3	3.8	51 723.9
Non-post	30 668.0	34 462.8	–	–	331.3	331.3	1.0	34 794.1
Total	**71 476.5**	**84 315.4**	**2 202.6**	**–**	**–**	**2 202.6**	**2.6**	**86 518.0**
Post resources by category								
Professional and higher		235	–	–	–	–	–	235
General Service and related		12	–	–	–	–	–	12
Total		**247**	–	–	–	–	–	**247**

Figure 26.XXII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

26.98 As shown in table 26.14 (1), resource changes reflect an increase of $2,202,600 under posts, relating to the higher provision at continuing vacancy rates for 24 new posts (7 P-5, 11 P-4 and 6 P-3) established in 2025 pursuant to General Assembly resolutions 79/257 and 79/258, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

Other changes

26.99 As shown in table 26.14 (1), resource changes reflect cost-neutral changes, as follows:

(a) A decrease of $331,300 under posts, relating to the proposed geographical redeployment of 15 posts (1 P-5, 3 P-4, 8 P-3, 1 P-2 and 2 General Service (Other level)) from Jerusalem to Amman. Additional information is provided in annex II;

(b) An increase of $331,300 in non-post resources, under grants and contributions, due to additional requirements in support of the Agency's operational costs related to executive and administrative management functions. The proposed additional resources would be used to strengthen the Agency's monitoring, oversight and accountability mechanisms, in particular for its distribution activities, its integrated assessment of installations, and its education and health programmes.

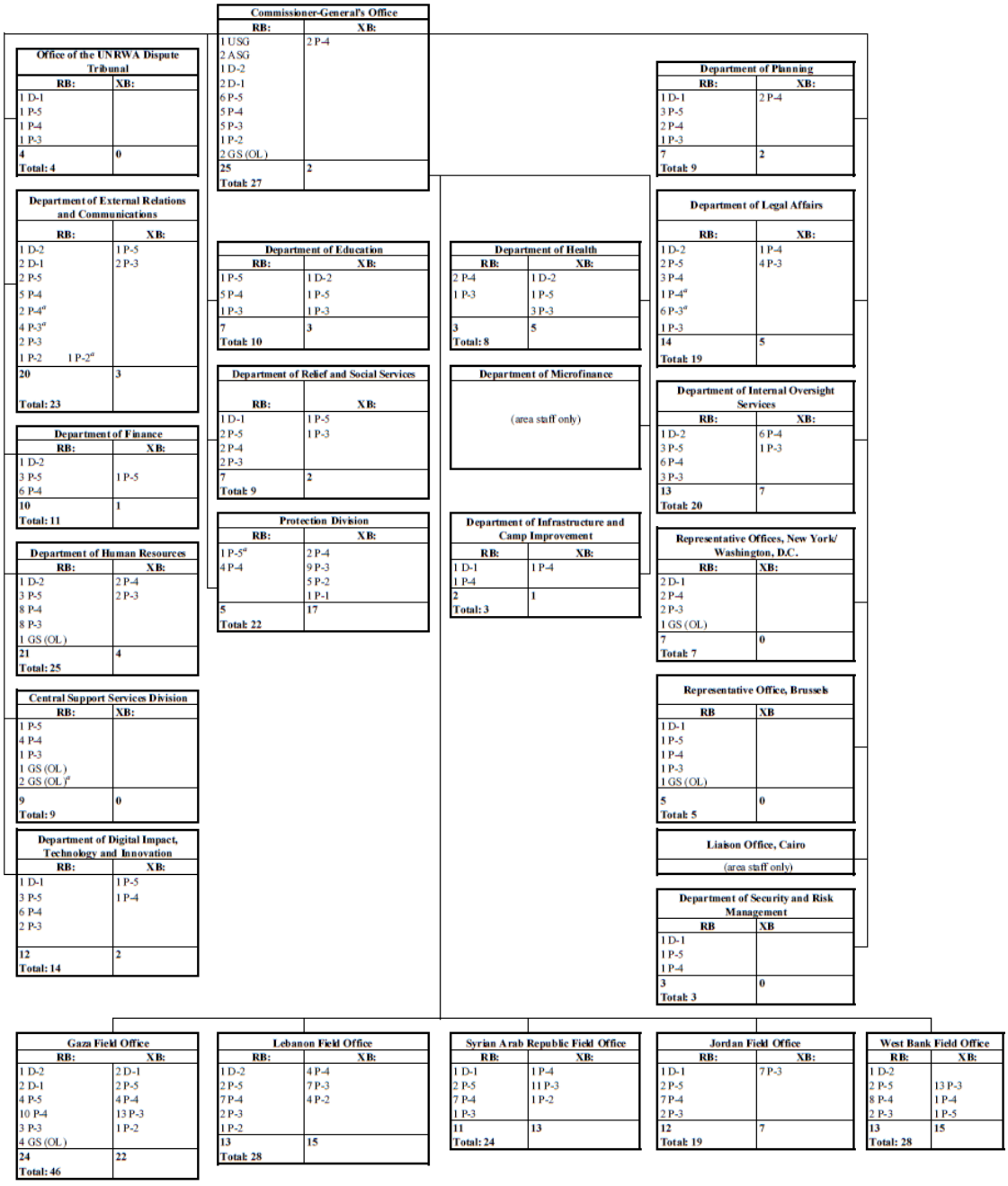
Extrabudgetary resources

26.100 As reflected in tables 26.14 (2) and 26.15 (2), extrabudgetary resources amount to $1,021,508,800. The resources would complement regular budget resources and would be used mainly to provide for continued humanitarian support and aid to Palestine refugees.

26.101 The extrabudgetary resources under the present section are subject to the oversight of the Commissioner-General of UNRWA, who is advised and assisted by an Advisory Committee on Resource Allocation and an Executive Advisory Group, and who has delegated authority from the Secretary-General.

Annex I

Organizational structure and post distribution for 2026



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

[a] Post redeployment.

Annex II

Summary of proposed post changes

Unit	*Posts*	*Grade*	*Description*	*Reason for change*
			Redeployment (geographical) from Jerusalem to Amman of:	In order to adjust the Agency's footprint to enable headquarters' functions to be delivered from a more stable, enabling and consolidated environment, taking into account the events referred to in paragraph 26.4 of the report, in the strategy and external factors section, it is proposed that these 15 posts be redeployed from Jerusalem to Amman.
Protection Division	1	P-5	Chief of Protection	
Department of External Relations and Communications	1	P-4	Senior Donor Relations Officer	
	1	P-4	Senior External Relations and Project Officer	
	2	P-3	Donor Relations Officers	
	1	P-2	Associate Donor Relations Officer	
Department of Legal Affairs	1	P-4	Senior Legal Officer – Staff Assistance	
	6	P-3	Legal Officers	
Central Support Services Division	1	GS (OL)	Human Resources Assistant	
	1	GS (OL)	Team Assistant	

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

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VI
Human rights and humanitarian affairs

Section 27
Humanitarian assistance

Programme 23
Humanitarian assistance

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* A/80/50.

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

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

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I. Office for the Coordination of Humanitarian Affairs

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

27.I.1 The mandate is derived from the priorities established in relevant General Assembly resolutions and decisions, including resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response and affirmed the leadership role of the Secretary-General to ensure better preparation and effective response to natural disasters and complex emergencies. This mandate has been confirmed and consolidated through the normative developments of various resolutions over the past 33 years. The Office for the Coordination of Humanitarian Affairs is responsible for ensuring the timely, coherent, coordinated and principled response of the international community to natural disasters and complex emergencies and for facilitating the transition from emergency relief to rehabilitation and sustainable development. With over 305 million people in need of humanitarian assistance in 2025 and extreme poverty and hunger on the rise, owing to the compounded effects of emerging and prolonged armed conflicts and the crisis of climate change, ensuring well-coordinated and principled humanitarian assistance by the international community remains as important as ever.

Strategy and external factors for 2026

27.I.2 The year 2024 was one of the most challenging in recent history for civilians caught in conflicts. By mid-2024, nearly 123 million people had been forcibly displaced by conflict and violence, marking the twelfth consecutive annual increase. Armed conflicts continued to take a heavy toll on civilians, and the crisis of climate change exacerbated humanitarian needs. The global food security crisis affected over 280 million people daily as acute hunger spread and intensified.

27.I.3 In the face of these challenges, the Office will continue to enhance the coordination of effective and efficient delivery of humanitarian assistance, together with humanitarian organizations. The Office will continue to develop and promote a common policy on humanitarian issues for the United Nations system and its partners; coordinate response to humanitarian emergencies; mobilize United Nations capacity to expedite the provision of humanitarian assistance; and strengthen anticipatory approaches and early warning early action systems, with special attention paid to those in the most vulnerable situations. In addition, the Office will advocate and contribute to better preparedness for more timely humanitarian assistance in emergencies; advocate on humanitarian issues; and strengthen the analysis and availability of timely information on emergencies and natural disasters, in accordance with its mandate. The Office will also support the mobilization of resources for countries and communities facing humanitarian emergencies, including host communities, by scaling up timely and predictable funding, advancing innovative and anticipatory financing mechanisms and strengthening partnerships with international financial institutions to prevent, reduce and respond to humanitarian suffering. Furthermore, the Office will continue to advocate for safe and unhindered humanitarian access, the safety and security of humanitarian personnel, and respect for international humanitarian law.

27.I.4 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with national and local governments, affected communities and other stakeholders, including regional disaster management and response organizations, other regional and subregional organizations, private sector actors and first responders, to promote principled, timely and effective humanitarian responses.

27.I.5 With regard to inter-agency coordination and liaison, the Office will continue, through the Inter-Agency Standing Committee and its subsidiary bodies, to coordinate the development of guidance for the humanitarian system, including on operations policy development and advocacy and supporting implementation of the Secretary-General's Action Agenda on Internal Displacement. The Office will provide and manage global platforms, such as the United Nations Disaster Assessment and Coordination Team mechanism and the International Search and Rescue Advisory Group, to pool resources and facilitate a coordinated response to humanitarian crises. The Office will also collaborate closely with United Nations agencies, funds and programmes, at both the Headquarters and country levels throughout the humanitarian programme cycle, to streamline the current guidance and indicators associated with thematic humanitarian issues. This will enable effective and consistent system-wide response strategies that meet the humanitarian needs of people in vulnerable situations and minimize duplication and gaps in response efforts. The Office's country, regional and liaison offices are strategically located to work with governments and assist in humanitarian preparedness and response.

27.I.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Natural disasters will continue to increase in frequency and magnitude, owing, among other things, to the adverse effects of the crisis of climate change;

(b) The impact of the global economic contraction, compounded by the impacts of natural disasters and armed conflicts, will continue to be felt and will increase the vulnerability of people;

(c) Humanitarian needs and funding requirements will remain high.

27.I.7 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including through gender analysis, prevention, response and mitigation of gender-based violence, and by promoting the participation and leadership of women in decision-making.

27.I.8 The Office advances United Nations system-wide commitments on protection from sexual exploitation and abuse and sexual harassment. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, as Chair of the Inter-Agency Standing Committee, leads and promotes Committee efforts that are aimed at ensuring that people caught up in crises feel safe and respected and can gain access to the protection and assistance that they need. The Office will promote system-wide commitments to ensure that the affected population and personnel engaged in the delivery of humanitarian assistance are protected from sexual harassment and abuse.

27.I.9 In line with the United Nations Disability Inclusion Strategy, the Office will work to make humanitarian programming and responses more inclusive of persons with disabilities, in particular by ensuring that their needs are reflected in humanitarian data. On the basis of gaps identified through the previous implementation of the Strategy, the Office will develop an action plan outlining the institutional and operational changes necessary to ensure disability inclusion.

Legislative mandates

27.I.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

46/182; 79/140	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	52/167	Safety and security of humanitarian personnel
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	60/1	2005 World Summit Outcome
52/12	Renewing the United Nations: a programme for reform	62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
		63/147	New international humanitarian order

68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
75/290 A; 75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
76/264	State of global food insecurity
77/288	Persistent legacy of the Chernobyl disaster
78/185	Assistance to refugees, returnees and displaced persons in Africa
78/205	Protection of and assistance to internally displaced persons
78/285	Review of the implementation of General Assembly resolution 75/290 A on the strengthening of the Economic and Social Council and resolution 75/290 B on the high-level political forum on sustainable development and the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
79/1	The Pact for the Future
79/138	Safety and security of humanitarian personnel and protection of United Nations personnel
79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolution

2024/8	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1265 (1999)	2690 (2023)
1894 (2009)	2727 (2024)
2222 (2015)	2729 (2024)
2286 (2016)	2730 (2024)
2417 (2018)	2732 (2024)
2474 (2019)	2742 (2024)
2475 (2019)	2753 (2024)
2532 (2020)	2755 (2024)
2573 (2021)	2759 (2024)
2615 (2021)	2760 (2024)
2616 (2021)	2761 (2024)
2664 (2022)	2765 (2024)

Subprogramme 1
Policy and analysis

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
73/195	Global Compact for Safe, Orderly and Regular Migration

76/125	White Helmets Commission: participation of volunteers in the activities of the United Nations in the field of humanitarian relief, rehabilitation, and technical cooperation for development	79/156	Office of the United Nations High Commissioner for Refugees

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows, and victims of sexual violence	79/141	Assistance to the Palestinian people
		79/185	Situation of human rights in the Syrian Arab Republic
77/10	The situation in Afghanistan		

Security Council presidential statement

S/PRST/2015/23

Subprogramme 3
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters	65/307	Improving the effectiveness and coordination of military and civil defence assets for natural disaster response
60/13	Strengthening emergency relief, rehabilitation, reconstruction, and prevention in the aftermath of the South Asian earthquake disaster – Pakistan	68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction, and prevention in the aftermath of the Indian Ocean tsunami disaster	69/280	Strengthening emergency relief, rehabilitation, and reconstruction in response to the devastating effects of the earthquake in Nepal

Subprogramme 4
Humanitarian emergency information and advocacy

General Assembly resolutions

51/194; 57/153	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Deliverables

27.I.11 Table 27.I.1 lists all cross-cutting deliverables of the programme.

Table 27.I.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of:				
1. The Fifth Committee	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

27.I.12 The following evaluations conducted by the Office and completed in 2024 have guided the proposed programme plan for 2026:

(a) Inter-agency humanitarian evaluation of the response to the humanitarian crisis in northern Ethiopia;

(b) Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Afghanistan.

27.I.13 In response to the results of the evaluations referenced above, the Office will support humanitarian coordinators in improving coordination structures, operational readiness and the integration of basic services into humanitarian responses.

27.I.14 The following evaluations to be conducted by the Office are planned for 2026:

(a) Evaluation of an area of strategic importance linked to the Office's strategic priorities outlined in the strategic plan for the period 2023–2026;

(b) Inter-agency joint evaluation of humanitarian system-wide scale-up activations.

Programme of work

Subprogramme 1
Policy and analysis

Objective

27.I.15 The objective, to which this subprogramme contributes, is to improve the strategic and operational coherence of humanitarian response.

Strategy

27.I.16 To contribute to the objective, the subprogramme will:

(a) Identify emerging humanitarian trends to support the comprehensive, authoritative and evidence-based assessment of global humanitarian needs and analyse challenges and opportunities for humanitarian policy and programme development;

(b) Identify policy and programmatic solutions, best practices and lessons learned to be applied in the humanitarian field and take steps to increase preparedness and operational readiness to respond to humanitarian priorities and reduce humanitarian needs.

27.I.17 The above-mentioned work is expected to result in:

(a) Humanitarian assistance that addresses evolving challenges and reduces the gap between humanitarian needs and response capacity;

(b) A humanitarian system that remains relevant and adapts to the ever-changing operational environment;

(c) Humanitarian actors applying innovative solutions in humanitarian operations.

Programme performance in 2024

Humanitarian practitioners identified pathways for strengthening humanitarian assistance

27.I.18 In December 2024, the subprogramme, in collaboration with the United Nations Foundation, convened the thirteenth annual Global Humanitarian Policy Forum, bringing together leaders and practitioners to reflect on the state of the global humanitarian landscape. Through a series of virtual interactive sessions, participants discussed the most pressing challenges facing humanitarian assistance efforts and explored new pathways to enhance the system's ability to adapt to change and respond. The theme of the 2024 Policy Forum underscored the urgent need to rethink and reshape humanitarian strategies in response to increasingly complex challenges and escalating levels of humanitarian need. It concluded with the development of actionable recommendations for humanitarian agencies, donors and partners, including to further promote community-driven approaches to humanitarian action, scale up climate action, depoliticize humanitarian assistance and foster strategic, inclusive leadership.

27.I.19 Progress towards the objective is presented in the performance measure below (see table 27.I.2).

Table 27.I.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Humanitarian practitioners identified actionable recommendations to strengthen humanitarian response

Planned results for 2026

Result 1: addressing emerging risks in the humanitarian operating environment

Programme performance in 2024 and target for 2026

27.I.20 The subprogramme's work contributed to the adoption of actions for safe, ethical and effective data management in different response contexts, including in Lebanon, the Occupied Palestinian Territory and Somalia, which met the planned target.

27.I.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 27.I.3).

Table 27.I.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States and the humanitarian community discuss risks associated with the use of information and communications technology (ICT)	Gaps identified in the protection of the humanitarian operating environment against risks associated with the use of ICT Operational guidance on data responsibility in humanitarian action available to humanitarian community	Adoption of actions for safe, ethical and effective data management	Humanitarian community begins to implement collective solutions to address gaps in protecting the humanitarian operating environment against risks associated with the use of ICT	Humanitarian community begins to mainstream collective solutions to address known gaps in the protection of the humanitarian operating environment against risks associated with the use of ICT

Result 2: increased engagement of communities in humanitarian response to effectively address their needs

27.I.22 The subprogramme's work contributed to the adoption of improved active listening approaches in four pilot countries, which met the planned target. For example, in the Philippines, community engagement resulted in communities identifying the need to safely store livelihood assets, such as sewing machines and fishing boats, prior to a storm to ensure that valuable equipment is preserved, allowing people to quickly resume their livelihoods after a storm.

27.I.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 27.I.4).

Table 27.I.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Stakeholders in the humanitarian system, including governments, partners and communities in four countries (Colombia, the Niger, the Philippines and South Sudan), commence pilot initiative for community-centric coordination and response structures	Improved active listening approaches adopted in four pilot countries	Increased community participation and local actors' engagement in the design and implementation of humanitarian coordination and response structures, including financing, with a view to assessing practices for further scaling and replicating for other contexts	Community engagement and community-led humanitarian action practice in two additional countries

Result 3: improved collective learning through the integration of local perspectives

Proposed programme plan for 2026

27.I.24 Humanitarian efforts are most effective when they are driven by the needs and priorities of affected communities.

Lessons learned and planned change

27.I.25 The lesson for the subprogramme was that, by understanding the priorities, capacities, risks and vulnerabilities of communities and collaborating with other sectors, humanitarians can more effectively address the urgent needs of affected communities, enhance their resilience and reduce the long-term need for humanitarian assistance. In applying the lesson, the subprogramme will ensure that learning events prioritize the participation and insights of local and national actors, allowing their perspectives to shape recommendations and system-wide practices.

27.I.26 Expected progress towards the objective is presented in the performance measure below (see table 27.I.5).

Table 27.I.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Local and national actors provided insights on innovations and improvements for humanitarian assistance during global learning events	Increased participation of local and national actors in collective learning efforts	Practice guidance on community-driven responses available for replication in other contexts

Deliverables

27.I.27 Table 27.I.6 lists all deliverables of the subprogramme.

Table 27.I.6
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
Reports:				
1. On the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. On the protection of civilians	1	1	1	1
3. On international cooperation on humanitarian assistance in the field of natural disasters, from relief to development	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
Substantive services for meetings (number of three-hour meetings)	**12**	**12**	**12**	**12**
Meetings of:				
4. The Third Committee	1	1	1	1
5. The Expert Group on the Protection of Civilians	4	4	4	4
6. The Economic and Social Council humanitarian affairs segment	5	5	5	5
7. The Economic and Social Council on transition from relief to development	2	2	2	2
B. Generation and transfer of knowledge				
Publications (number of publications)	**1**	**1**	**1**	**1**
8. Global Humanitarian Overview	1	1	1	1
Seminars, workshops, and training events (number of days)	**3**	**3**	**3**	**3**
9. Workshops on promotion of humanitarian assistance and on addressing humanitarian concerns with academic institutions and non-governmental organizations	3	3	3	3
Technical materials (number of materials)	**2**	**2**	**2**	**2**
10. On humanitarian assistance in the context of the multidimensional United Nations response to crises	1	1	1	1
11. On developments in the humanitarian sector	1	1	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: Global Humanitarian Policy Forum.				
Digital platforms and multimedia content: Global Humanitarian Overview website.				

Subprogramme 2
Coordination of humanitarian action and emergency response

Objective

27.I.28 The objective, to which this subprogramme contributes, is to ensure a coherent, effective and timely humanitarian response to reduce and alleviate human suffering in natural disasters and complex emergencies.

Strategy

27.I.29 To contribute to the objective, the subprogramme will:

(a) Maintain an effective coordination system to convene humanitarian actors and support senior humanitarian leadership at the global level and in countries affected by natural disasters and complex emergencies, by coordinating timely and objective multisectoral assessments and analyses of humanitarian needs; supporting response planning; and programming and monitoring the provision of assistance to people in need during and in the aftermath of emergencies;

(b) Promote the delivery of principled humanitarian assistance and coordinate resource mobilization efforts to reduce funding gaps that hamper humanitarian operations, including through effective partnerships with humanitarian actors, Member States, regional organizations and civil society, and the effective management and disbursement of funding from humanitarian pooled funds;

(c) Increase the use of anticipatory approaches and early warning early action systems to prevent and reduce human suffering, especially with regard to disasters relating to the crisis of climate change;

(d) Strengthen links between humanitarian assistance and efforts to support resilience, early recovery and development to reduce the needs and vulnerabilities of affected people, ensuring that sex-, age- and disability-oriented data are taken into account in all aspects of the response.

27.I.30 The above-mentioned work is expected to result in:

(a) Improved prioritization of humanitarian responses, based on informed and timely decision-making by humanitarian actors;

(b) Reduced duplication of response interventions and reduced gaps in humanitarian response;

(c) An adequately funded international humanitarian system, to respond to increasingly frequent natural disasters and complex emergencies.

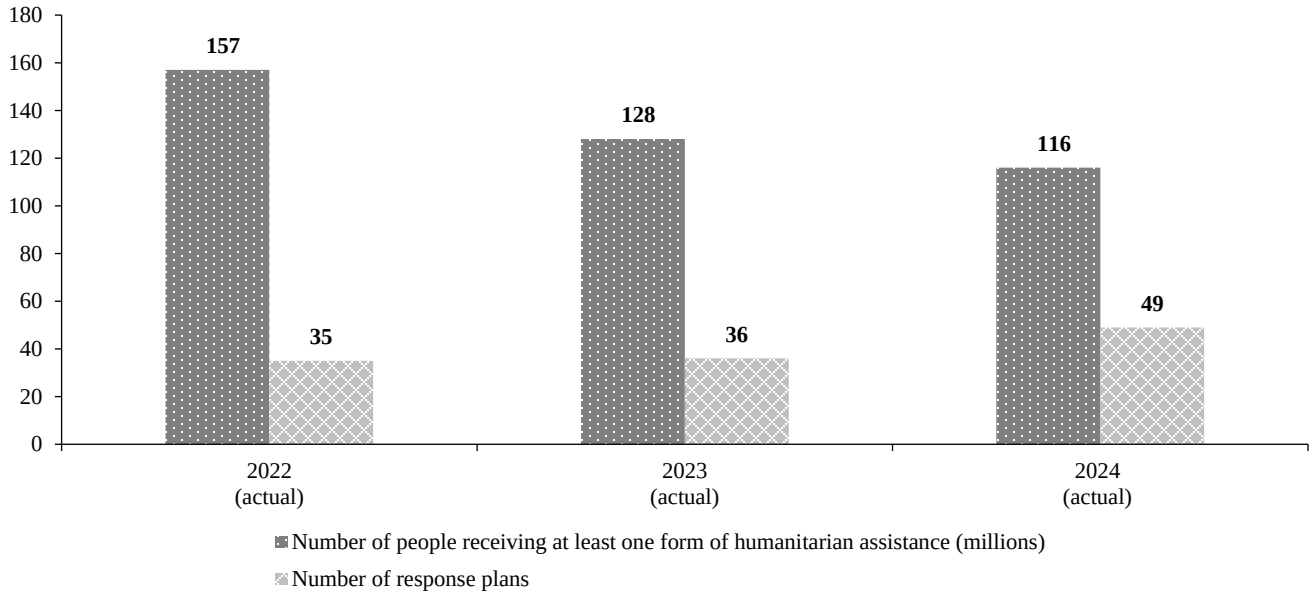
Programme performance in 2024

Reaching people in need in increasingly challenging contexts

27.I.31 The subprogramme helped humanitarian partners in Member States to organize responses through 24 country humanitarian response plans, 9 regional plans, 10 flash appeals and 6 other forms of appeals, on the basis of a common understanding of the specific humanitarian contexts, which enabled collective and coordinated responses. In 2024, the United Nations and over 2,000 partner organizations reached nearly 116 million people with at least one form of assistance. This was despite the fact that humanitarians and the services they provide came under unprecedented attack in 2024, which was the most dangerous year on record for humanitarian personnel, with 356 humanitarians killed. Local humanitarian personnel, who serve their own communities on the front lines of conflict, are the most exposed to violence. Between January and November 2024, 96 per cent of all humanitarian personnel killed, injured or kidnapped were national or local staff. Despite focused response plans and appeals, funding did not keep pace with requirements in 2024. Just 46 per cent of the amount required according to the Global Humanitarian Overview was received. These shortages have affected crises worldwide.

27.I.32 Progress towards the objective is presented in the performance measure below (see figure 27.I.I).

Figure 27.I.I
Performance measure: number of people receiving at least one form of humanitarian assistance, and number of humanitarian response plans (annual)



Planned results for 2026

Result 1: transforming humanitarian programming to improve the delivery of aid to people in need

Programme performance in 2024 and target for 2026

27.I.33 The subprogramme's work contributed to 79 per cent of humanitarian country operations reporting simplified, shorter humanitarian programme cycle processes and improved ability to focus on the delivery of humanitarian assistance, which exceeded the planned target of 75 per cent.

27.I.34 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 27.I.7).

Table 27.I.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Humanitarian programme, with initial tips on flexibility and streamlining narratives available to the humanitarian community	Revised humanitarian programme available to the humanitarian community, including a new joint intersectoral analysis framework and consolidated cross-cutting guidance as elements of the broader humanitarian programme cycle reform	79 per cent of humanitarian country operations reported simplified, shorter humanitarian programme cycle processes and improved ability to focus on delivery of humanitarian assistance	85 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle processes and improved ability to focus on delivery of humanitarian assistance	100 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle processes and improved ability to focus on delivery of humanitarian assistance

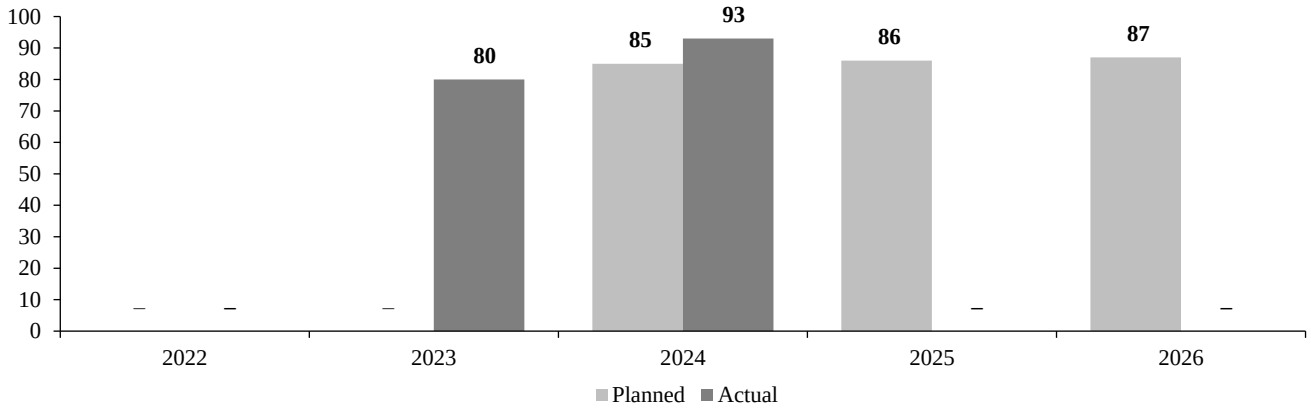
Result 2: increased participation of local and national actors in humanitarian coordination mechanisms

Programme performance in 2024 and target for 2026

27.I.35 The subprogramme's work contributed to 93 per cent of countries with local and national actors participating in humanitarian coordination mechanisms, which exceeded the planned target of 85 per cent.

27.I.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 27.I.II).

Figure 27.I.II
Performance measure: countries with local and national actors participating in humanitarian coordination mechanisms[a] (annual)
(Percentage)



[a] Data for 2024 are based on most recent data collected through the annual coordination survey.

Result 3: scaled up anticipatory approaches and early warning early action systems

Proposed programme plan for 2026

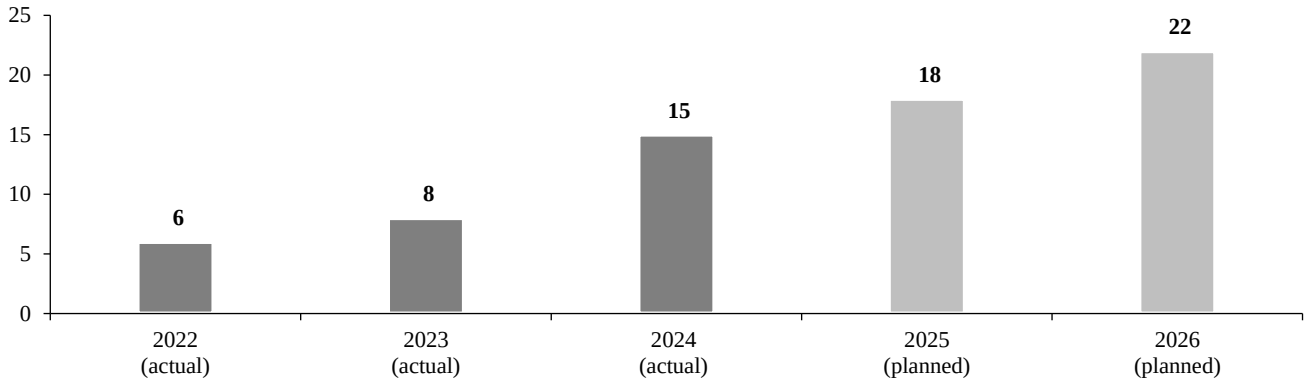
27.I.37 Anticipatory approaches and early warning early action systems are focused on action before predictable disasters strike, with a view to preventing and reducing human suffering and assisting those in need. In its resolution 79/140, the General Assembly encouraged the United Nations and humanitarian organizations to continue to scale up anticipatory approaches and early warning early action systems and encouraged exploring, developing and, where appropriate, strengthening innovative and anticipatory mechanisms and approaches, such as forecast-based financing and disaster risk insurance, to reduce the impact of disasters and address humanitarian needs.

Lessons learned and planned change

27.I.38 The lesson for the subprogramme, based on pilot projects, was that anticipatory approaches and early warning early action systems are effective in preventing and reducing human suffering and economic losses. The subprogramme is using predictive data to take action before disasters strike, through the establishment of pre-agreed anticipatory action frameworks under which predefined humanitarian interventions are triggered when specific forecasts indicate a high likelihood of a shock. This allows for a faster and more effective response by releasing pre-arranged funding, with a view to mitigating the impact before the crisis fully unfolds. Further scaling up of anticipatory approaches and early warning early action systems is needed, including through the consistent use of anticipatory financing mechanisms to ensure timely and predictable funding. In applying the lesson, the subprogramme will scale up anticipatory approaches and early warning early action systems to cover more countries and hazards, including through increased financing by humanitarian pooled funds for the coordination of such approaches.

27.I.39 Expected progress towards the objective is presented in the performance measure below (see figure 27.I.III).

Figure 27.I.III
Performance measure: number of countries with increased use of anticipatory approaches and early warning early action systems (annual)



Deliverables

27.I.40 Table 27.I.8 lists all deliverables of the subprogramme.

Table 27.I.8
Subprogramme 2: deliverables for the period 2024–2026 by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**5**	**4**	**4**
1. Report to the General Assembly on the Central Emergency Response Fund	1	1	1	1
2. High-level pledging events on the provision of international assistance to countries affected by humanitarian emergencies	3	4	3	3
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
3. High-level meetings and side events of the General Assembly on the provision of international assistance to countries affected by humanitarian emergencies	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**–**	**1**	**1**	**–**
4. Workshops on international humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	–	1	1	–

C. Substantive deliverables

Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; informal consultations with more than 50 Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for more than 60 countries and regions affected by humanitarian emergencies; consultations with humanitarian organizations in more than 60 countries on operations, policies and coordination arrangements; and consultations with Member States, regional organizations and the private sector on common humanitarian action.

Databases and substantive digital materials: monitoring mechanisms in support of operational partners (e.g. financial tracking systems).

D. Communication deliverables

Outreach programmes, special events and information materials: meetings and special events on specific complex emergency situations; quarterly donor briefings on humanitarian financing; the Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.

Digital platforms and multimedia content: Central Emergency Response Fund data hub.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
E. Enabling deliverables				
Administration: grant delivery allocations to United Nations humanitarian agencies and the International Organization for Migration from the Central Emergency Response Fund for new and protracted emergencies; allocation of grants from the country-based pool funds; and monitoring the humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners.				

Subprogramme 3
Emergency support services

Objective

27.I.41 The objective, to which this subprogramme contributes, is to expedite international humanitarian assistance to victims of emergencies and natural disasters.

Strategy

27.I.42 To contribute to the objective, the subprogramme will:

(a) Provide effective and well-coordinated operational response support to disaster-affected States and continue to coordinate and support humanitarian actors to prepare for, plan, deliver and monitor the humanitarian response through the humanitarian programme cycle;

(b) Strengthen the capacities of Member State mechanisms for emergency response through the management of various technical response services, including the United Nations Disaster Assessment and Coordination Team mechanism, the International Search and Rescue Advisory Group system, the environmental emergency response mechanism of the Joint Environment Unit of the United Nations Environment Programme and the Office for the Coordination of Humanitarian Affairs, as well as through the provision of training, guidance and technical support, including a continued focus on effective facilitation and functioning of inter-cluster coordination groups and their associated subgroups, and on the role and capacity of local responders;

(c) Promote collaboration with various partner organizations, including the private sector, through the Connecting Business initiative, which is managed jointly by the Office and the United Nations Development Programme, and United Nations humanitarian civil-military coordination and humanitarian negotiation services; and by continuing to conduct courses and training sessions and meeting regularly with partners through focal points in regional and country offices;

(d) Standardize and improve operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group and activate and coordinate rapid response coordination platforms, such as the virtual On-Site Operations Coordination Centre and the Global Disaster Alert and Response Coordination System, as well as provide near real-time alerts on natural disasters around the world and tools to facilitate response coordination.

27.I.43 The above-mentioned work is expected to result in:

(a) Enhanced response capacity of local, regional and international responders for natural disasters;

(b) More efficient and timely mobilization and deployment of emergency response services;

(c) Improved effectiveness and prioritization of preparedness and response of the national emergency management authorities in disaster-prone countries, ensuring that assistance and protection reach the people who need it most;

(d) More effective operational engagement by humanitarian organizations with both local and international private sectors before, during and after emergencies. This will ensure that private sector contributions are well coordinated and recognized and that humanitarian interventions contribute to longer-term development goals.

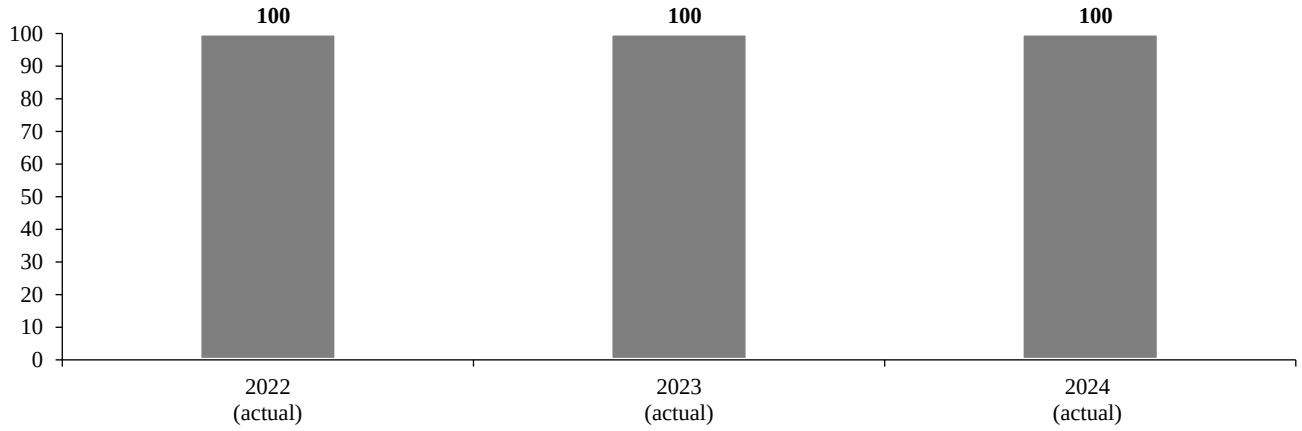
Programme performance in 2024

Member States were enabled to provide rapid response to sudden-onset and complex emergencies

27.I.44 In 2024, the subprogramme responded to sudden-onset and complex emergencies and supported emergency preparedness in four countries: Barbados, Grenada, Jamaica and Saint Vincent and the Grenadines, through the utilization of United Nations Disaster Assessment and Coordination teams and systems. On 1 July 2024, Hurricane Beryl struck Grenada and Saint Vincent and the Grenadines as a category 4 hurricane, before intensifying to a category 5. The subprogramme promptly deployed staff and United Nations Disaster Assessment and Coordination teams to Barbados and Jamaica. Funding from the Central Emergency Response Fund was also allocated to enable the United Nations and its partners to swiftly deliver life-saving aid. The Joint Environment Unit of the United Nations Environment Programme and the Office for the Coordination of Humanitarian Affairs deployed two specialists in environmental assessment and coordination within the United Nations Disaster Assessment and Coordination teams. The teams established On-Site Operations Coordination Centres in Carriacou, Grenada, and Union, Saint Vincent and the Grenadines, to facilitate a coordinated response. The International Humanitarian Partnership deployed from Barbados to Grenada and Saint Vincent and the Grenadines to support local responders, emergency management authorities, the Caribbean Disaster Emergency Management Agency, as the regional response mechanism, and the private sector. The subprogramme also laid the groundwork for assessing the scale of destruction, damage and humanitarian needs. In collaboration with partners, the subprogramme developed and launched a response plan, amounting to $9 million, to provide immediate humanitarian assistance to 43,000 people. In addition, at the request of the affected Governments for assistance, the Joint Environment Unit responded to environmental emergencies arising from sudden-onset and complex emergencies in such countries as Ethiopia, Seychelles and Yemen.

27.I.45 Progress towards the objective is presented in the performance measure below (see figure 27.I.IV).

Figure 27.I.IV
Performance measure: United Nations Disaster Assessment and Coordination teams mobilized and dispatched to the affected country within 48 hours of receiving a request for international assistance (annual)
(Percentage)



Planned results for 2026

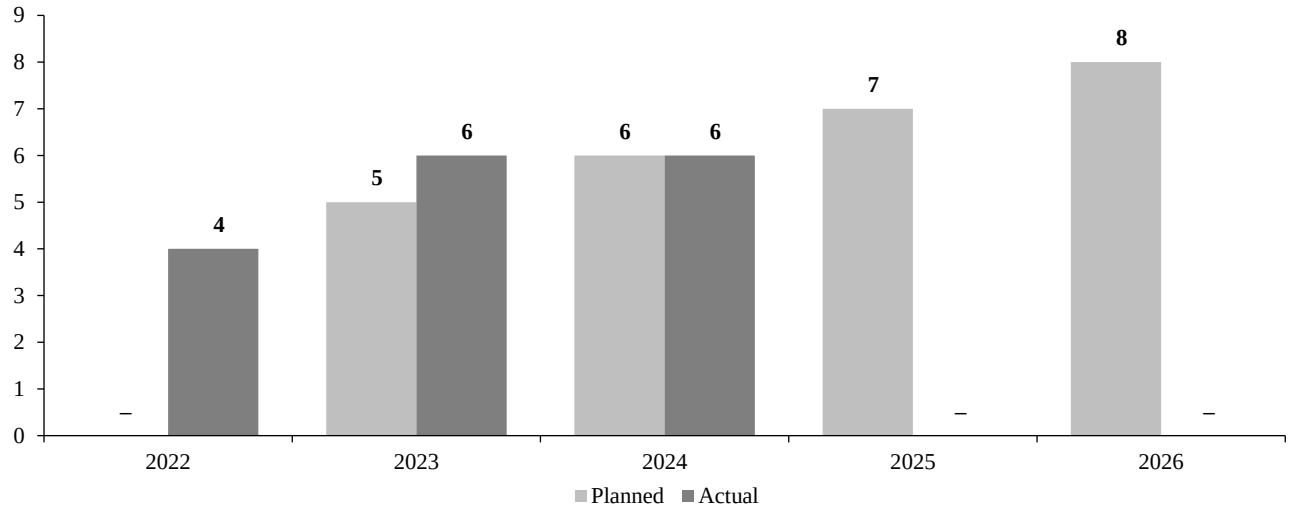
Result 1: engagement of all actors to improve access for the most vulnerable to humanitarian assistance and protection

Programme performance in 2024 and target for 2026

27.I.46 The subprogramme's work contributed to improved access for the most vulnerable to humanitarian assistance and protection through the provision of support for humanitarian negotiations and diplomacy efforts in six contexts, which met the planned target.

27.I.47 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 27.I.V).

Figure 27.I.V
Performance measure: number of contexts in which interlocutors with influence on humanitarian access engage in diplomacy and negotiations (annual)



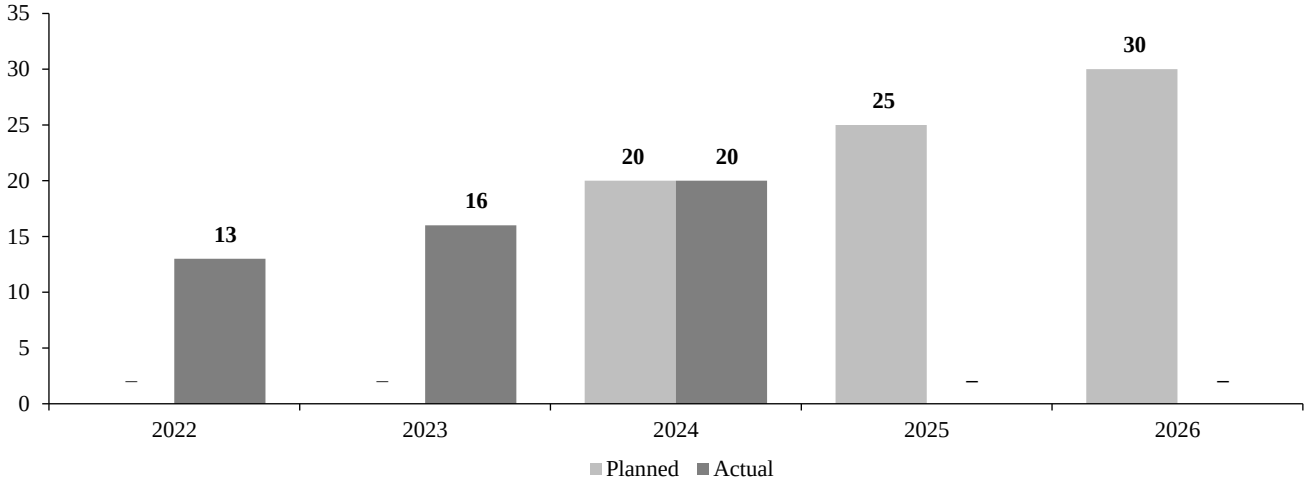
Result 2: enhanced partnership with the private sector in collective humanitarian action

Programme performance in 2024 and target for 2026

27.I.48 The subprogramme's work contributed to the establishment of 20 Connecting Business initiative-supported local private sector networks, which met the planned target. In addition, given that regional bodies are members of 3 of the 20 networks, the Connecting Business initiative is now present in over 70 countries worldwide. The networks collectively responded to 16 humanitarian emergencies in 2024, mobilizing more than $14 million in humanitarian assistance to benefit at least 2.6 million people around the world.

27.I.49 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 27.I.VI).

Figure 27.I.VI
Performance measure: number of Connecting Business initiative-supported local private sector networks that respond to crises (cumulative)



Result 3: crisis-affected people receive emergency humanitarian assistance in the immediate aftermath of a catastrophe

Proposed programme plan for 2026

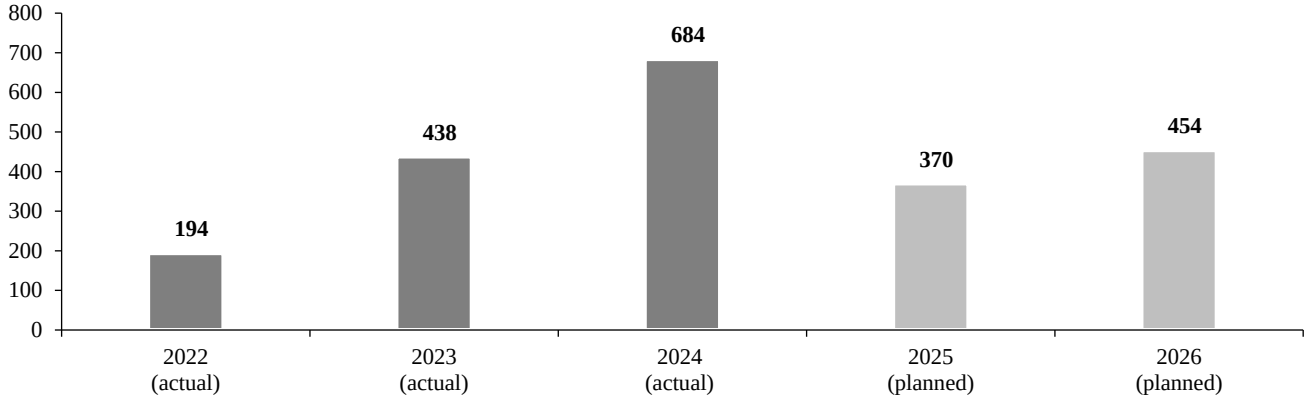
27.I.50 Climate change is intensifying the severity of weather-related disasters and severely affecting food systems. It has made the impact of events like the devastating Horn of Africa drought (2020 to 2023) much more severe and significantly increased the likelihood of their recurrence. Climate change has also increased the likelihood and destructive power of major hurricanes, such as Hurricane Beryl in 2024, which is the strongest June hurricane ever recorded in the Atlantic.

Lessons learned and planned change

27.I.51 The lesson for the subprogramme was that the increasing severity and frequency of natural disasters necessitate ongoing training and response readiness efforts for sudden-onset emergencies. In applying the lesson, the subprogramme will strengthen its capacity to respond to sudden-onset emergencies and enhance coordination for a more efficient and tailored humanitarian response. This will be achieved by enhancing the response readiness efforts of its members and partners throughout the provision of training, deploying rapid response capacities, while working with its national members, operational support partners and regional partners to strengthen local preparedness and response mechanisms.

27.I.52 Expected progress towards the objective is presented in the performance measure below (see figure 27.I.VII).

Figure 27.I.VII
Performance measure: number of emergency responders trained in United Nations Disaster Assessment and Coordination system and United Nations humanitarian civil-military coordination to deploy and respond to sudden-onset emergencies (annual)



Deliverables

27.I.53 Table 27.I.9 lists all deliverables of the subprogramme.

Table 27.I.9
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**5**	**4**	**5**
1. On the interoperability of response tools and procedures	1	1	1	1
2. On response capacity-building	4	4	3	4
Seminars, workshops and training events (number of days)	**55**	**55**	**139**	**125**
3. Training events on various response services and field coordination (e.g. United Nations Disaster Assessment and Coordination Team; United Nations humanitarian civil-military coordination; emergency response to disasters, natural hazards and adverse effects of climate change; environmental emergencies; International Search and Rescue Advisory Group classification and reclassification exercises; and humanitarian programme cycle) at the regional and international levels	55	55	139	125
Humanitarian assistance missions (number of missions)	**13**	**10**	**17**	**15**
4. United Nations humanitarian civil-military coordination support missions	6	8	10	10
5. United Nations Disaster Assessment and Coordination Team missions (subject to occurrence of disasters and at the request of disaster-affected Governments or humanitarian country teams)	7	2	7	5

C. Substantive deliverables

Consultation, advice, and advocacy: diplomacy and engagement with Member States and key stakeholders to facilitate humanitarian access; and advisory services provided to 70 key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.

Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services; electronic tools relating to rapid response and humanitarian coordination; and roster for humanitarian coordinators and operational partners.

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

D. Communication deliverables

Outreach programmes, special events and information materials: annual partnership and outreach events, and special meetings to facilitate collaboration and interoperability among 2,500 stakeholders, including humanitarian responders, governments, donors, military, civil society and the private sector; and guidance materials on emergency response services annually.

Digital platforms and multimedia content: websites for technical humanitarian response services and private sector contribution trackers.

Subprogramme 4
Humanitarian emergency information and advocacy

Objective

27.I.54 The objective, to which this subprogramme contributes, is to ensure effective advocacy for humanitarian principles and knowledge-sharing in serving populations affected by disasters and emergencies.

Strategy

27.I.55 To contribute to the objective, the subprogramme will:

(a) Intensify its efforts to raise public awareness of international humanitarian law through targeted communications, clear and accessible messages and proactive media engagement;

(b) Produce and improve its analytical information products, including digital products and services.

27.I.56 The above-mentioned work is expected to result in:

(a) Increased respect for international humanitarian law to enhance the protection of affected people and improve unhindered access to humanitarian assistance;

(b) Improved humanitarian decisions based on more timely and accurate information on humanitarian crises, including intersectoral analysis of the humanitarian situation and its severity and needs.

Programme performance in 2024

Humanitarian actors provided with more timely support

27.I.57 Since 1996, the subprogramme has managed and curated humanitarian information through the ReliefWeb platform, which has become the most utilized data source for humanitarian analysis. Its editorial team monitors and collects information from more than 4,000 key sources, including humanitarian agencies at the international and local levels, governments, think tanks and research institutions, and the media. Editors select, classify, curate and deliver the content that is most relevant to global humanitarian workers and decision makers 24 hours a day, 7 days a week, enabling them to make informed decisions and to plan effective responses. To further enhance access to critical information, in July 2024, the subprogramme launched a tool powered by artificial intelligence, Ask ReliefWeb, which is designed to improve the user experience by allowing users to ask questions about individual reports through a chatbot-like interface. By providing precise answers sourced exclusively from the selected report, Ask ReliefWeb has served to streamline information retrieval, enabling humanitarian actors to quickly access the insights they need by posing simple, targeted

questions. This advancement allows humanitarian actors to act more swiftly and effectively, translating critical data into meaningful action on the ground.

27.I.58 Progress towards the objective is presented in the performance measure below (see table 27.I.10).

Table 27.I.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	48,400 reports available on the ReliefWeb platform, providing humanitarian actors with timely, reliable information to support informed decision-making and effective crisis response

Planned results for 2026

Result 1: strengthened advocacy for an adequate response to humanitarian situations

Programme performance in 2024 and target for 2026

27.I.59 The subprogramme's work contributed to strengthened advocacy for adequate response to humanitarian crises, with $979 million pledged through high-level pledging conferences on Ethiopia and the Central Emergency Response Fund, which met the planned target.

27.I.60 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 27.I.11).

Table 27.I.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
$9.9 billion pledged through the sixth Brussels Conference on Supporting the Future of Syria and the Region, the Ukraine flash appeal and the high-level pledging conference on Afghanistan	$5 billion pledged through high-level pledging conferences on the Horn of Africa, the Sudan and Yemen	$979 million pledged through high-level pledging conferences on Ethiopia and the Central Emergency Response Fund	Pledges enable adequate response to humanitarian situations	Pledges enable adequate response to humanitarian situations

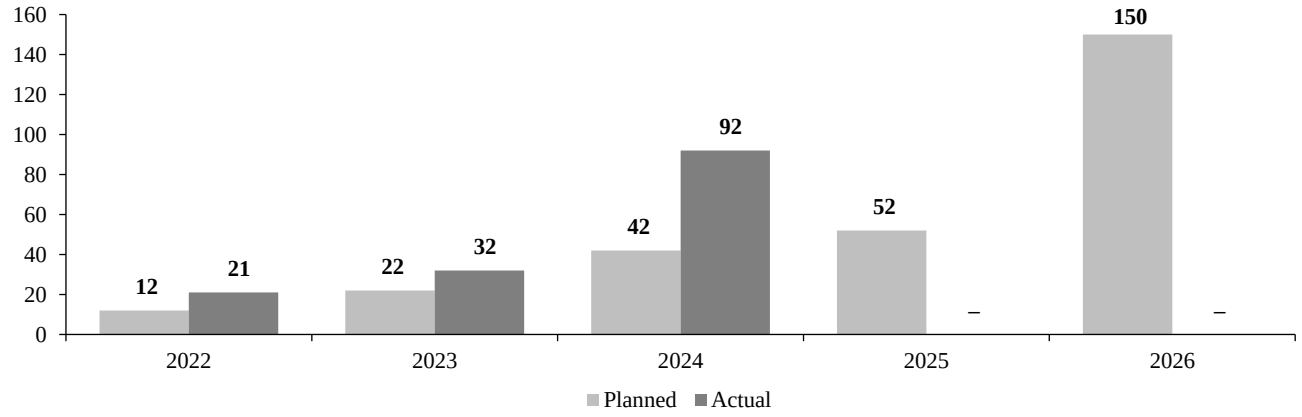
Result 2: reliable network and connectivity services for humanitarian responders

Programme performance in 2024 and target for 2026

27.I.61 The subprogramme's work contributed to 92 quick-to-deploy kits used by humanitarian responders in crisis-affected locations, which exceeded the planned target of 42.

27.I.62 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 27.I.VIII).

Figure 27.I.VIII
Performance measure: number of quick-to-deploy kits used by humanitarian responders in crisis-affected locations (cumulative)



Result 3: enhanced access to critical data and information

Proposed programme plan for 2026

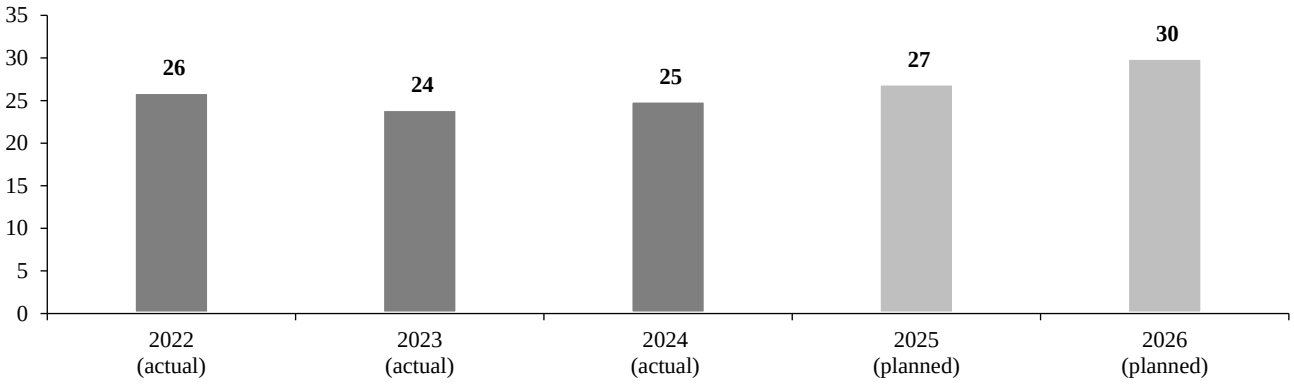
27.I.63 Efficient technology solutions and standardization are crucial for achieving a coordinated response to humanitarian emergencies. By consolidating and simplifying data access, humanitarian organizations can improve coordination among teams, partners and stakeholders, reducing delays in response efforts. ReliefWeb, the humanitarian information portal managed by the subprogramme, provides reliable and timely information to enable humanitarian personnel to plan effective responses.

Lessons learned and planned change

27.I.64 The lesson for the subprogramme was that without standardization efforts, reducing data fragmentation and improving overall coordination among humanitarian actors would be challenging. In addition, overlapping information services were found to reduce clarity and add to the workload of stakeholders in humanitarian action. Furthermore, owing to the speed and complexity of humanitarian emergencies, real-time information-sharing among humanitarian actors is increasingly required. In applying the lesson, the subprogramme will consolidate existing information services to create a more coherent information management system. The subprogramme will lead the standardization of platforms used internally and by its partners to ensure interoperability and consistency in data management and reporting. The subprogramme will also implement automated data exchange protocols to facilitate real-time information-sharing among humanitarian actors. This will enhance the accuracy and timeliness of data, reducing manual entry errors and delays, and ultimately improving the responsiveness of humanitarian operations.

27.I.65 Expected progress towards the objective is presented in the performance measure below (see figure 27.I.IX).

Figure 27.I.IX
Performance measure: audience growth on ReliefWeb from Humanitarian Response Plan countries (annual)
(Percentage)



Deliverables

27.I.66 Table 27.I.12 lists all deliverables of the subprogramme.

Table 27.I.12
Subprogramme 4: deliverables for 2026, by category and subcategory

Category and subcategory

C. Substantive deliverables

Advocacy: shared public advocacy with humanitarian partners, including a humanitarian advocacy and communications group to strengthen consistency in messaging.

Databases and substantive digital materials: field guides, maps and other reference information for more than 1,000 humanitarian operational partners; and information management, shared data standards for information exchange in the humanitarian community, databases and electronic tools, including the International Search and Rescue Advisory Group urban search and rescue directory and common risk and vulnerability assessment methodologies and tools.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on coordination of humanitarian action; and World Humanitarian Day campaign on protection of humanitarian workers.

External and media relations: daily media updates to United Nations accredited correspondents through the noon briefing in New York and twice-weekly Palais des Nations briefings in Geneva; at least 12 on-the-record and background media briefings for global media outlets and two dozen interviews to advocate assistance for people caught in humanitarian crises, to reach decision-making audiences in donor countries and countries with humanitarian situations; and comprehensive communications for the launch of the Global Humanitarian Overview (annual consolidated appeals), in support of the Central Emergency Response Fund, and of pledging conferences for large humanitarian crises.

Digital platforms and multimedia content: humanitarian community digital platforms, such as ReliefWeb, ReliefWeb Response and Humanitarian Data Exchange; guidance and templates on various reporting products for humanitarian organizations and Member States, including situation reports and humanitarian snapshots; and video, social media and other multimedia content on humanitarian issues, international humanitarian law, international human rights law, humanitarian principles, protection of civilians, specific emergency situations and resource mobilization.

E. Enabling deliverables

Information and communications technology: global information and communications technology and product support for collaboration services; and information and communications technology for emergency response and business continuity services, business intelligence and data analysis services.

B. Proposed post and non-post resource requirements for 2026

Overview

27.I.67 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 27.I.13 to 27.I.15.

Table 27.I.13
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	13 481.2	14 885.3	–	–	–	–	–	14 885.3
Other staff costs	4 573.6	1 759.5	–	–	–	–	–	1 759.5
Hospitality	–	3.0	–	–	–	–	–	3.0
Travel of staff	837.6	461.3	–	–	–	–	–	461.3
Contractual services	138.2	435.3	–	–	(29.7)	(29.7)	(6.8)	405.6
General operating expenses	326.6	158.1	–	–	–	–	–	158.1
Supplies and materials	19.4	55.8	–	–	–	–	–	55.8
Furniture and equipment	108.8	16.2	–	–	–	–	–	16.2
Grants and contributions	562.8	861.1	–	–	–	–	–	861.1
Other	0.5	–	–	–	–	–	–	–
Total	**20 048.7**	**18 635.6**	**–**	**–**	**(29.7)**	**(29.7)**	**(0.2)**	**18 605.9**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 27.I.14
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
Proposed for 2026	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)

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

Table 27.I.15
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	3	–	–	–	–	3
P-5	11	–	–	–	–	11
P-4	16	–	–	–	–	16
P-3	14	–	–	–	–	14
P-2/1	5	–	–	–	–	5
Subtotal	**54**	**–**	**–**	**–**	**–**	**54**
General Service and related						
GS (PL)	2	–	–	–	–	2
GS (OL)	15	–	–	–	–	15
Subtotal	**17**	**–**	**–**	**–**	**–**	**17**
Total	**71**	**–**	**–**	**–**	**–**	**71**

27.I.68 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 27.I.16 to 27.I.18 and figure 27.I.X.

27.I.69 As shown in tables 27.I.16 (1) and 27.I.17 (1), the overall resources proposed for 2026 amount to $18,605,900 before recosting, reflecting a net decrease of $29,700 (or 0.2 per cent) compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.I.16
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management[a]	6 798.2	2 095.7	–	–	–	–	–	2 095.7
B. Programme of work								
1. Policy and analysis	658.6	717.5	–	–	–	–	–	717.5
2. Coordination of humanitarian action and emergency response	5 624.5	8 228.5	–	–	–	–	–	8 228.5

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
3. Emergency support services	3 388.7	3 766.4	–	–	–	–	–	3 766.4
4. Humanitarian emergency information and advocacy	1 966.3	1 948.3	–	–	–	–	–	1 948.3
Subtotal, B	**11 638.1**	**14 660.7**	**–**	**–**	**–**	**–**	**–**	**14 660.7**
C. Programme support	1 612.4	1 879.2	–	–	(29.7)	(29.7)	(1.6)	1 849.5
Subtotal, 1	**20 048.7**	**18 635.6**	**–**	**–**	**(29.7)**	**(29.7)**	**(0.2)**	**18 605.9**

[a] 2024 expenditure includes expenditure for the United Nations Monitoring Mechanism for the Syrian Arab Republic ($0.8 million), the Black Sea Initiative support office ($1.1 million) and the Office of the Senior Humanitarian and Reconstruction Coordinator for Gaza ($3.4 million).

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Executive direction and management	3 529.6	9 288.3	–	–	9 288.3
B. Programme of work					
1. Policy and analysis	1 761.0	1 632.9	–	–	1 632.9
2. Coordination of humanitarian action and emergency response[a]	274 903.4	283 120.4	–	–	283 120.4
3. Emergency support services	25 878.7	24 480.5	–	–	24 480.5
4. Humanitarian emergency information and advocacy	21 199.9	21 550.4	–	–	21 550.4
Subtotal, B	**323 743.0**	**330 784.2**	**–**	**–**	**330 784.2**
C. Programme support	30 703.2	25 387.8	–	–	25 387.8
Subtotal, 2	**357 975.8**	**365 460.3**	**–**	**–**	**365 460.3**
Total (1+2)	**378 024.5**	**384 095.9**	**(29.7)**	**(0.0)**	**384 066.2**

[a] Excludes resources to fund country-based pooled funds, the Central Emergency Response Fund and special designated contributions that are used by United Nations and non-United Nations entities to support humanitarian action and response efforts in humanitarian emergencies and relief efforts. Special designated contributions are not part of the programme budget of the Office for the Coordination of Humanitarian Affairs but rather pass-through donor-earmarked funding for specific purposes. The combined 2024 expenditure amounted to $1.5 billion and the estimates for 2025 and 2026 amount to $1.2 billion and $1.0 billion, respectively.

Table 27.I.17
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	8	–	–	–	–	8
B. Programme of work						
1. Policy and analysis	3	–	–	–	–	3
2. Coordination of humanitarian action and emergency response	26	–	–	–	–	26
3. Emergency support services	17	–	–	–	–	17
4. Humanitarian emergency information and advocacy	10	–	–	–	–	10
Subtotal, B	**56**	–	–	–	–	**56**
C. Programme support	7	–	–	–	–	7
Subtotal, 1	**71**	–	–	–	–	**71**

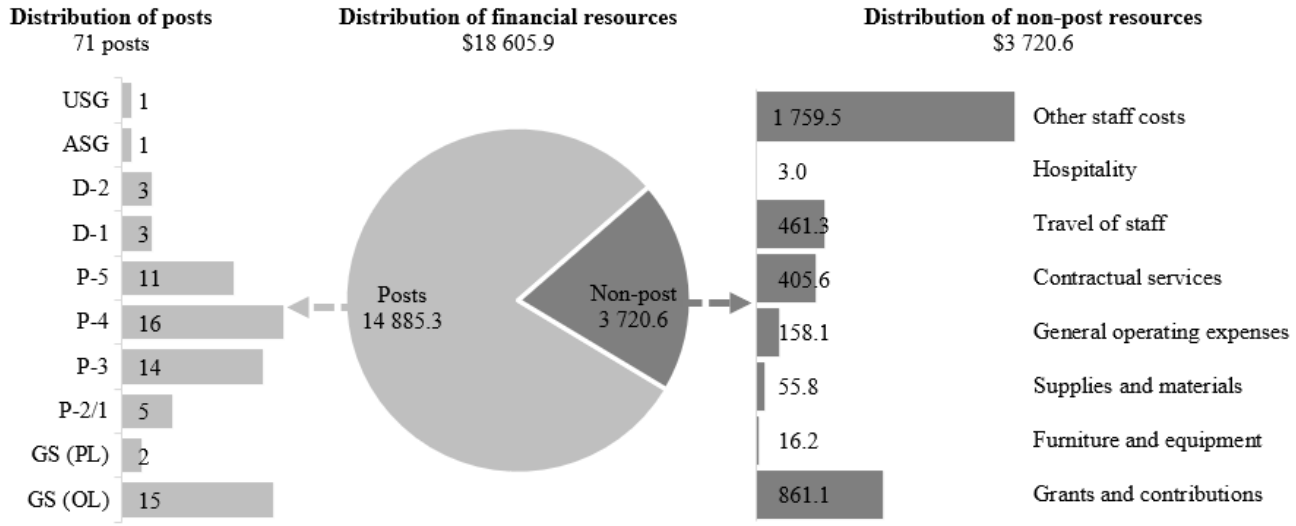
(2) *Extrabudgetary*

Component/subprogramme	*2025 approved*	*Change*	*2026 estimate*
A. Executive direction and management	36	–	36
B. Programme of work			
1. Policy and analysis	3	–	3
2. Coordination of humanitarian action and emergency response	1 924	–	1 924
3. Emergency support services	91	–	91
4. Humanitarian emergency information and advocacy	79	–	79
Subtotal, B	**2 097**	–	**2 097**
C. Programme support	93	–	93
Subtotal, 2	**2 226**	–	**2 226**
Total (1+2)	**2 297**	–	**2 297**

Table 27.I.18
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	13 481.2	14 885.3	–	–	–	–	–	14 885.3
Non-post	6 567.5	3 750.3	–	–	(29.7)	(29.7)	(0.8)	3 720.6
Total	**20 048.7**	**18 635.6**	–	–	**(29.7)**	**(29.7)**	**(0.2)**	**18 605.9**
Post resources by category								
Professional and higher		54	–	–	–	–	–	54
General Service and related		17	–	–	–	–	–	17
Total		**71**	–	–	–	–	–	**71**

Figure 27.I.X
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

27.I.70 As shown in table 27.I.16 (1), resource changes reflect a decrease of $29,700 as follows:

Programme support. The decrease of $29,700 under contractual services reflects the adjustment of standard information and communications technology standard rates for Headquarters personnel and non-field personnel outside of Headquarters for 2026.

Extrabudgetary resources

27.I.71 As reflected in tables 27.I.16 (2) and 27.I.17 (2), extrabudgetary resources (including in-kind contributions) amount to $365,460,300. The resources would complement regular budget resources and would be used mainly to provide for 2,226 posts (36 D-1, 100 P-5, 274 P-4, 319 P-3, 25 P-2, 687 National Professional Officer, 8 General Service (Principal level), 104 General Service (Other level) and 673 Local level) and related non-post resources to perform mainly the functions of coordination and delivery of humanitarian assistance.

27.I.72 The extrabudgetary resources under the present section are subject to the oversight of the Office for the Coordination of Humanitarian Affairs, which has delegated authority from the Secretary-General.

Executive direction and management

27.I.73 The executive direction and management component of the Office for the Coordination of Humanitarian Affairs comprises the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and the Office of the Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator. The Office of the Under-Secretary-General oversees the Strategic Communication Branch, the Climate Team and the Internally Displaced Persons Unit. The Office of the Assistant Secretary-General oversees the Operations and Advocacy Division, the Coordination Division, the Information Management Branch, the Planning and Performance Branch, the Policy Branch, the Executive Office, the Regional, Field and Disaster Response Adviser Offices, the Gender Unit and the Financing and Partnerships Division.

27.I.74 The overall responsibilities of the executive direction and management component include the following:

(a) Provide overall direction, management and policy guidance to the offices in New York and Geneva and in the field, including leadership in the coordination of the overall response of the international community to disasters and humanitarian emergencies;

(b) Undertake humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for the rapid delivery of humanitarian assistance;

(c) Provide oversight of the humanitarian coordination leadership in the field, as well as management of the field operations;

(d) Lead on the humanitarian finances and resource mobilization functions, manage the emergency services on behalf of the United Nations system and coordinate with Member States, donors and partners;

(e) In the case of the Emergency Relief Coordinator, facilitate the work of the Inter-Agency Standing Committee on policy development and advocacy in the humanitarian sector and oversee the Working Group as chair;

(f) Act as the main adviser to the Secretary-General on humanitarian issues and cooperate closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations;

(g) Assist the Coordinator of the Executive Committee on Humanitarian Affairs in providing the overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting Office for the Coordination of Humanitarian Affairs coordination in the field;

(h) Interact with Member States, intergovernmental organizations, non-governmental organizations and operational humanitarian agencies, as well as departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities, to facilitate joint responses where applicable;

(i) Provide strategic advice on issues relating to internally displaced persons and engage with relevant partners to drive the implementation of the Secretary General’s action agenda on internal

displacement, including through membership in the Steering Group on Internal Displacement Solutions and co-chairing of the GP2.0 multi-stakeholder global platform on internal displacement;

(j) Manage and coordinate internal evaluations of the Office for the Coordination of Humanitarian Affairs and inter-agency evaluations, provide secretariat services and chair the Inter-agency Humanitarian Evaluation steering group and coordinate external oversight to ensure organization compliance with audits and evaluation recommendations;

(k) Lead the work of the Office for the Coordination of Humanitarian on gender equality and response to gender-based violence in humanitarian action, including capacity-building, technical guidance and the integration of gender perspectives throughout the humanitarian programme cycle;

(l) Promote a fair and equitable environment where all individuals are treated with dignity, through focused programmes for learning, staff growth and welfare;

(m) Provide guidance on and oversee the strategic planning and prioritization of activities of the offices at Headquarters and in the field, organization risk management, business continuity planning and performance monitoring.

27.I.75 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office continues to integrate environmental management practices into its operations. As part of its environmental management system, the Office continues to develop an environment and climate action strategy, a policy and an information and analysis dashboard. Country-level initiatives include waste management processes that promote recycling, reduction in the use of single-use plastics and continuous guidance to countries on conducting environmental impact assessments in humanitarian action and integrating environmental and climate considerations into programming.

27.I.76 In 2026, the Office for the Coordination of Humanitarian Affairs will systematically measure and report on environmental performance through the implementation of its environmental management system. The Office will continue to map its programmatic and operational environmental impacts, work to reduce adverse environmental impacts and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, consistently reviewing its vehicle fleet to ensure that replacements are made only if required and moving to shared facilities when safe, practical and in line with the humanitarian principles, in order to reduce its environmental footprint.

27.I.77 Information on the timely submission of documentation and advance booking for air travel is reflected in table 27.I.19. Managers are asked to implement preventive and corrective measures. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis. In 2026, the Office will continue to implement measures to improve the compliance rate for air tickets, including: (a) advance planning and nomination of travellers; (b) onboarding of staff planned in advance with contingencies in place (e.g. advance request for visas); and (c) undertaking communication to staff and managers to raise awareness of the requirement.

Table 27.I.19
Compliance rate
(Percentage)

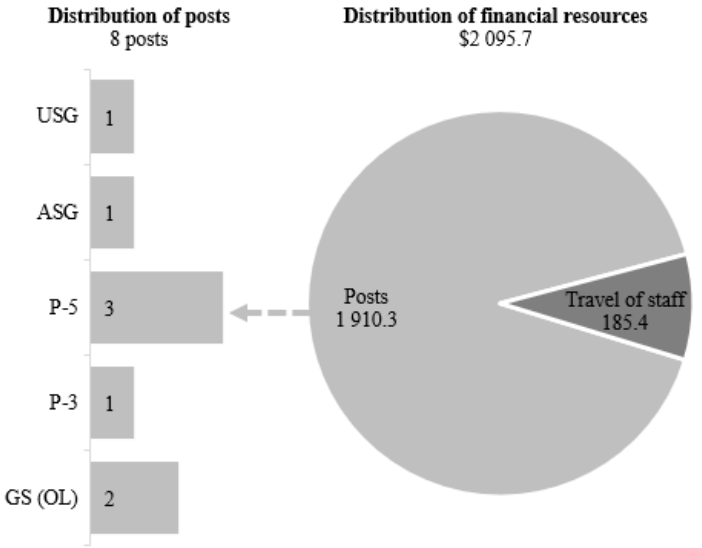
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	98	75	100	100
Air tickets purchased at least two weeks before the commencement of travel	22	26	57	100	100

27.I.78 The proposed regular budget resources for 2026 amount to $2,095,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 27.I.20 and figure 27.I.XI.

Table 27.I.20
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 367.8	1 910.3	–	–	–	–	–	1 910.3
Non-post	5 430.4	185.4	–	–	–	–	–	185.4
Total	**6 798.2**	**2 095.7**	–	–	–	–	–	**2 095.7**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		2	–	–	–	–	–	2
Total		**8**	–	–	–	–	–	**8**

Figure 27.I.XI
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

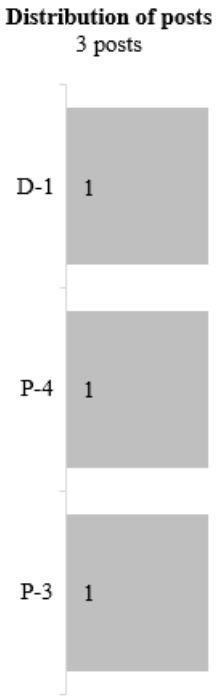
Subprogramme 1
Policy and analysis

27.I.79 The proposed regular budget resources for 2026 amount to $717,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 27.I.21 and figure 27.I.XII.

Table 27.I.21
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	658.6	717.5	–	–	–	–	–	717.5
Total	**658.6**	**717.5**	**–**	**–**	**–**	**–**	**–**	**717.5**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 27.I.XII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



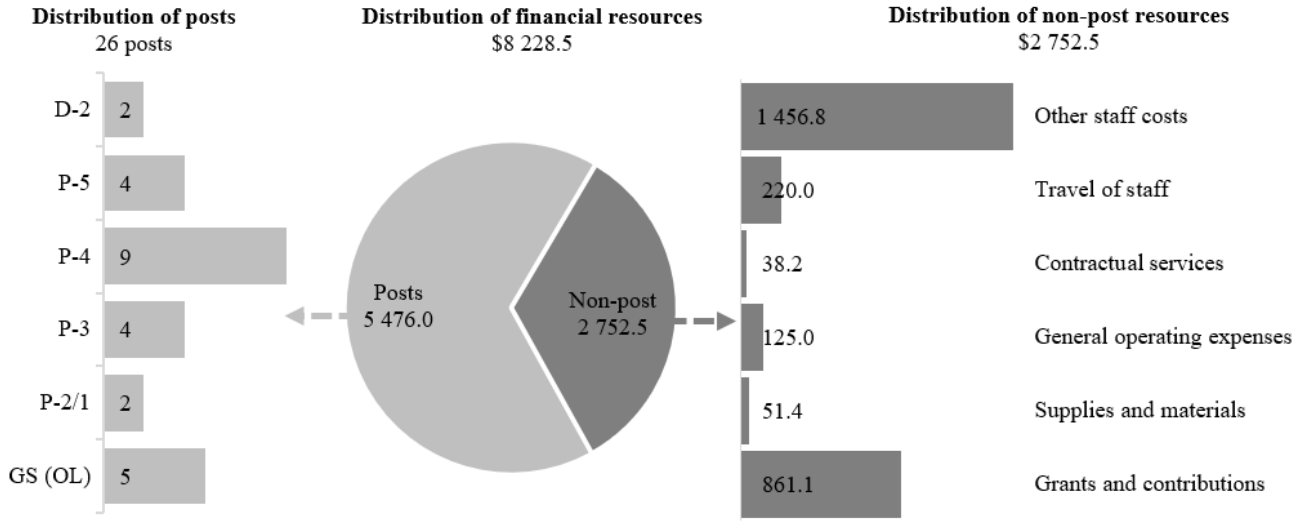
Subprogramme 2
Coordination of humanitarian action and emergency response

27.I.80 The proposed regular budget resources for 2026 amount to $8,228,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 27.I.22 and figure 27.I.XIII.

Table 27.I.22
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 058.5	5 476.0	–	–	–	–	–	5 476.0
Non-post	566.0	2 752.5	–	–	–	–	–	2 752.5
Total	**5 624.5**	**8 228.5**	**–**	**–**	**–**	**–**	**–**	**8 228.5**
Post resources by category								
Professional and higher		21	–	–	–	–	–	21
General Service and related		5	–	–	–	–	–	5
Total		**26**	**–**	**–**	**–**	**–**	**–**	**26**

Figure 27.I.XIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



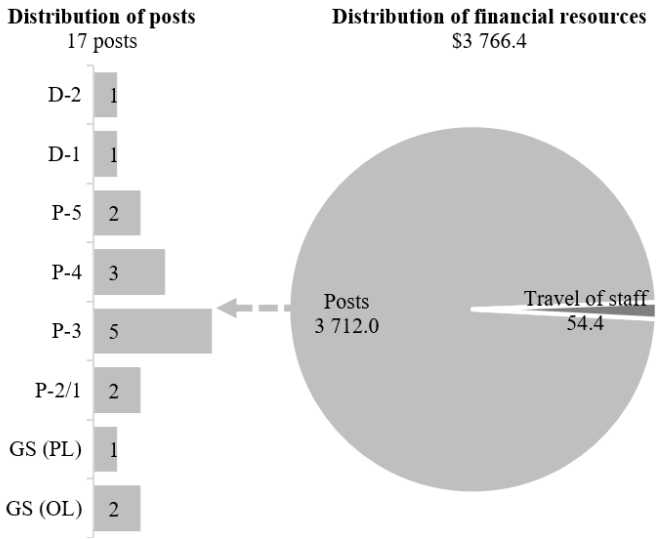
Subprogramme 3
Emergency support services

27.I.81 The proposed regular budget resources for 2026 amount to $3,766,400 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 27.I.23 and figure 27.I.XIV.

Table 27.I.23
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 352.6	3 712.0	–	–	–	–	–	3 712.0
Non-post	36.1	54.4	–	–	–	–	–	54.4
Total	**3 388.7**	**3 766.4**	**–**	**–**	**–**	**–**	**–**	**3 766.4**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		3	–	–	–	–	–	3
Total		**17**	**–**	**–**	**–**	**–**	**–**	**17**

Figure 27.I.XIV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



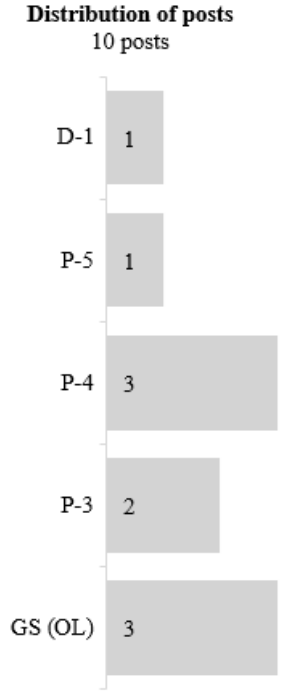
Subprogramme 4
Humanitarian emergency information and advocacy

27.I.82 The proposed regular budget resources for 2026 amount to $1,948,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 27.I.24 and figure 27.I.XV.

Table 27.I.24
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 966.3	1 948.3	–	–	–	–	–	1 948.3
Total	**1 966.3**	**1 948.3**	**–**	**–**	**–**	**–**	**–**	**1 948.3**
Post resources by category								
Professional and higher		7						7
General Service and related		3	–	–	–	–	–	3
Total		**10**	**–**	**–**	**–**	**–**	**–**	**10**

Figure 27.I.XV
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

27.I.83 The programme support component comprises the Executive Office, the Human Resources Section, the Procurement, Asset Management and Logistics Section, the Legal and Travel Units and the Budget and Finance Section.

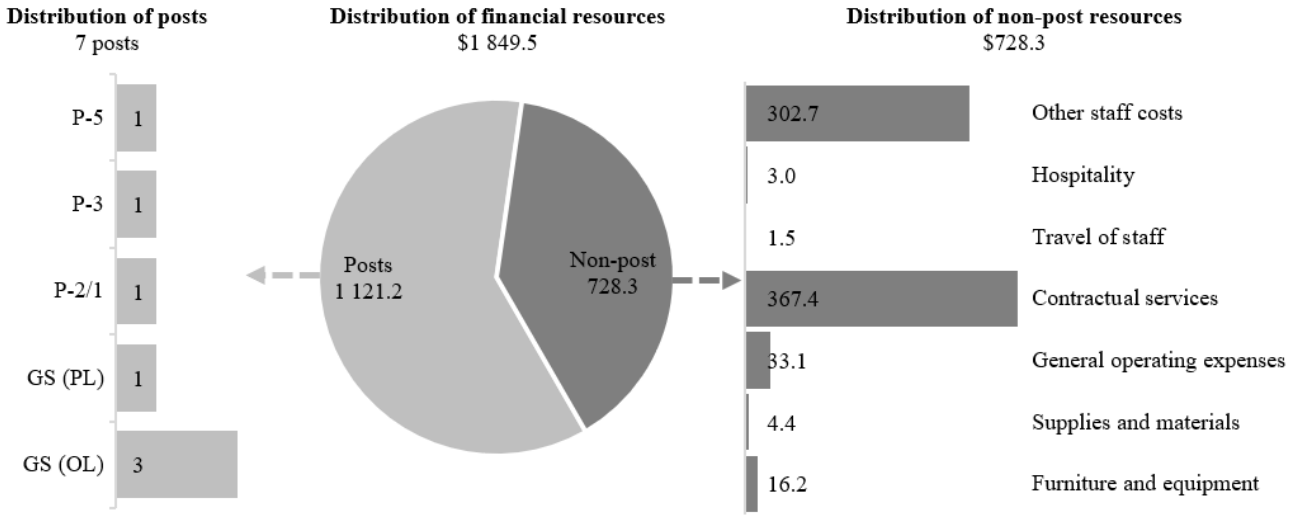
27.I.84 The main responsibilities of the programme support component include: (a) overseeing the financial, human resources, procurement of goods and services, and general administrative aspects of the Office for the Coordination of Humanitarian Affairs and providing guidance on administrative matters; (b) supporting senior management in formulating policies and instructions, including financial management, workforce planning and staff rostering; (c) coordinating departmental programme budgets and presentations to legislative bodies; (d) continuing to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy and the staff strategy; (e) improving financial monitoring and projections of funding requirements for future budgets, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions; and (f) focusing on enhancing the service orientation and client focus of its administrative support.

27.I.85 The proposed regular budget resources for 2026 amount to $1,849,500 and reflect a decrease of $29,700 compared with the approved budget for 2025. The proposed change is explained in paragraph 27.I.70. Additional details on the distribution of the proposed resources for 2026 are reflected in table 27.I.25 and figure 27.I.XVI.

Table 27.I.25
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 077.5	1 121.2	–	–	–	–	–	1 121.2
Non-post	534.9	758.0	–	–	(29.7)	(29.7)	(3.9)	728.3
Total	**1 612.4**	**1 879.2**	**–**	**–**	**(29.7)**	**(29.7)**	**(1.6)**	**1 849.5**
Post resources by category								
Professional and higher		3						3
General Service and related		4	–	–	–	–	–	4
Total		**7**	**–**	**–**	**–**	**–**	**–**	**7**

Figure 27.I.XVI
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



II. United Nations Office for Disaster Risk Reduction

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

27.II.1 The United Nations Office for Disaster Risk Reduction is the focal point for the coordination of disaster reduction, ensuring synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields. It provides a data-driven and people-centred approach to supporting Governments and stakeholders in identifying, reporting on and reducing existing and emerging disaster risks, with the aim of ensuring that no one is left behind in implementing the Sendai Framework for Disaster Risk Reduction 2015–2030. The mandate derives from the priorities established in General Assembly resolutions and decisions, including resolutions 42/169, 54/219, 56/195 and 77/164, as well as the Sendai Declaration and the Sendai Framework adopted by the Assembly in its resolution 69/283.

27.II.2 The General Assembly, in its resolution 69/283, tasked the Office with supporting the implementation, follow-up and review of the Sendai Framework. The Assembly, in its resolution 77/289, adopted the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, which reaffirmed the importance of effective implementation of the Sendai Framework. The Office's programme plan aligns with the outcomes of the midterm review of the implementation of the Sendai Framework. To implement its mandate, in line with its strategic framework, the Office supports regional, national and local implementation of the Sendai Framework, strengthens global monitoring and analysis of disaster risk, catalyses action for risk reduction and resilience by countries and stakeholders, and promotes effective risk communication, advocacy and knowledge management.

Programme of work

Objective

27.II.3 The objective, to which this programme contributes, is to substantially reduce disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

Strategy and external factors for 2026

27.II.4 To contribute to the objective, the Office will:

(a) Co-lead the Early Warnings for All initiative, together with the World Meteorological Organization, and lead on the planning and implementation of the initiative's pillar 1 focusing on risk knowledge and management, in line with target (g) of the Sendai Framework and General Assembly resolution 77/289;

(b) Provide guidance to Member States and stakeholders on implementing the Sendai Framework and accelerating the implementation of disaster risk reduction action through the production and dissemination of knowledge resources and best practices and the provision of capacity development and assistance at the regional, national and local levels;

(c) Support Member States and other development stakeholders in strengthening the integration of climate change and disaster risk reduction into relevant strategies and policies across and

within sectors, including by delivering evidence-based advocacy initiatives with clear calls to action to invest in disaster risk reduction and climate change adaptation and raise public awareness on the importance of such initiatives;

(d) Provide support to Member States for reporting on the global targets of the Sendai Framework and for the related indicators of the Sustainable Development Goals using the Framework monitoring system;

(e) Advise Member States in identifying gaps in public spending on disaster risk reduction and ensuring that disaster risk reduction is mainstreamed into public budgeting, financial planning, expenditure, investment and procurement processes in all relevant sectors and at all levels of government, and that integrated national financing frameworks are risk-informed;

(f) Support Member States in strengthening disaster risk reduction policies and programmes in the least developed countries, landlocked developing countries, small island developing States and in humanitarian contexts, through the provision of focused assistance in overcoming the challenges, constraints and gaps that they continue to face, in line with agreed programmes of action;

(g) Work closely with Member States and stakeholders to follow up on General Assembly resolution 77/289 on the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, with a strengthened focus on the four priority areas identified by Member States, as well as on relevant commitments and decisions contained in the Pact for the Future (Assembly resolution 79/1);

(h) As co-host of the secretariat for the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change, catalyse technical assistance for developing countries that are particularly vulnerable to the adverse effects of climate change, in line with General Assembly decision 78/546 and resolutions 78/152 and 78/153;

(i) Work with practitioners and experts around the world to strengthen awareness and understanding of existing and emerging disaster risks, including the impacts of climate change, biodiversity loss, environmental degradation and unplanned and rapid urbanization, as well as technological hazards and risks, and assist local and national governments and regional organizations in applying new risk information and analysis in their decision-making.

27.II.5 The above-mentioned work is expected to result in:

(a) Improved management and decision-making at the local, national and regional levels regarding current and future disaster risks through an evidence-based understanding of the multi-hazard risk landscape, enabling risk-informed policies, plans, regulatory frameworks and investment that align with the Sendai Framework and the 2030 Agenda for Sustainable Development;

(b) Increased accountability for and commitment to implementing the Sendai Framework;

(c) Multi-sector and inclusive disaster risk reduction interventions that address the needs of the most vulnerable, thereby contributing to leaving no one behind.

27.II.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Disasters will continue to increase in frequency and magnitude owing to, among other things, the adverse effects of climate change, necessitating the integration of disaster risk reduction, climate action and efforts to build resilience to reduce the impact of disasters;

(b) Socioeconomic disparities and political tensions have the potential to deepen vulnerabilities of people living in the most disaster-prone countries, necessitating policies, plans, regulatory frameworks and investment decisions based on an accessible and evidence-based understanding of risks;

(c) The risk of damage and losses from disasters will remain high for the least developed countries, landlocked developing countries and small island developing States, necessitating an increase in early warning coverage and support to adequately prepare for and respond to disasters.

27.II.7 With regard to cooperation with other entities at the global, regional, national and local levels, it is recognized in the Sendai Framework that, while States have the overall responsibility for reducing disaster risk, it is a shared responsibility between Governments and relevant stakeholders. Therefore, cooperation with stakeholders, including science and academia, the media, the private sector and civil society, will support an all-of-society approach to disaster risk reduction. The Office will support private sector coordination efforts with national and local governments and strengthening micro-, small and medium-sized enterprises' resilience to disasters. The Office will continue to work through its stakeholder engagement mechanism and other region-specific mechanisms to promote inclusive and coherent implementation of the Sendai Framework and risk-informed development that leaves no one behind. The Office will also emphasize cooperation at the local level by promoting disaster resilience-building in cities.

27.II.8 With regard to inter-agency coordination and liaison, as Chair of the Senior Leadership Group on Disaster Risk Reduction for Resilience and as co-lead of the Early Warnings for All initiative, the Office will align efforts and promote synergies within the United Nations system on interventions relating to disaster risk reduction and early warning systems, resulting in increased availability of people-centred, end-to-end multi-hazard early warning systems. At the technical level, the Office will strengthen coordination within the United Nations system by convening the United Nations Disaster Risk Reduction Focal Points' Group and leading the risk knowledge and management pillar of the Early Warnings for All executive action plan for the period 2023–2027. The Office will further contribute to the Climate Risk and Early Warning Systems initiative, a mechanism that funds the least developed countries and small island developing States for risk-informed early warning services, implemented jointly with the World Meteorological Organization and the World Bank.

27.II.9 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In line with the Sendai Framework, the Office will work to promote the full, equal and effective participation and leadership of women in the design, management, resourcing and implementation of gender-sensitive disaster risk reduction policies, plans and programmes, and enable Governments to better incorporate a gender perspective into national risk reduction strategies, early warning systems, climate adaptation and resilience-building.

27.II.10 Noting the United Nations Disability Inclusion Strategy and recognizing that disasters and the consequent disruption to physical, social, economic and environmental networks and support systems disproportionately affect persons living with disabilities and their families, the Office will increase advocacy on disability-inclusive disaster risk reduction and ensure the participation of persons with disability stakeholder groups in processes that set the global and regional disaster risk reduction agendas, with the active involvement of its regional offices. The Office will support States Parties' efforts to implement the Convention on the Rights of Persons with Disabilities. Emphasis will be placed on supporting Member States in ensuring that persons living with disabilities and their needs are included in the implementation of the Sendai Framework and its expected results, goal and targets, including through the availability of disaggregated data.

Evaluation activities

27.II.11 An internal evaluation of the alignment of the Office's strategic goals with its ability to be catalytic in programme delivery through collaboration and partnerships is planned for 2026.

Programme performance in 2024

Enhanced risk communication capacity of the media

27.II.12 In the Sendai Framework, the media are called upon to take an active and inclusive role at the local, national, regional and global levels in contributing to the raising of public awareness and to disseminate accurate disaster risk, hazard and disaster information. In 2024, through the "Media saving lives" initiative, which was developed to enhance the role of media in disaster risk reduction and emergency response, the Office fostered greater collaboration between communities and official emergency communicators by expanding its global media capacity-building efforts to include national disaster management authorities for the first time. This expansion enabled the creation of stronger, more integrated communication networks. This collaboration enabled the issuance of early warning systems when necessary and facilitated effective responses to those warnings.

27.II.13 Progress towards the objective is presented in the performance measure below (see table 27.II.1).

Table 27.II.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The Disaster Risk Reduction Media Hub was launched, enhancing media engagement and awareness around disaster risk reduction and climate change adaptation	The global media sector enhanced its capacity to raise awareness, guide preparedness and facilitate effective disaster response and recovery efforts	The inclusion of national disaster management authorities in disaster risk reduction training sessions resulted in the creation of more integrated communication networks and enhanced the capacity of media channels to strengthen preparedness and disseminate critical information in emergency situations

Planned results for 2026

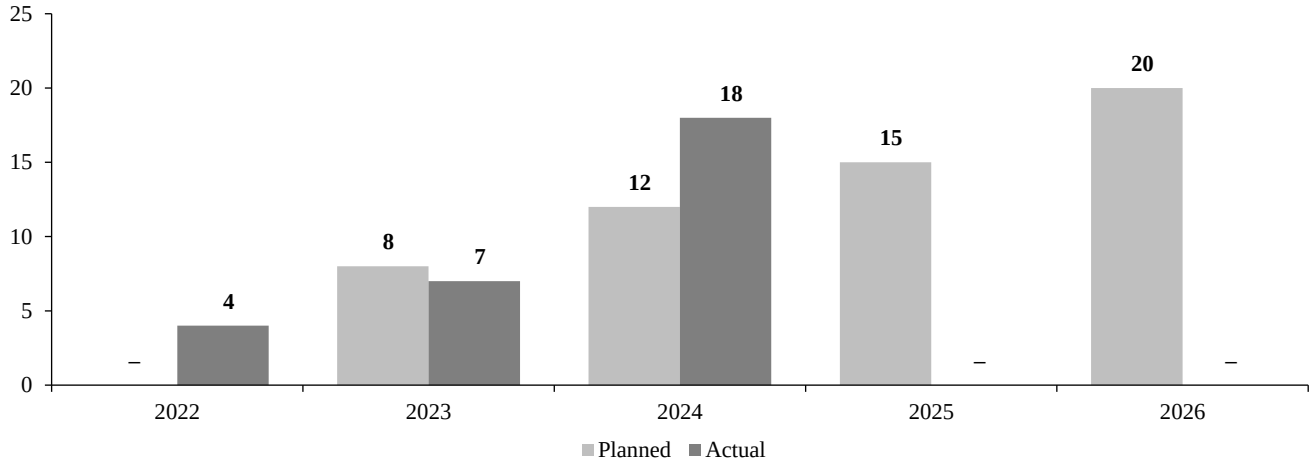
Result 1: accelerated achievement of the Sendai Framework with countries using relevant information and analysis to reduce risks and inform development decisions

Programme performance in 2024 and target for 2026

27.II.14 The programme's work contributed to 11 additional countries developing multi-hazard risk profiles, for a total of 18 countries, which exceeded the planned target of 12 countries.

27.II.15 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 27.II.I).

Figure 27.II.I
Performance measure: number of countries having developed multi-hazard risk profiles (cumulative)



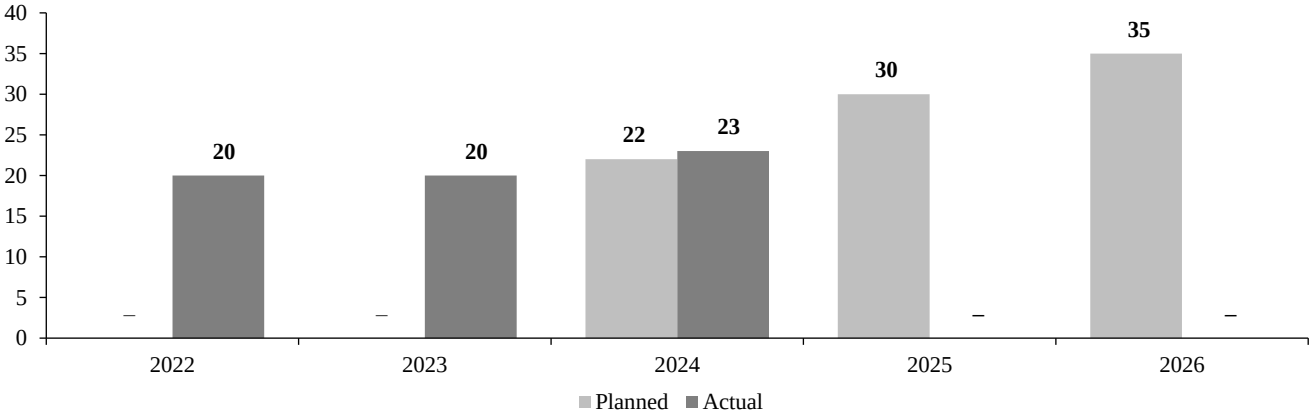
Result 2: strengthened inclusive multi-hazard early warning systems that reach the most vulnerable

Programme performance in 2024 and target for 2026

27.II.16 The programme's work contributed to three additional small island developing States, least developed countries or landlocked developing countries having accessible, understandable, usable and relevant disaster risk information and assessment available to the public at the national and local levels, for a total of 23 countries, which exceeded the planned target of 22 countries.

27.II.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 27.II.II).

Figure 27.II.II
Performance measure: number of small island developing States, least developed countries and landlocked developing countries that have accessible, understandable, usable and relevant disaster risk information and assessment available to the people at the national and local levels[a]



[a] Based on national reporting against target G5 of the Sendai Framework monitor.

Result 3: national strategies in place to finance disaster risk reduction

Proposed programme plan for 2026

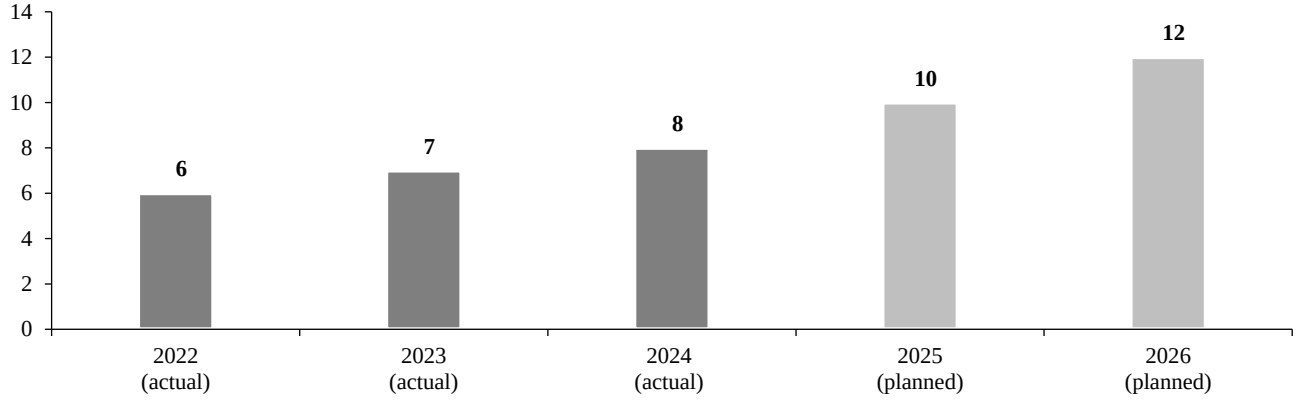
27.II.18 The General Assembly, in its resolution 77/289, adopted the political declaration of the high-level meeting on the midterm review of the Sendai Framework, in which Heads of State and Government, Ministers and High Representatives expressed deep concern that public and private investments to anticipate, plan for, reduce and prevent disaster risk remained insufficient and did not match the scale of existing and future risk. In the same resolution, the Assembly called upon States to invest in disaster risk reduction, including by developing comprehensive national and local disaster risk reduction financing strategies that leveraged the full spectrum of pre- and post-disaster financial resources from public, private, domestic and international sources.

Lessons learned and planned change

27.II.19 The lesson for the programme was the importance of supporting Member States in developing more comprehensive financing strategies for disaster risk reduction. In disaster-related financing strategies, disproportionate emphasis is often placed on post-disaster financing needs and instruments, while the financing of preventive measures is sometimes overlooked. In applying the lesson, the programme will support activities aimed at ensuring the integration of disaster risk reduction into future financing strategies by assisting countries in identifying policy reforms, institutional arrangements and approaches that serve to unlock financing for risk reduction and complement post-disaster financing instruments.

27.II.20 Expected progress towards the objective is presented in the performance measure below (see figure 27.II.III).

Figure 27.II.III
Performance measure: number of countries with disaster risk reduction financing strategies or integrated national financing frameworks with a disaster risk reduction lens (cumulative)



Legislative mandates

27.II.21 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements	69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
56/195; 64/200	International Strategy for Disaster Reduction	70/203	World Tsunami Awareness Day

72/218; 73/231; 74/218; 75/216; 76/204; 77/164; 78/152; 79/205	Disaster risk reduction
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
74/4; 78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
76/258	Doha Programme of Action for Least Developed Countries
77/29; 78/120; 79/139	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
77/289	Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030
78/3	Political declaration of the General Assembly high-level Meeting on pandemic prevention, preparedness and response
78/153	Protection of global climate for present and future generations of humankind
78/317	The Antigua and Barbuda Agenda for Small Island Developing States: A Renewed Declaration for Resilient Prosperity
79/1	The Pact for the Future
79/128	Protection of persons in the event of disasters
79/233	Programme of Action for Landlocked Developing Countries for the Decade 2024–2034

Economic and Social Council resolutions and intergovernmental agreed conclusions

2018/14	Strategic Framework on Geospatial Information and Services for Disasters
2022/8	Report of the Committee for Development Policy on its twenty-fourth session
E/2022/27-E/CN.6/2022/16	Report of the Commission on the Status of Women on its sixty-sixth session, on the priority theme “Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes”
E/FFDF/2020/3; E/FFDF/2021/3; E/FFDF/2022/3; E/FFDF/2023/3; E/HLS/2024/1	Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development
E/HLS/2022/1	Ministerial declaration of the high-level segment of the 2022 session of the Economic and Social Council and the 2022 high-level political forum on sustainable development, convened under the auspices of the Council, on the theme “Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development”
E/HLS/2024/1	Ministerial declaration of the high-level segment of the 2024 session of the Economic and Social Council and the 2024 high-level political forum on sustainable development convened under the auspices of the Council on the theme “Reinforcing the 2030 Agenda for Sustainable Development and eradicating poverty in times of multiple crises: the effective delivery of sustainable, resilient and innovative solutions”

Deliverables

27.II.22 Table 27.II.2 lists all deliverables of the programme.

Table 27.II.2
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**2**	**2**	**2**	**2**
2. Meetings of the General Assembly (Second Committee), resolution negotiations on disaster risk reduction (annual)	1	1	1	1
3. Meetings of the General Assembly (Second Committee), agenda item on sustainable development: disaster risk reduction	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**35**	**43**	**30**	**35**
4. National, regional and interregional projects related to the implementation of the Sendai Framework	35	43	30	35
Seminars, workshops and training events (number of days)	**330**	**338**	**150**	**150**
5. Training events on disaster risk reduction planning and implementation and monitoring of the Sendai Framework for regional, national and local capacity development	330	338	150	150
Publications (number of publications)	**3**	**3**	**5**	**3**
6. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	1	1	1
7. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
8. United Nations Office for Disaster Risk Reduction strategic framework for the period 2026–2030 and related work programme	–	–	2	–
9. United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development (progress report)	1	1	1	1
Technical materials (number of materials)	**23**	**26**	**23**	**23**
10. On the monitoring and implementation of the Sendai Framework	15	15	15	15
11. On the application of risk knowledge	6	6	7	7
12. Technical contributions to outcome documents of the regional and global platforms	2	5	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advocacy through high-level engagement of key audiences and decision makers; advice and support on risk information and analysis to 100 countries; advisory services for risk governance capacities of 18 regional and subregional intergovernmental organizations; and advocacy with and technical advice to Member States to integrate disaster risk reduction into intergovernmental deliberations and policy decisions at the General Assembly and the Economic and Social Council, including the high-level political forum for sustainable development, as well as the Rio Conventions on biological diversity, climate change and desertification.

Databases and substantive digital materials: the Sendai Framework monitor, used by 175 Member States for monitoring and reporting on progress against Framework targets and related Sustainable Development Goal targets and indicators; the Sendai Framework voluntary commitments online platform, with more than 175 voluntary commitments; and disaster loss databases complying with the Framework requirements, covering 120 countries and territories.

D. Communication deliverables

Outreach programmes, special events and informative materials: high-level global and regional meetings on disaster risk reduction; World Tsunami Awareness Day events; International Day for Disaster Reduction events; newsletters and notes verbales on Sendai Framework monitoring; communications campaigns on inclusive disaster risk reduction and the Early Warnings for All initiative; and increased capacity of media, institutional actors and communities to communicate about risk effectively.

External and media relations: press releases, op-eds and press coverage; and media briefings on community risk and reporting on disaster risk reduction.

Digital platforms and multimedia content: PreventionWeb, the online knowledge platform for disaster risk reduction; and web stories, posts and videos for social media.

B. Proposed post and non-post resource requirements for 2026

Overview

27.II.23 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 27.II.3 to 27.II.5.

Table 27.II.3
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	384.4	308.2	–	–	–	–	–	308.2
Contractual services	–	2.3	–	–	–	–	–	2.3
General operating expenses	11	17.1	–	–	–	–	–	17.1
Supplies and materials	–	0.4	–	–	–	–	–	0.4
Grants and contributions	1 277.3	1 314.9	–	–	–	–	–	1 314.9
Total	**1 672.7**	**1 642.9**	–	–	–	–	–	**1 642.9**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 27.II.4
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	1	D-1
Proposed for 2026	1	D-1

Table 27.II.5
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-1	1	–	–	–	–	1
Total	**1**	**–**	**–**	**–**	**–**	**1**

27.II.24 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 27.II.6 to 27.II.8 and figure 27.II.IV.

27.II.25 As shown in tables 27.II.6 (1) and 27.II.7 (1), the overall resources proposed for 2026 amount to $1,642,900, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.II.6
Overall: evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Programme of work	1 672.7	1 642.9	–	–	–	–	–	1 642.9
Subtotal, 1	**1 672.7**	**1 642.9**	**–**	**–**	**–**	**–**	**–**	**1 642.9**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Programme of work	59 755.5	65 335.2	1 106.2	1.7	66 441.4
Subtotal, 2	**59 755.5**	**65 335.2**	**1 106.2**	**1.7**	**66 441.4**
Total (1+2)	**61 428.2**	**66 978.1**	**1 106.2**	**1.7**	**68 084.3**

Table 27.II.7
Overall: proposed posts for 2026 by source of funding and component
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Programme of work	1	–	–	–	–	1
Subtotal, 1	**1**	**–**	**–**	**–**	**–**	**1**

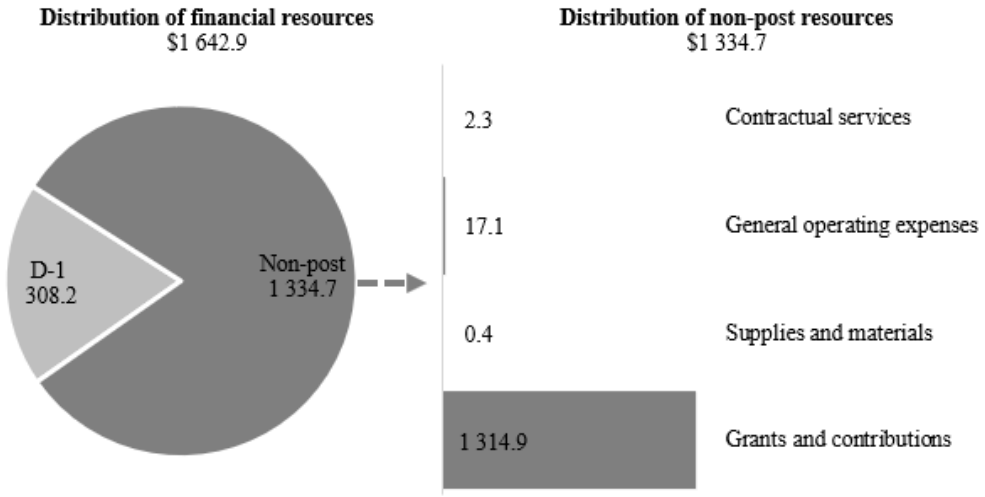
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Programme of work	125	–	125
Subtotal, 2	**125**	**–**	**125**
Total (1+2)	**126**	**–**	**126**

Table 27.II.8
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	384.4	308.2	–	–	–	–	–	308.2
Non-post	1 288.3	1 334.7	–	–	–	–	–	1 334.7
Total	**1 672.7**	**1 642.9**	**–**	**–**	**–**	**–**	**–**	**1 642.9**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
Total		**1**	**–**	**–**	**–**	**–**	**–**	**1**

Figure 27.II.IV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



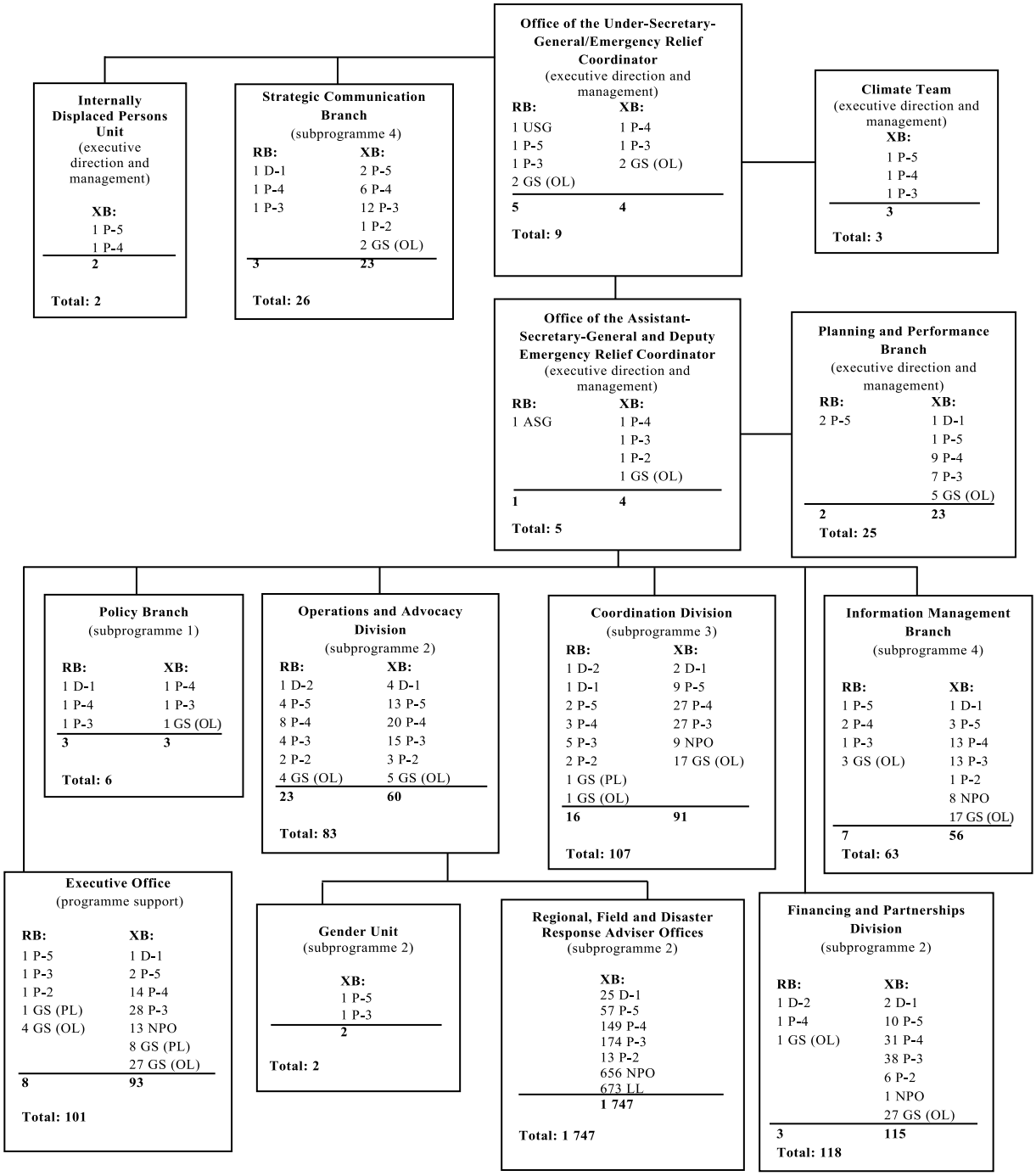
Extrabudgetary resources

27.II.26 As reflected in tables 27.II.6 (2) and 27.II.7 (2), extrabudgetary resources amount to $66,441,400. The resources would complement regular budget resources and would be used mainly to provide for 125 posts (1 Assistant Secretary-General, 1 D-2, 4 D-1, 12 P-5, 29 P-4, 34 P-3, 2 P-2, 9 National Professional Officer, 2 General Service (Principal level) and 31 General Service (Other level)) to perform mainly the functions of supporting Governments and stakeholders in identifying, reporting on and reducing existing and emerging disaster risks. In addition, non-post resources would be used to support the implementation, follow-up and review of the Sendai Framework for Disaster Risk Reduction 2015–2030 at the global, regional, national and local levels.

27.II.27 The extrabudgetary resources under the present section are subject to the oversight of the Special Representative of the Secretary-General for Disaster Risk Reduction, who has delegated authority from the Secretary-General.

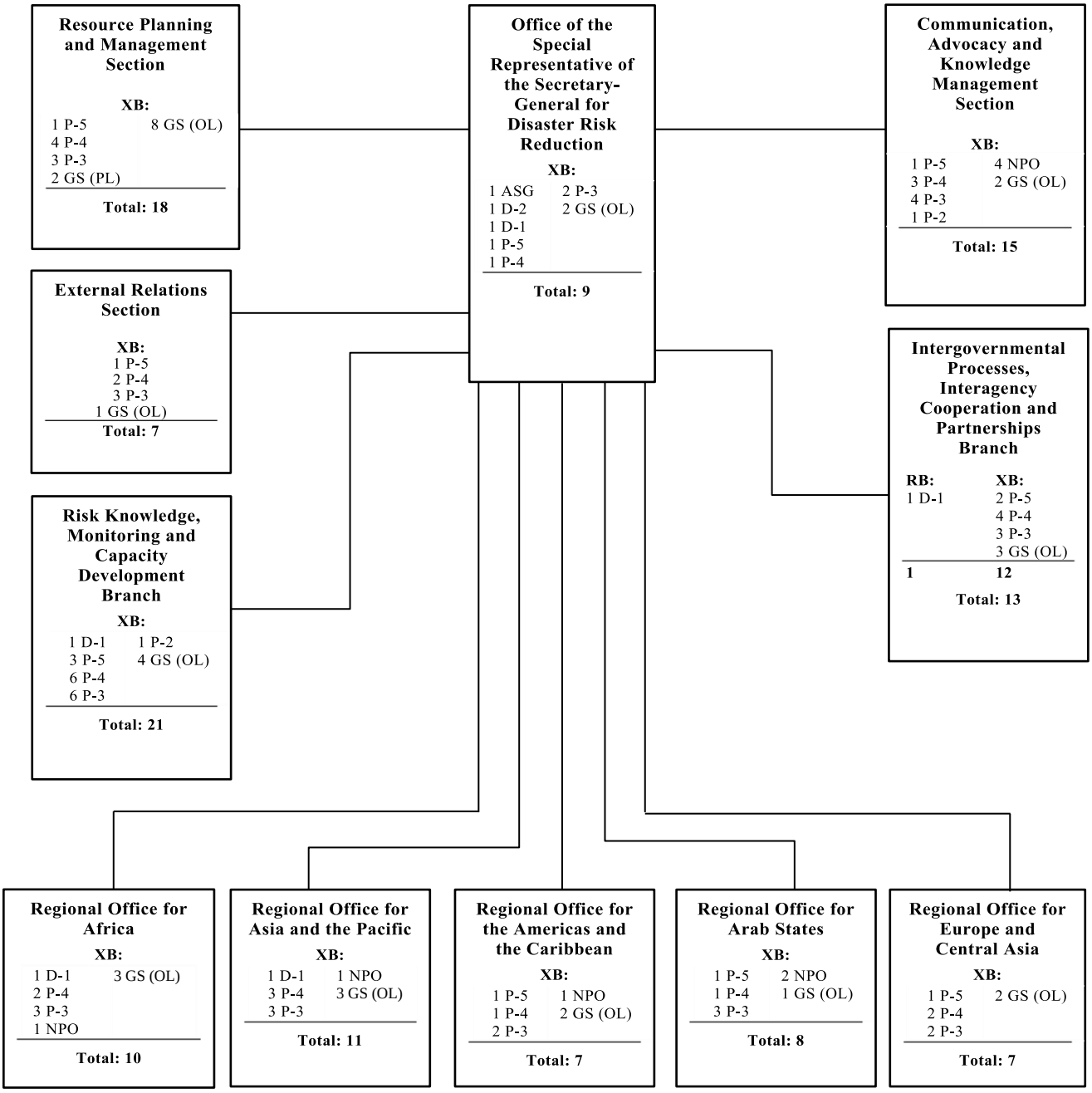
Annex I

A. Office for the Coordination of Humanitarian Affairs: proposed organizational structure and post distribution for 2026



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

B. United Nations Office for Disaster Risk Reduction: proposed organizational structure and post distribution for 2026



Annex II

Overview of financial and post resources, by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			*Extrabudgetary*			*Total*		
	2025 appropriation	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources									
Office for the Coordination of Humanitarian Affairs	18 635.6	18 605.9	(29.7)	365 460.3	365 460.3	–	384 095.9	384 066.2	(29.7)
United Nations Office for Disaster Risk Reduction	1 642.9	1 642.9	–	65 335.2	66 441.4	1 106.2	66 978.1	68 084.3	1 106.2
Total, Section 27	**20 278.5**	**20 248.8**	**(29.7)**	**430 795.5**	**431 901.7**	**1 106.2**	**451 074.0**	**452 150.5**	**1 076.5**
Post resources									
Office for the Coordination of Humanitarian Affairs	71	71	–	2 226	2 226	–	2 297	2 297	–
United Nations Office for Disaster Risk Reduction	1	1	–	125	125	–	126	126	–
Total, Section 27	**72**	**72**	**–**	**2 351**	**2 351**	**–**	**2 423**	**2 423**	**–**

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VII
Global communications

Section 28
Global communications

Programme 24
Global communications

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

28.1 The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 13 (I), 78/330 on multilingualism and 79/93 A and B on questions relating to information. The Department will leverage the power of communications to tell the United Nations story to global audiences in multiple languages and platforms in order to mobilize action in support of the United Nations agenda.

Strategy and external factors for 2026

28.2 The overall programme plan for 2026 reflects the Department's strategy to strengthen support for the work and purposes of the United Nations by engaging with audiences and encouraging them to act, through impactful storytelling and a focus on solutions. The Department takes the following core approaches in its work: strategic planning by identifying communications goals and target audiences; maintaining close working relationships with stakeholders, offices of the Secretariat, entities of the United Nations system and other key partners; enhancing audience reach through multilingualism and the parity of all six official languages in the preparation of news and communications products, including content on United Nations websites and social media accounts; targeted use of social and digital media to deliver information directly and instantaneously to key audiences; and measuring the impact of campaigns in order to improve the Department's work.

28.3 The Department, through its subprogrammes, delivers strategic communications campaigns to engage and inspire target audiences. It works through a global network of United Nations information centres, integrated with United Nations resident coordinator offices, to reach local audiences and provide content for global platforms. It produces accurate, objective and balanced multilingual news and communications products that convey authoritative information and solutions-based stories. It advocates on priority issues with Member States, civil society, academia, the media, young people and other partners. The Department contributes to the observance of international days and celebrations established by the General Assembly.

28.4 The Department also provides services to delegates and staff, including through the Dag Hammarskjöld Library, and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.

28.5 The Department continues to place information integrity at the centre of its work and is committed to increasing access to relevant, reliable and accurate information and knowledge. In an age when misinformation, disinformation, hate speech and content inciting harm are disseminated, the Department works towards advancing the United Nations Global Principles for Information Integrity and relevant commitments in the Pact for the Future and the Global Digital Compact throughout its work.

28.6 The Department will lead and coordinate crisis communications by strengthening the United Nations response through aligned messaging and mitigating risk by developing guidance on crisis communications.

28.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will leverage partnerships with an array of partners, including from civil society,

academia, the media and the private sector, to enhance its ability to target and deliver information to an even wider community, with a focus on young people around the world.

28.8 With regard to inter-agency coordination and liaison, the Department will strengthen the coordination of communications across the United Nations system, including through United Nations communications groups at the country and regional levels. Coordination will also be strengthened through the integration of United Nations information centres with resident coordinator offices and by streamlining processes and communication. The Department will continue its work with the Development Coordination Office to provide strategic communications support to resident coordinators in countries without an information centre presence to ensure that information is widely disseminated.

28.9 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) All stakeholders and partners fulfil their responsibilities and obligations under service agreements and partnerships;

(b) Access by target audiences to programmes, products and services is not limited by communications technology, security or infrastructure conditions.

28.10 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Department will promote the balanced presence of women and men in all its products, campaigns, events and activities.

28.11 In line with the United Nations Disability Inclusion Strategy, the Department will use its network of focal points to help to develop a common and coordinated approach to making United Nations services and activities accessible for persons with disabilities. The focal points will provide communications support to the Strategy, including by setting accessibility standards for United Nations websites.

Legislative mandates

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

General Assembly resolutions

13 (I)	Organization of the Secretariat
168 (II)	United Nations Day
423 (V)	Human Rights Day
32/40 B	Question of Palestine
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme
36/67	International Year of Peace and International Day of Peace
54/134	International Day for the Elimination of Violence against Women
57/129	International Day of United Nations Peacekeepers
60/7	Holocaust remembrance
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade
64/13	Nelson Mandela International Day
77/24	Special information programme on the question of Palestine of the Department of Global Communications of the Secretariat
78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
78/234	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
78/277	Follow-up to the Declaration and Programme of Action on a Culture of Peace
78/282	International Day of Reflection and Commemoration of the 1995 Genocide in Srebrenica

78/330	Multilingualism
79/1	The Pact for the Future
79/69	United Nations Disarmament Information Programme
79/93 A–B	Questions relating to information
79/113	Dissemination of information on decolonization
79/115	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples: eradicating colonialism in all its forms and manifestations
79/218	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
79/219	Follow-up to the Third United Nations Conference on Landlocked Developing Countries

Deliverables

28.13 Table 28.1 lists all cross-cutting deliverables of the programme.

Table 28.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1

Evaluation activities

28.14 An Office of Internal Oversight Services evaluation of the contribution of strategic communications to fostering public trust in peacekeeping operations was completed in 2024 and has guided the proposed programme plan for 2026.

28.15 In response to the results of the evaluation referenced above, the Department will strengthen ongoing efforts to support United Nations peacekeeping operations and to foster public trust through strategic communications, including through enhanced guidance and templates for communication strategies for peacekeeping.

28.16 An independent review of the Department's work, as called for in General Assembly resolutions 79/257 and 78/330, will begin in 2025 and continue in 2026.

Programme of work

Subprogramme 1
Campaigns and country operations services

Objective

28.17 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

28.18 To contribute to the objective, the subprogramme will:

(a) Deliver communications campaigns related to United Nations priorities, including sustainable development, climate change, peace and security and human rights, directed by the global communications strategy for the United Nations and facilitated through a variety of communications tools, including audience-targeted messaging, issue-focused content and inspiring stories;

(b) Promote these priorities through the United Nations information centres by developing multimedia content that supports targeted and localized messages and communications campaigns;

(c) Provide strategic and crisis communications guidance to resident coordinator offices and United Nations country teams in their relevant regions;

(d) Devise strategic guidance on countering misinformation, disinformation and information manipulation and develop and promote content to counter false narratives and build confidence among global audiences.

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

(a) Increased knowledge and engagement of target audiences around the globe, and further action in support of United Nations priorities;

(b) Global reach of communications campaigns available in the languages and on the platforms used by audiences, thus ensuring greater impact.

Programme performance in 2024

Strengthened public engagement on issues related to climate change

28.20 In its resolution 79/93 B, the General Assembly reaffirmed the crucial role of the Department in addressing the spread of misinformation, disinformation and information manipulation. In 2024, the subprogramme continued to use its Verified initiative – originally launched during the coronavirus disease (COVID-19) pandemic – to build information literacy on issues related to climate change. The Verified communications model employed a three-pillar approach to reach audiences: trusted messengers engaged audiences at the grass-roots level; global creative campaigns reached target audiences en masse; and convenings encouraged people to focus on expert insights and solutions for global cooperation. For the first pillar, the subprogramme enlisted climate experts, scientists and Indigenous leaders in Brazil, Spain and the United Arab Emirates as trusted messengers. Combined, these 43 messengers created over 220 videos to combat misinformation, disinformation and information manipulation on social media, reaching 600 million people. For the second pillar, a campaign entitled “The Future Thanks You”, launched in April 2024, appealed for a transition to renewable sources of energy. Through a dedicated microsite, over 30,000 people around the world submitted responses to questions about the future they envisioned. For the third pillar, a round table

on the theme “Winning the climate story” brought together scientists, media practitioners and campaigners to discuss communications for driving climate action. Through this multifaceted approach, the subprogramme enabled engagement of the global public on factual and evidence-based information related to climate change.

28.21 Progress towards the objective is presented in the performance measure below (see table 28.2).

Table 28.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	600 million people accessed reliable content on climate change from trusted messengers

Planned results for 2026

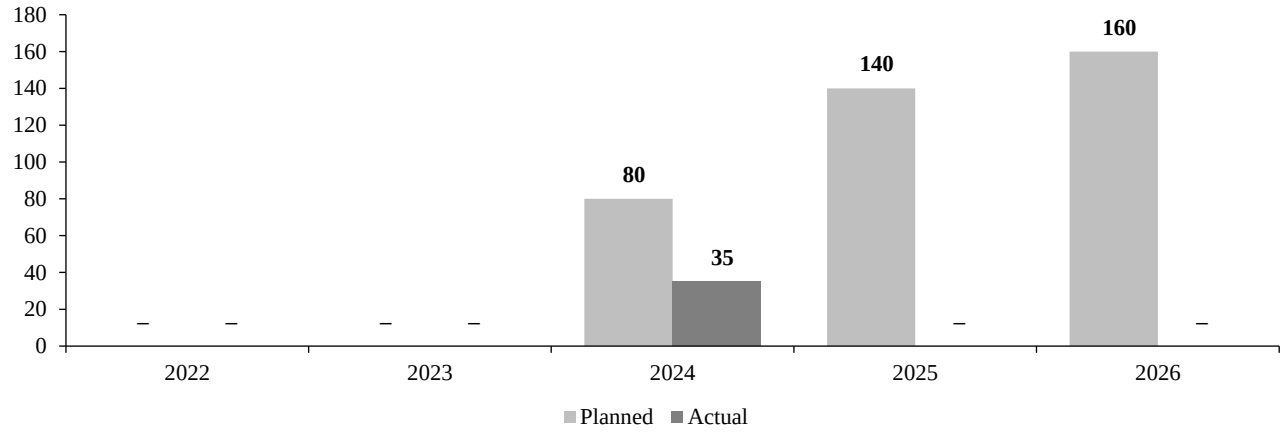
Result 1: increased public engagement with the global peace and security agenda

Programme performance in 2024 and target for 2026

28.22 The subprogramme’s work contributed to 35,000 views on the new United Nations website on peace and security issues, which did not meet the planned target of 80,000 views The target was not met due to delays in the web migration process and subsequent launch of the website in August 2024.

28.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 28.I).

Figure 28.I
Performance measure: views of United Nations website on peace and security issues
(Thousands)



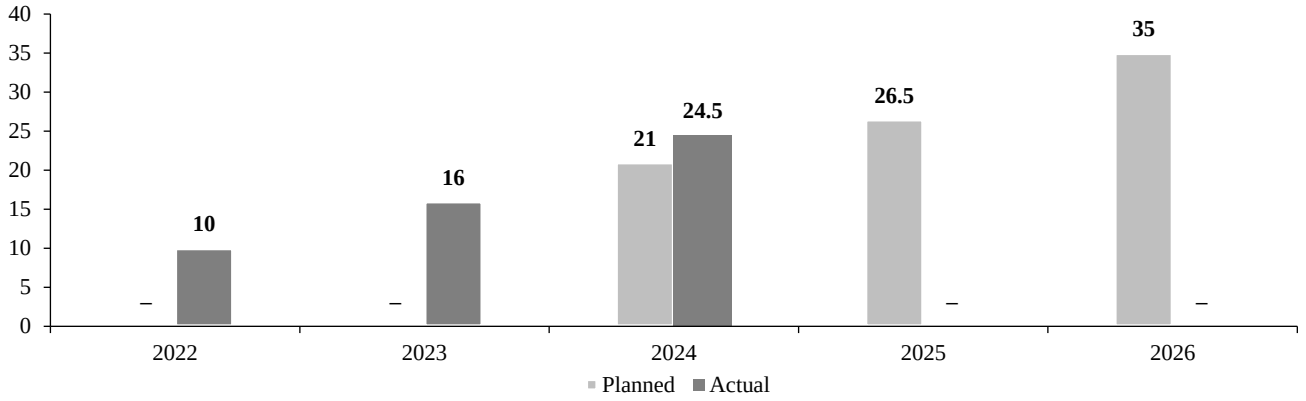
Result 2: increased action on the 2030 Agenda for Sustainable Development

Programme performance in 2024 and target for 2026

28.24 The subprogramme’s work contributed to an additional 8.5 million individual actions logged towards achieving the Sustainable Development Goals for a cumulative total of 24.5 million actions logged, which exceeded the planned target of 21 million actions.

28.25 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 28.II).

Figure 28.II
Performance measure: number of individual actions logged through the ActNow campaign (cumulative)
(Millions)



Result 3: greater public understanding of and engagement on critical issues related to the Sustainable Development Goals

Proposed programme plan for 2026

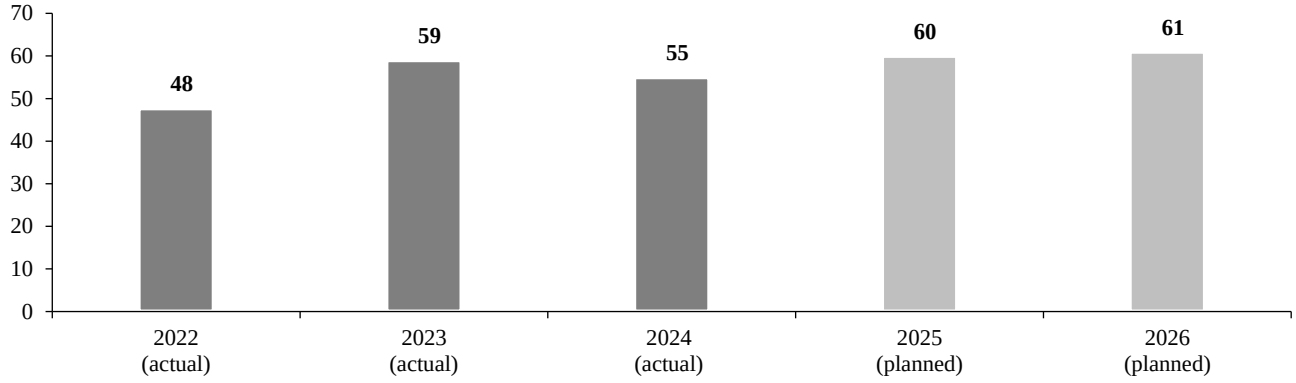
28.26 In the lead-up to the Summit of the Future, the subprogramme developed new and engaging content to explain the issues debated for inclusion in the Pact for the Future, the Global Digital Compact and the Declaration on Future Generations. All assets were made available to United Nations information centres and country offices in adaptable formats to offer content in additional languages. Pro bono advertising on billboards, bus stops, trains and other public spaces ran in 14 countries. As a result, global online engagement increased (6 million engagements and 8.6 million video views), peaking at the Summit itself.

Lessons learned and planned change

28.27 The lesson for the subprogramme was that clear, accessible content that explains key issues and offers actionable steps effectively captures audience interest and drives increasing engagement. In applying the lesson, the subprogramme will leverage the Sustainable Development Goals and Climate Action websites to expand explanatory content that is action-oriented in all six official languages. This approach will help to contribute to increasing public understanding and global participation in actions to advance the Goals.

28.28 Expected progress towards the objective is presented in the performance measure below (see figure 28.III).

Figure 28.III
Performance measure: number of views of the United Nations Sustainable Development Goals and Climate Action websites (annual)
(Millions)



Deliverables

28.29 Table 28.3 lists all deliverables of the subprogramme.

Table 28.3
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report for the General Assembly on the dissemination of information on decolonization	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**26**	**25**	**26**	**26**
2. Training programme for Palestinian broadcasters and journalists	24	24	24	24
3. International Media Seminar on Peace in the Middle East	2	1	2	2
D. Communication deliverables				
Outreach programmes, special events and information materials: communications campaigns and strategic outreach events and programmes through the Department's field offices reaching local audiences, including lectures, exhibits and the organization of more than 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g. civil society, young people, academia, Governments and the private sector) and working in some 124 languages.				
External and media relations: press conferences, briefings and panel discussions on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including media interviews and/or placement of opinion articles; strategic partnerships with education institutions, the media, civil society, the private sector, the creative community and other partners; and radio and television programmes.				
Digital platforms and multimedia content: flagship and other social media accounts, campaigns and multilingual websites managed by United Nations information centres.				

Subprogramme 2
News services

Objective

28.30 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

28.31 To contribute to the objective, the subprogramme will:

(a) Provide the timely delivery of accurate, impartial, comprehensive, balanced, coherent and objective news and information;

(b) Produce customized news and information materials (textual, audiovisual and photographic);

(c) Provide services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage.

28.32 The above-mentioned work is expected to result in increased public awareness of and engagement with the United Nations through access to more user-friendly and diversified content and a broader range of options available to audiences, from traditional to social media.

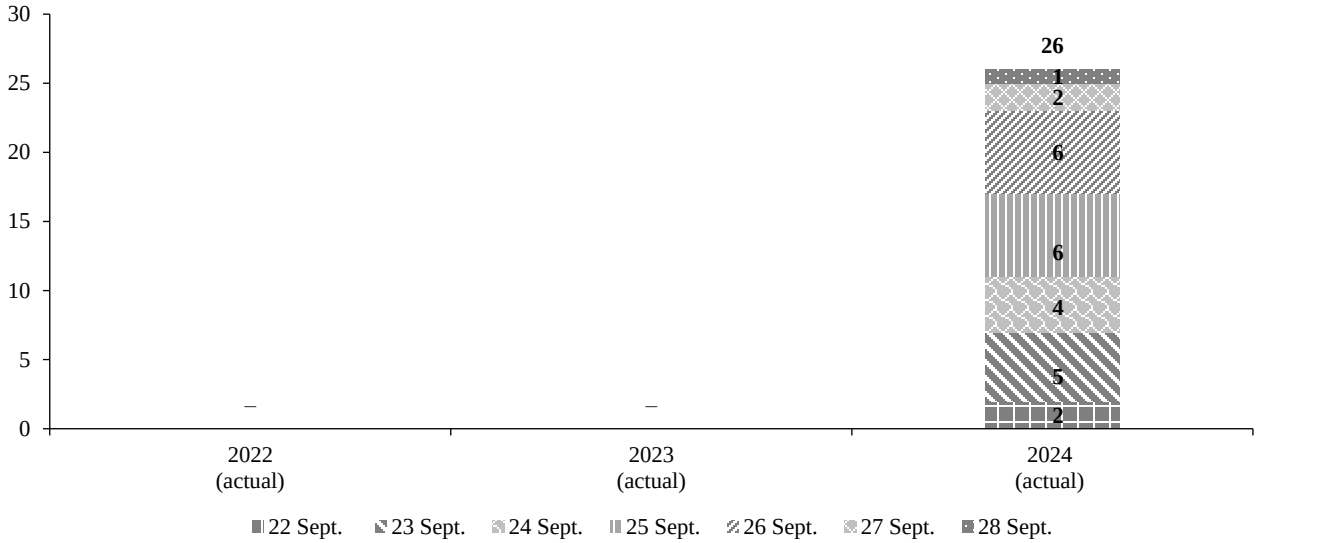
Programme performance in 2024

Enhanced real-time coverage of United Nations events for global audiences

28.33 The subprogramme, through United Nations Television and Video, broadcasts live events at United Nations Headquarters in New York to more than 70 international television networks, as well as to broadcast unions with regional client networks and international news agencies. Whenever viewers anywhere in the world see news about the Security Council or the General Assembly with multi-camera coverage, the footage comes from United Nations Television and Video. During the high-level segment of the seventy-ninth session of the General Assembly, United Nations Television and Video directed and transmitted coverage and managed access for broadcasters at the Sustainable Development Goals media zone. It also introduced, for the first time, live camera media points for broadcasters and Member States in two different locations at United Nations Headquarters. By providing access to live broadcast points, the subprogramme offered broadcasters the chance to set up live two-way interviews from United Nations Headquarters in real time, providing audiences of participating broadcasters with a unique bespoke live interview experience capturing the essence of proceedings as events unfolded. These live points enabled Heads of State and Government to address national broadcasters and allowed dignitaries and senior officials to engage with the press and broadcasters globally in live interviews. As the week progressed, broadcasters were eager to make use of the live point service offered by the subprogramme: bookings for the service increased, and positive feedback was received from all broadcasters who used the service. This growing demand allowed the subprogramme to extend its reach to global audiences that it would not otherwise have been able to engage.

28.34 Progress towards the objective is presented in the performance measure below (see figure 28.IV).

Figure 28.IV
Performance measure: number of live interviews by broadcasters during the high-level segment of the seventy-ninth session of the General Assembly



Planned results for 2026

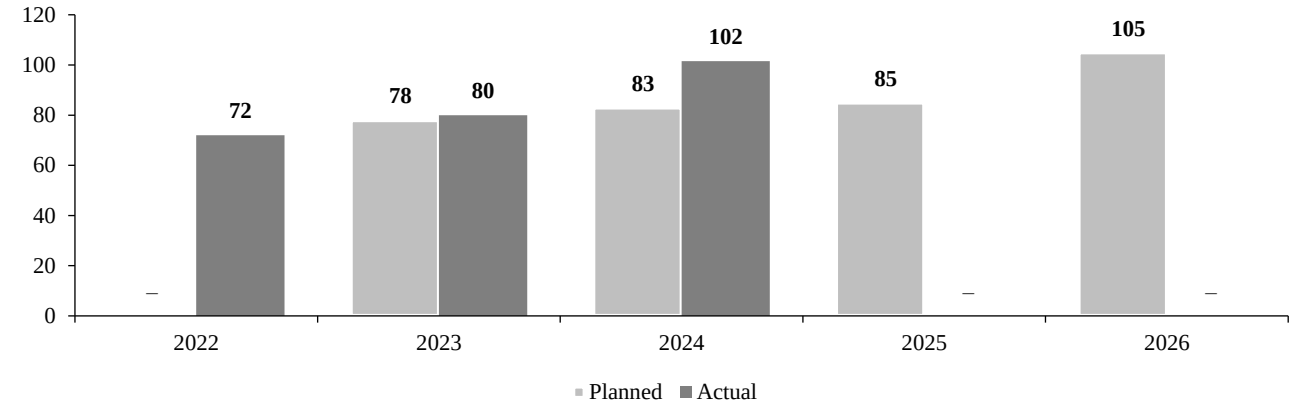
Result 1: increased global audience for the United Nations Web TV platform in the six official languages

Programme performance in 2024 and target for 2026

28.35 The subprogramme's work contributed to 101.5 million minutes of watch time on the United Nations Web TV platform, which exceeded the planned target of 83 million minutes.

28.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 28.V).

Figure 28.V
Performance measure: watch time on United Nations Web TV platform (annual)
(Millions of minutes)



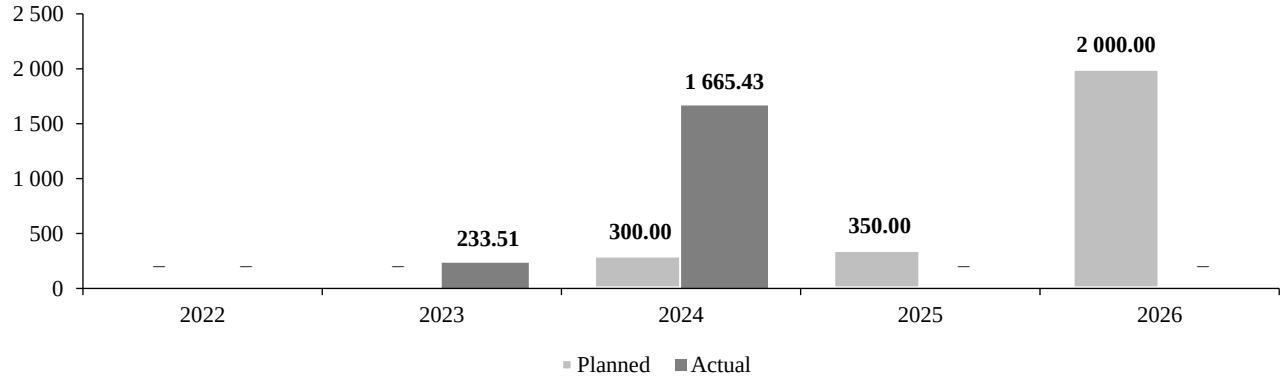
Result 2: deeper engagement of audiences through live-blogging tools and formats

Programme performance in 2024 and target for 2026

28.37 The subprogramme's work contributed to 1,665 hours and 43 minutes of audience engagement time on live blogs, which exceeded the planned target of 300 hours.

28.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 28.VI).

Figure 28.VI
Performance measure: audience engagement time on live blogs (annual)
(Total time spent on page: hours.minutes)



Result 3: increased audience engagement and support for United Nations international observances

Proposed programme plan for 2026

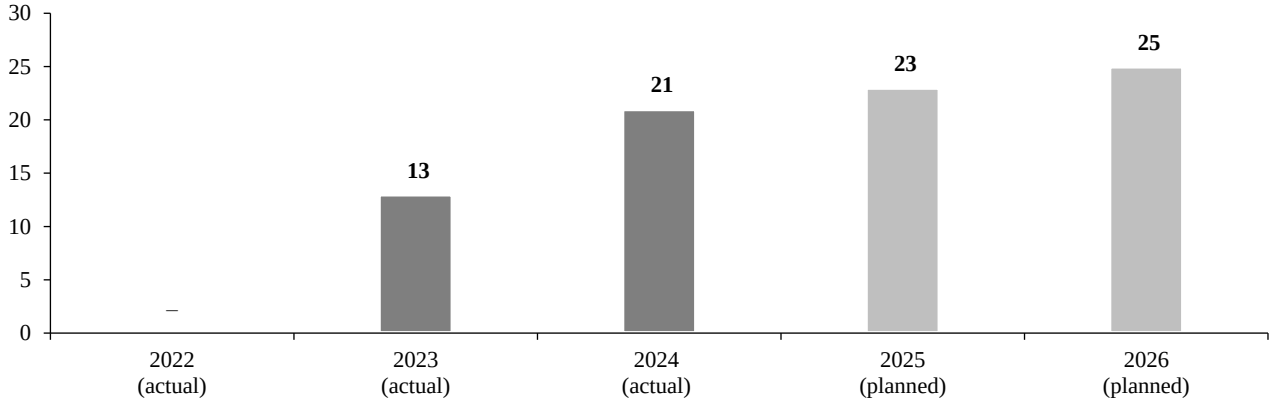
28.39 The United Nations observes designated days, weeks and years, each with a theme, or topic that is linked to the main fields of action of the United Nations. By creating special observances, the United Nations promotes international awareness and action on various issues. The subprogramme produces and maintains a dedicated website for each General Assembly-mandated international observance in the six official languages of the United Nations.

Lessons learned and planned change

28.40 The lesson for the subprogramme was that the United Nations international observances serve as powerful advocacy tools, as demonstrated by the growing interest from audiences in the subprogramme's dedicated websites for each international observance. In applying the lesson, the subprogramme will strengthen and enrich the content within each website to increase measurable engagement and support for the various themes and topics covered under United Nations international observances.

28.41 Expected progress towards the objective is presented in the performance measure below (see figure 28.VII).

Figure 28.VII
Performance measure: views of websites for international observances
(Millions)



Note: Data for 2023 are from 1 May to 31 December 2023. Data prior to 1 May 2023 existed in an old version of the web analytics service used and are no longer retrievable.

Deliverables

28.42 Table 28.4 lists all deliverables of the subprogramme.

Table 28.4
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
External and media relations: accreditation of and services to 4,800 members of the media (including 1,000 long-term grounds passes, 2,000 temporary passes and 1,800 requests for media passes from Member States); covering United Nations meetings and issuing press releases in the six official languages; coverage of intergovernmental meetings; online publication and distribution of speeches and statements of the Secretary-General and the Deputy Secretary-General and transcripts of press encounters of the Secretary-General; and photo coverage of meetings of key intergovernmental bodies and activities of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly.
Digital platforms and multimedia content: daily multimedia content – audio, video and text – in the six official languages and four non-official languages (Hindi, Kiswahili, Portuguese and Urdu) disseminated through multiple platforms and channels, including online and on social media, and through partnerships with external media organizations; the core United Nations website (including the home page), 217 United Nations observances and major global campaigns in the six official languages; assistance to United Nations entities in the multilingual aspects of their websites (55 websites); live television coverage, including live streams, and the posting of on-demand webcasts of intergovernmental meetings and other newsworthy events taking place at Headquarters, including the Sustainable Development Goals Studio; and provision of audiovisual and photo library services to delegates, media outlets and others.

Subprogramme 3
Outreach and knowledge services

Objective

28.43 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

28.44 To contribute to the objective, the subprogramme will:

(a) Engage in advocacy with a broad and international range of academic institutions, students and educators, the creative community and civil society;

(b) Organize briefing programmes, special events, guided tours and interactive workshops, and engage with organizers of Model United Nations conferences;

(c) Organize outreach and education programmes on the Holocaust and the transatlantic slave trade and create publications, research guides and exhibits on the same priorities, with a special focus on young people;

(d) Develop communications materials, visual identities and branding in support of United Nations priorities;

(e) Develop and maintain strategic partnerships with the entertainment, advertising and publishing industries, major sports and international events and institutions of higher education and research, targeting young people in particular;

(f) Work with partners to develop multilingual and effective educational resources and programmes, campaigns, projects and events to inspire and encourage action for the Sustainable Development Goals;

(g) Facilitate knowledge-sharing and the preservation of United Nations information resources for internal and external audiences.

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

(a) A better understanding of the principles and purposes of the United Nations and the mobilization of young people and student participation in local, regional or national political, non-governmental and intergovernmental processes;

(b) Increased mobilization of youth and student activity to advance the achievement of the Goals and foster a new generation of leaders committed to the principles and values of the United Nations;

(c) Increased access to United Nations documentation and information by Member States, United Nations staff around the world, research institutions, young people, schools and the general public for improved engagement, awareness and decision-making.

Programme performance in 2024

Increased civil society engagement in support of the Summit of the Future and beyond

28.46 The subprogramme organized the 2024 United Nations Civil Society Conference, which was held on 9 and 10 May in Nairobi, in support of the Summit of the Future. The Conference was a milestone event on the road to the high-level Summit, which took place in New York on 22 and 23 September 2024. The Conference was an inclusive platform for dialogue that enabled meaningful engagement for civil society and other stakeholders with United Nations leadership, Governments, the co-facilitators of the Pact for the Future, the Global Digital Compact and the Declaration on Future Generations. With the participation of more than 1,400 organizations and 2,600 individuals representing 115 nationalities, the Conference showcased civil society's contributions towards multilateral processes. Moreover, the subprogramme's outreach with civil society contributed to the formation of 20 ImPACT Coalitions. These are civil society-generated coalitions, with varied stakeholders from across academia, the private sector, Member States and the United Nations collaborating to support the implementation of the Pact for the Future.

28.47 Progress towards the objective is presented in the performance measure below (see table 28.5).

Table 28.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	20 ImPACT Coalitions established by civil society organizations to support implementation of the Pact for the Future, including in the areas of artificial intelligence, children's rights, youth and intergenerational engagement, financing for development and reducing the digital divide, among others

Planned results for 2026

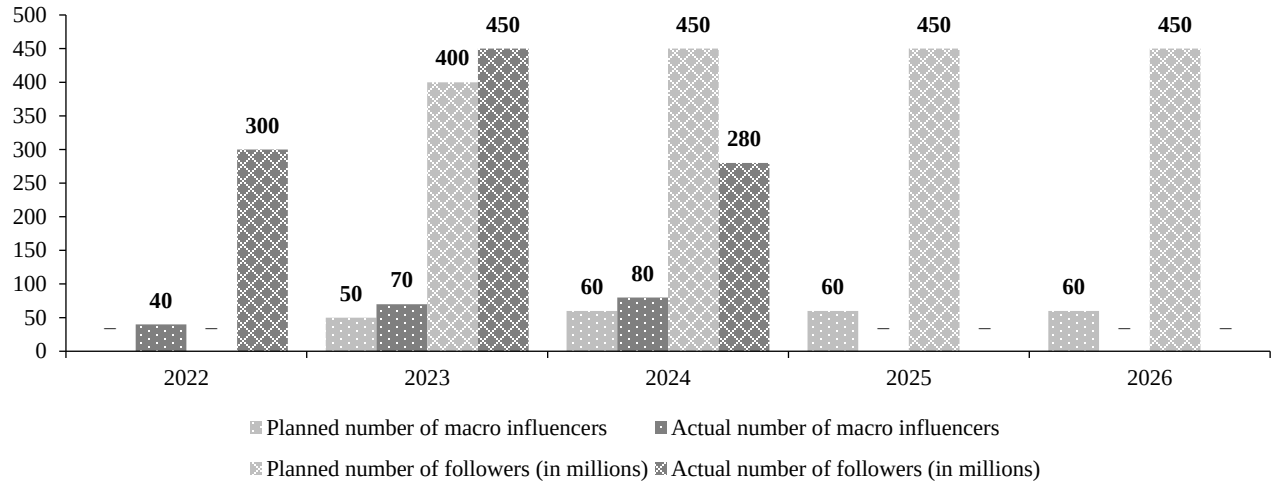
Result 1: increased communication and advocacy regarding the Sustainable Development Goals

Programme performance in 2024 and target for 2026

28.48 The subprogramme's work contributed to the participation of 80 macro influencers with a combined reach of 280 million followers in communications and advocacy efforts on the Sustainable Development Goals, which exceeded the planned target of 60 macro influencers but did not meet the planned target of 450 million followers. The target was not met due to a number of factors, including shifts in influencer selection, with a greater focus on engagement quality rather than sheer follower count, as well as reduced posting of content by some influencers with higher numbers of followers.

28.49 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 28.VIII).

Figure 28.VIII
Performance measure: number of macro influencers engaged and combined number of followers (annual)



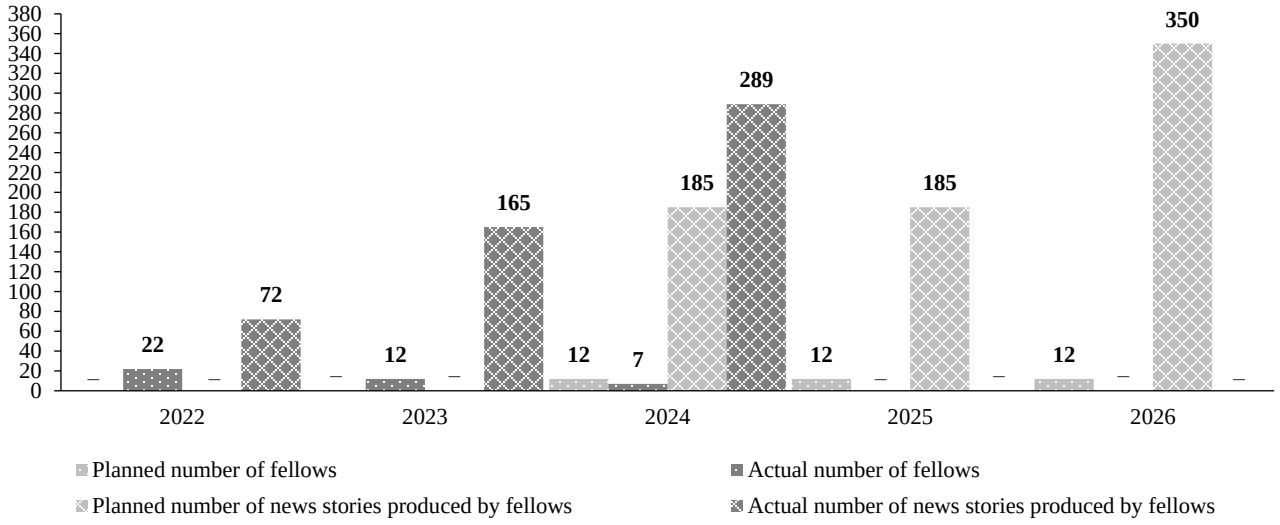
Result 2: young journalists gain access and insight into the work of the United Nations

Programme performance in 2024 and target for 2026

28.50 The subprogramme's work contributed to seven young journalists participating in the Reham Al-Farra Memorial Journalists' Fellowship Programme, which did not meet the planned target of 12 fellows. The target was not met due to liquidity constraints, which required the Programme to be conducted in a hybrid format. The fellows produced a total of 289 materials, including 60 stories published in their media outlets and 229 posts, photos and video stories on social media platforms, which exceeded the planned target of 185 news stories.

28.51 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 28.IX).

Figure 28.IX
Performance measure: number of young journalists participating in the Programme and number of news stories produced by fellows (annual)



Result 3: advancing implementation of the Sustainable Development Goals through higher education institutions

Proposed programme plan for 2026

28.52 Current progress towards achieving the 2030 Agenda falls far short of what is required to meet the Sustainable Development Goals. Higher education institutions can play a unique role in research, teaching and learning to engage scholars and leaders in focusing their work and studies on addressing the pressing global challenges. The subprogramme's United Nations Academic Impact initiative aims to drive meaningful engagement in education, research and partnerships in advancing implementation of the Goals.

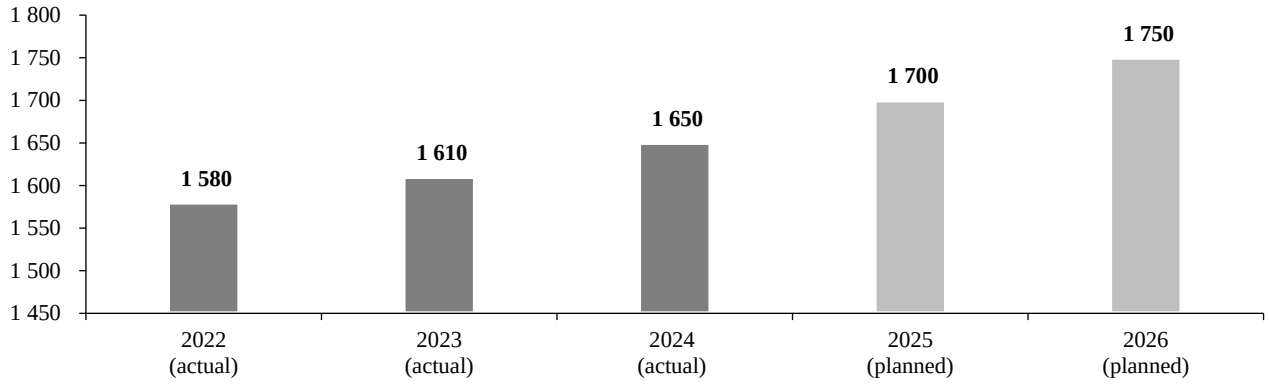
Lessons learned and planned change

28.53 The lesson for the subprogramme was the need to strengthen engagement with a broader range of universities and higher education institutions to foster greater leadership and more strategic approaches to advancing the Goals. In applying the lesson, the subprogramme will expand its outreach and will revitalize the Sustainable Development Goals Hub network. Each hub is chaired by a university and is designated to focus on one specific Goal, promoting greater research, education and global collaboration to advance that Goal. The 17 hubs will lead the work of engaging and training additional universities to focus research on critical issues, expand their curricula and

courses, and build partnerships with communities, Governments and practitioners to implement evidence-based solutions to achieve the 2030 Agenda.

28.54 Expected progress towards the objective is presented in the performance measure below (see figure 28.X).

Figure 28.X
Performance measure: number of universities that are members of the United Nations Academic Impact network (cumulative)



Deliverables

28.55 Table 28.6 lists all deliverables of the subprogramme.

Table 28.6
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Reports for the General Assembly on questions of information and on the activities of the Department: campaigns and country operations services, news services and outreach and knowledge services	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	**20**	**20**	**20**	**20**
2. Meetings of the Committee on Information	20	20	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**370**	**429**	**370**	**390**
3. Workshops on intergovernmental engagements for non-governmental organizations and orientation programme for newly associated non-governmental organizations	40	50	40	40
4. Training event on Dag Hammarskjöld Library services and training courses for iSeek content creators, editors and focal points	300	339	300	320
5. Training event on journalism as part of Reham Al-Farra Memorial Journalists' Fellowship Programme	30	40	30	30
C. Substantive deliverables				
Consultation, advice and advocacy: guidance and expert advice to the Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.				

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

D. Communication deliverables

Outreach programmes, special events and information materials: partnerships with civil society, academic institutions and other entities; educational and promotional materials, such as *UN Chronicle*; responses to public enquiries; exhibits at United Nations Headquarters and online; multilingual guided tours; outreach programme with prominent personalities, including Messengers of Peace and other celebrities; special events and observances of selected commemorative days and years; promotion of the United Nations or a United Nations issue in a film, television or theatre product; promotion of the Sustainable Development Goals through sports; and graphic design products in support of United Nations branding, and communication campaigns.

External and media relations: press conferences and press releases to announce new outreach partnerships and special events; and exhibit openings.

Digital platforms and multimedia content: iSeek; the United Nations delegate website (www.un.org/en/delegate); and shop.un.org.

Library services: a secure digital United Nations central repository (United Nations Digital Library) in the six official languages; online library products, loan and related services and the provision of research to representatives of Member States; management of the United Nations System Electronic Information Acquisition Consortium; and curation of diverse library content.

B. Proposed post and non-post resource requirements for 2026

Overview

28.56 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 28.7 to 28.9.

Table 28.7
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	88 466.6	96 481.9	300.3	124.8	–	425.1	0.4	96 907.0
Other staff costs	4 500.1	10 329.4	(31.6)	44.9	–	13.3	0.1	10 342.7
Hospitality	–	28.8	–	–	–	–	–	28.8
Experts	0.4	–	–	–	–	–	–	–
Consultants	90.1	–	–	–	–	–	–	–
Travel of representatives	12.1	–	–	–	–	–	–	–
Travel of staff	293.6	304.2	–	6.9	–	6.9	2.3	311.1
Contractual services	4 720.3	8 406.9	(120.6)	100.1	(122.8)	(143.3)	(1.7)	8 263.6
General operating expenses	3 612.2	5 878.6	–	–	(0.9)	(0.9)	–	5 877.7
Supplies and materials	82.5	559.1	(88.1)	21.0	(149.0)	(216.1)	(38.7)	343.0
Furniture and equipment	191.9	727.7	(7.9)	2.4	(19.4)	(24.9)	(3.4)	702.8
Improvement of premises	13.8	–	–	–	–	–	–	–
Grants and contributions	172.2	762.9	–	20.6	–	20.6	2.7	783.5
Total	**102 155.7**	**123 479.5**	**52.1**	**320.7**	**(292.1)**	**80.7**	**0.1**	**123 560.2**

Table 28.8
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	690	1 USG, 3 D-2, 18 D-1, 34 P-5, 71 P-4, 105 P-3, 58 P-2/1, 7 GS (PL), 200 GS (OL), 143 LL, 50 NPO
Establishment	1	P-4 under subprogramme 3
Proposed for 2026	691	1 USG, 3 D-2, 18 D-1, 34 P-5, 72 P-4, 105 P-3, 58 P-2/1, 7 GS (PL), 200 GS (OL), 143 LL, 50 NPO

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

Table 28.9
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
Professional and higher						
USG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	18	–	–	–	–	18
P-5	34	–	–	–	–	34
P-4	71	–	1	–	1	72
P-3	105	–	–	–	–	105
P-2/1	58	–	–	–	–	58
Subtotal	**290**	**–**	**1**	**–**	**1**	**291**
General Service and related						
GS (PL)	7	–	–	–	–	7
GS (OL)	200	–	–	–	–	200
LL	143	–	–	–	–	143
NPO	50	–	–	–	–	50
Subtotal	**400**	**–**	**–**	**–**	**–**	**400**
Total	**690**	**–**	**1**	**–**	**1**	**691**

28.57 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 28.10 to 28.12 and figure 28.XI.

28.58 As shown in tables 28.10 (1) and 28.11 (1), the overall resources proposed for 2026 amount to $123,560,200, reflecting a net increase of $80,700 (or 0.1 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 28.10
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
A. Executive direction and management	3 336.7	2 894.1	–	–	–	–	–	2 894.1
B. Programme of work								
1. Campaigns and country operations services	39 366.6	48 920.7	118.8	11.4	–	130.2	0.3	49 050.9
2. News services	34 291.2	43 620.2	(40.9)	51.3	–	10.4	0.0	43 630.6
3. Outreach and knowledge services	21 033.0	23 604.0	(25.8)	256.8	–	231.0	1.0	23 835.0
Subtotal, B	**98 027.5**	**116 144.9**	**52.1**	**319.5**	**–**	**371.6**	**0.3**	**116 516.5**

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
C. Programme support	4 128.2	4 440.5	–	1.2	(292.1)	(290.9)	(6.6)	4 149.6
Subtotal, 1	**102 155.7**	**123 479.5**	**52.1**	**320.7**	**(292.1)**	**80.7**	**0.1**	**123 560.2**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Campaigns and country operations services	468.3	540.6	59.7	11.0	600.3
2. News services	281.8	325.3	36.6	11.3	361.9
3. Outreach and knowledge services	–	–	–	–	–
Subtotal, B	**750.1**	**865.9**	**96.3**	**11.1**	**962.2**
C. Programme support	–	–	–	–	–
Subtotal, 2	**750.1**	**865.9**	**96.3**	**11.1**	**962.2**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Campaigns and country operations services	1 464.4	1 534.8	(150.4)	(9.8)	1 384.4
2. News services	2 534.1	2 988.1	–	–	2 988.1
3. Outreach and knowledge services	6 417.4	11 138.2	(8 320.8)	(74.7)	2 817.4
Subtotal, B	**10 415.9**	**15 661.1**	**(8 471.2)**	**(54.1)**	**7 189.9**
C. Programme support	549.6	320.0	–	–	320.0
Subtotal, 3	**10 965.5**	**15 981.1**	**(8 471.2)**	**(53.0)**	**7 509.9**
Total (1+2+3)	**113 871.3**	**140 326.5**	**(8 294.2)**	**(6.0)**	**132 032.3**

Table 28.11
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	16	–	–	–	–	16
B. Programme of work						
1. Campaigns and country operations services	337	–	–	–	–	337
2. News services	181	–	–	–	–	181
3. Outreach and knowledge services	134	–	1	–	1	135
Subtotal, B	**652**	**–**	**1**	**–**	**1**	**653**
C. Programme support	22	–	–	–	–	22
Subtotal, 1	**690**	**–**	**1**	**–**	**1**	**691**

(2) *Other assessed*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Campaigns and country operations services	2	–	2
2. News services	2	–	2
3. Outreach and knowledge services	–	–	–
Subtotal, B	**4**	**–**	**4**
C. Programme support	–	–	–
Subtotal, 2	**4**	**–**	**4**

(3) *Extrabudgetary*

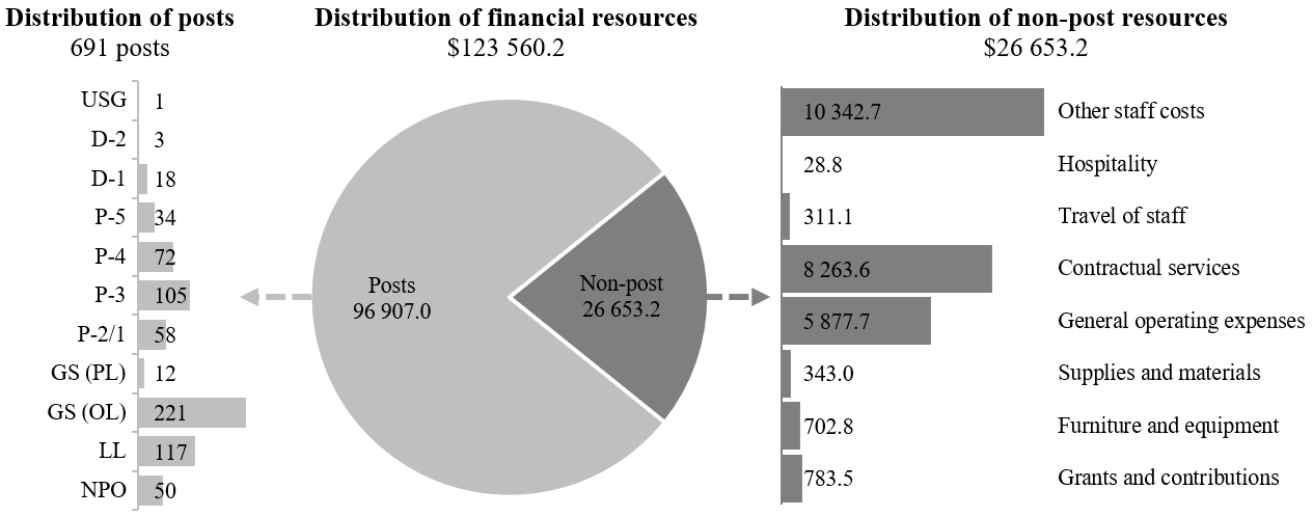
Component/subprogramme	2025 estimate	Change	2026 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Campaigns and country operations services	–	–	–
2. News services	–	–	–
3. Outreach and knowledge services	3	(3)	–
Subtotal, B	**3**	**(3)**	**–**

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
C. Programme support	–	–	–
Subtotal, 3	**3**	**(3)**	**–**
Total (1+2+3)	**697**	**(2)**	**695**

Table 28.12
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	88 466.6	96 481.9	300.3	124.8	–	425.1	0.4	96 907.0
Non-post	13 689.1	26 997.6	(248.2)	195.9	(292.1)	(344.4)	(1.3)	26 653.2
Total	**102 155.7**	**123 479.5**	**52.1**	**320.7**	**(292.1)**	**80.7**	**0.1**	**123 560.2**
Post resources by category								
Professional and higher		290	–	1	–	1	0.3	291
General Service and related		400	–	–	–	–	–	400
Total		**690**	**–**	**1**	**–**	**1**	**0.1**	**691**

Figure 28.XI
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

28.59 As shown in table 28.10 (1), resource changes reflect a net increase of $52,100, as follows:

(a) **Subprogramme 1, Campaigns and country operations services.** The net increase of $118,800 comprises:

(i) An increase of $300,300 under posts relating to the higher provision at continuing vacancy rates for the posts established in 2025 pursuant to General Assembly resolution 79/258 (1 P-2 and 3 General Service (Other level)), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

(ii) A decrease of $181,500 relating to the removal of non-recurrent provisions under contractual services ($85,500), supplies and materials ($88,100) and furniture and equipment ($7,900) for webcasting and public information services and equipment that were approved for 2025 pursuant to General Assembly resolutions 79/258, 79/199, 79/259, 79/22, 78/318 and 78/223, and are no longer required in 2026;

(b) **Subprogramme 2, News services.** The decrease of $40,900 relates to the removal of non-recurrent provisions under other staff costs ($31,600) and contractual services ($9,300) associated with meetings coverage and webcasting activities that were approved for 2025 pursuant to General Assembly resolutions 78/272 and 79/259, respectively, and are no longer required in 2026;

(c) **Subprogramme 3, Outreach and knowledge services.** The decrease of $25,800 relates to the removal of non-recurrent provisions under contractual services associated with the development of a website for the International Day of Reflection and Commemoration of the 1995 Genocide in Srebrenica that were approved for 2025 pursuant to General Assembly resolution 79/258 and are no longer required in 2026.

New and expanded mandates

28.60 As shown in table 28.10 (1), resource changes reflect an increase of $320,700, as follows:

(a) **Subprogramme 1, Campaigns and country operations services.** The increase of $11,400 under contractual services would provide for webcasting services for two substantive sessions of the working group on the prevention of an arms race in outer space in all its aspects, pursuant to General Assembly resolution 79/22. In addition, the resources reflect cost-neutral redeployments from supplies and materials ($10,200) to travel on official business ($6,900) and contractual services ($3,300);

(b) **Subprogramme 2, News services.** The increase of $51,300 under other staff costs ($44,900) and contractual services ($6,400) would provide for meetings coverage and webcasting services for various meetings and conferences, pursuant to General Assembly resolutions 79/40 on the illicit trade in small arms and light weapons in all its aspects; 79/122 on the United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity; 79/128 on protection of persons in the event of disasters; and 79/145 on sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments;

(c) **Subprogramme 3, Outreach and knowledge services.** The increase of $256,800 comprises the following, pursuant to General Assembly resolution 79/115:

(i) An increase of $124,800 under posts, which would cover the proposed establishment of one Programme Management Officer post (P-4) (see annex II);

(ii) An increase of $129,100 under contractual services ($77,500), supplies and materials ($31,000) and grants and contributions ($20,600), which would provide for the development and implementation of an outreach programme to mobilize educational institutions and civil society to expand their activities in the field of remembering colonialism, its root causes and consequences, in close consultation with relevant international, regional and subregional organizations, as well as with concerned former colonies among the States Members of the United Nations;

(iii) An increase of $2,900 under contractual services ($300), supplies and materials ($200) and furniture and equipment ($2,400) relating to the non-post provisions associated with the proposed establishment of the P-4 post;

(d) **Programme support.** The increase of $1,200 under contractual services relates to the requirements of the service level agreement with the Office of Information and Communications Technology associated with the proposed establishment of the P-4 post.

Other changes

28.61 As shown in table 28.10 (1), resource changes under the programme support component reflect a net decrease of $292,100 under contractual services owing mainly to the reduction of $303,600 due to the lower standard rate for information and communications technology services for personnel at United Nations Headquarters, offset in part by an increase of $11,500 relating to the higher standard rate for the core software package for non-field personnel outside of Headquarters. In addition, the resources reflect cost-neutral redeployments from general operating expenses ($900), supplies and materials ($149,000) and furniture and equipment ($19,400) to contractual services ($169,300).

Other assessed resources

28.62 As reflected in tables 28.10 (2) and 28.11 (2), other assessed resources amount to $962,200. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

28.63 As reflected in tables 28.10 (3) and 28.11 (3), extrabudgetary resources amount to $7,509,900. The resources would complement regular budget resources and would be used mainly to provide for non-post resources that would be used to support the Department’s capacity development work; support specific communications campaigns at Headquarters and in the field; support multimedia and operational activities in Hindi; provide webcast and website support activities; conduct activities in support of United Nations Academic Impact and the United Nations System Electronic Information Acquisition Consortium programmes; and provide administrative support for those programmes. The decrease of approximately $8.5 million in the estimate for 2026 compared with the estimate for 2025 is due mainly to the conclusion of Expo 2025 and the closure of the United Nations Development Business programme.

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

Executive direction and management

28.65 The executive direction and management component comprises the Office of the Under-Secretary-General.

28.66 The main responsibilities of the executive direction and management component include:

(a) The overall direction and strategic management of United Nations communications in the implementation of the Department's mandates and its approved programme of work, both at Headquarters and in the field;

(b) The establishment of departmental strategy, policies and guidelines, while dealing with specific policy and management issues and problems;

(c) The administrative, financial and personnel management of the Department;

(d) The direction of liaison functions performed by the Department with regard to intergovernmental bodies, such as the Committee on Information, and with the United Nations Communications Group;

(e) Oversight of crisis communications and reputation management, convening relevant United Nations entities and partners within crisis cells to align approaches and messaging, and providing crisis communications policy, guidance and training;

(f) The establishment of United Nations communications priorities, identifying opportunities to communicate about these within a congested media landscape, and providing coordination across the United Nations system by strengthening the United Nations Communications Group, including at the country level through United Nations information centres and the resident coordinator system;

(g) The strengthening of the information ecosystem through the implementation of the United Nations Global Principles for Information Integrity, and the development and implementation of strategies to effectively research, analyse and mitigate risks in the information environment affecting the United Nations and its work.

28.67 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. The Department will, where feasible and effective, continue to make all official documentation, publications, brochures, and communications and advocacy materials available online, rather than in print, in order to reduce its carbon footprint and save energy. It will also continue to adopt a range of sustainability practices, including reducing the photocopying and printing of internal documents, and will promote videoconferencing, in order to reduce the travel undertaken, where possible. The Department will also continue to support internal and external communications on United Nations system sustainability efforts and will encourage staff to join the ActNow campaign and other Secretariat initiatives focused on individual action related to climate change and sustainability.

28.68 Information on the timely submission of documentation and advance booking for air travel is reflected in table 28.13. With regard to the advance booking for air travel, the Department has implemented the requirement for travellers to request approval from the Under-Secretary-General for cases that are non-compliant with the policy and to provide a reason for the delayed request and justification for travel. In addition, the Department closely reviews the exceptions sought and regularly sends communications to directors, managers and staff to raise awareness of the policy requirement and the importance of minimizing the instances of exceptions.

Table 28.13
Compliance rate
(Percentage)

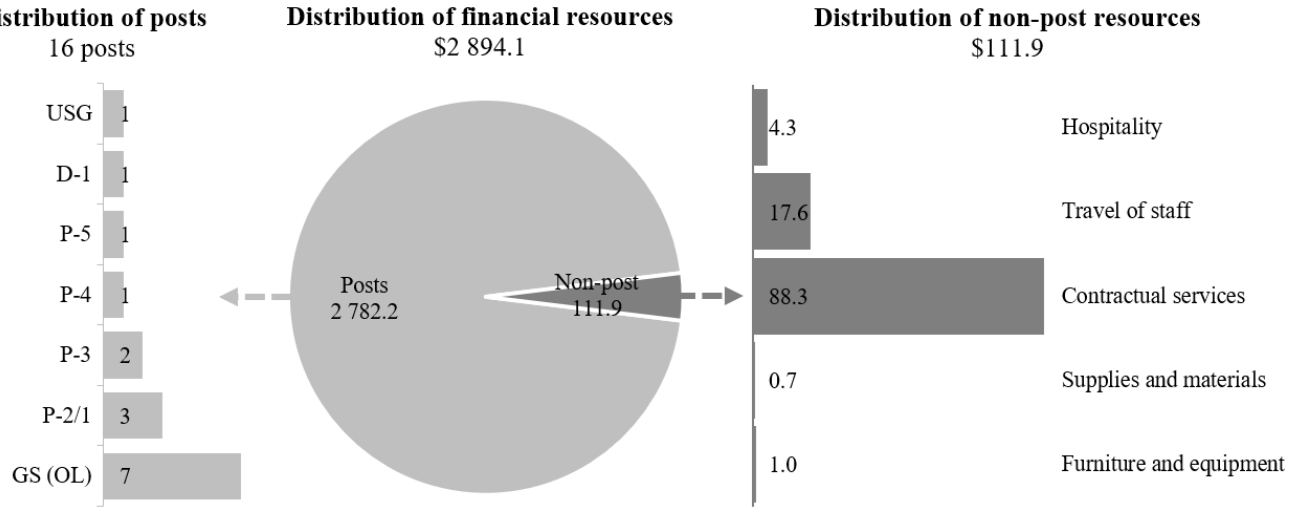
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	89	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	55	67	53	100	100

28.69 The proposed regular budget resources for 2026 amount to $2,894,100 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 28.14 and figure 28.XII.

Table 28.14
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 697.6	2 782.2	–	–	–	–	–	2 782.2
Non-post	639.1	111.9	–	–	–	–	–	111.9
Total	**3 336.7**	**2 894.1**	**–**	**–**	**–**	**–**	**–**	**2 894.1**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		7	–	–	–	–	–	7
Total		**16**	**–**	**–**	**–**	**–**	**–**	**16**

Figure 28.XII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

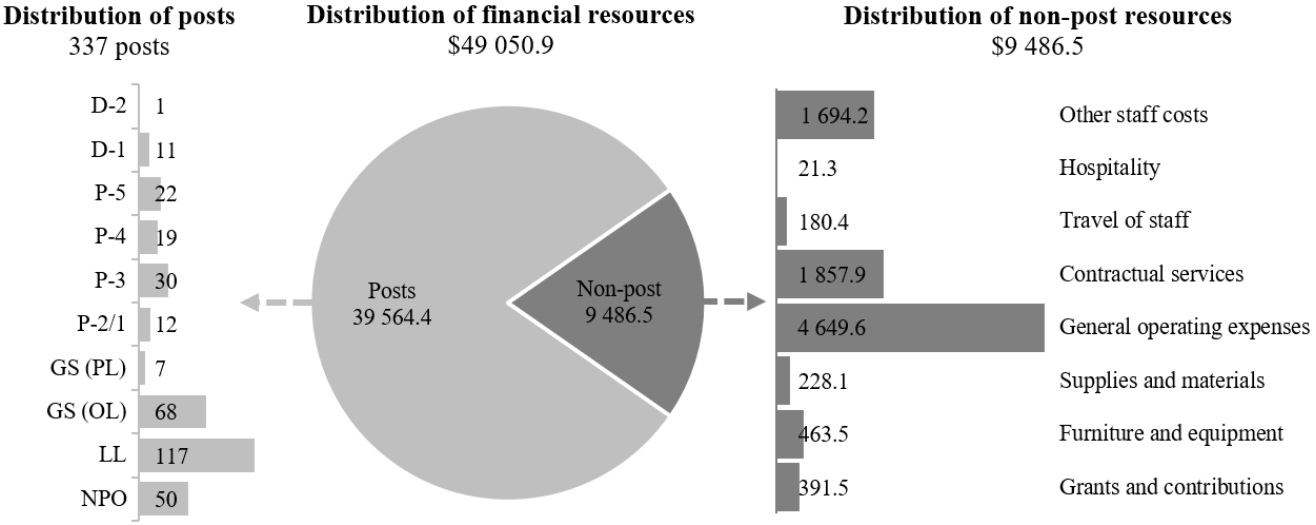
Subprogramme 1
Campaigns and country operations services

28.70 The proposed regular budget resources for 2026 amount to $49,050,900 and reflect a net increase of $130,200 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 28.59 (a) and 28.60 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 28.15 and figure 28.XIII.

Table 28.15
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	34 728.1	39 264.1	300.3	–	–	300.3	0.8	39 564.4
Non-post	4 638.5	9 656.6	(181.5)	11.4	–	(170.1)	(1.8)	9 486.5
Total	**39 366.6**	**48 920.7**	**118.8**	**11.4**	–	**130.2**	**0.3**	**49 050.9**
Post resources by category								
Professional and higher		95	–	–	–	–	–	95
General Service and related		242	–	–	–	–	–	242
Total		**337**	–	–	–	–	–	**337**

Figure 28.XIII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



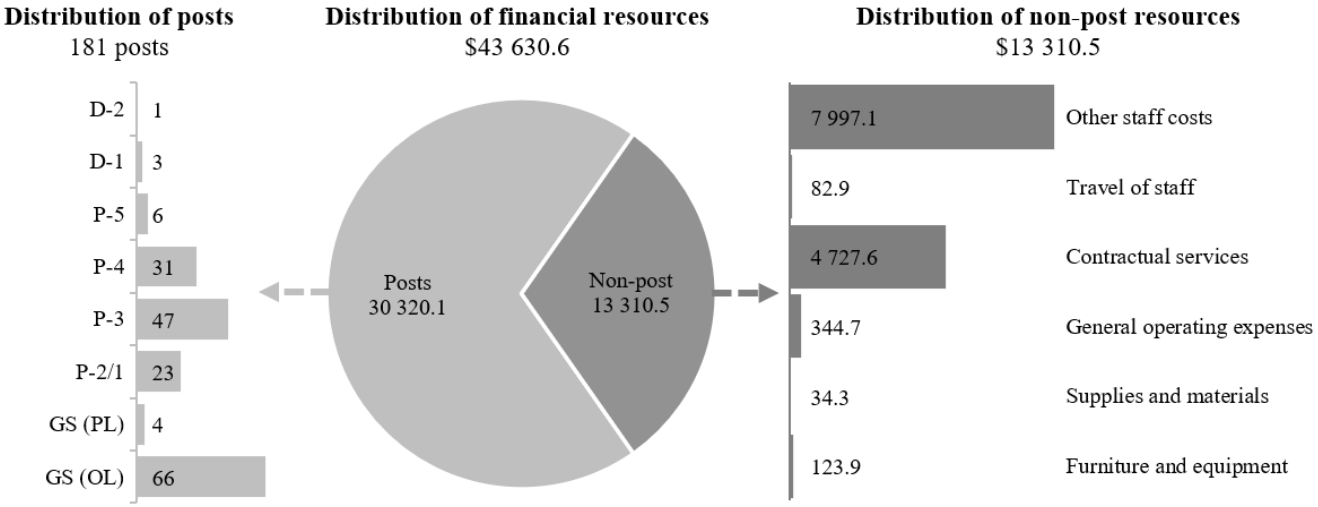
Subprogramme 2
News services

28.71 The proposed regular budget resources for 2026 amount to $43,630,600 and reflect a net increase of $10,400 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 28.59 (b) and 28.60 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 28.16 and figure 28.XIV.

Table 28.16
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	28 529.7	30 320.1	–	–	–	–	–	30 320.1
Non-post	5 761.5	13 300.1	(40.9)	51.3	–	10.4	0.1	13 310.5
Total	**34 291.2**	**43 620.2**	**(40.9)**	**51.3**	–	**10.4**	**0.0**	**43 630.6**
Post resources by category								
Professional and higher		111	–	–	–	–	–	111
General Service and related		70	–	–	–	–	–	70
Total		**181**	**–**	**–**	**–**	**–**	**–**	**181**

Figure 28.XIV
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



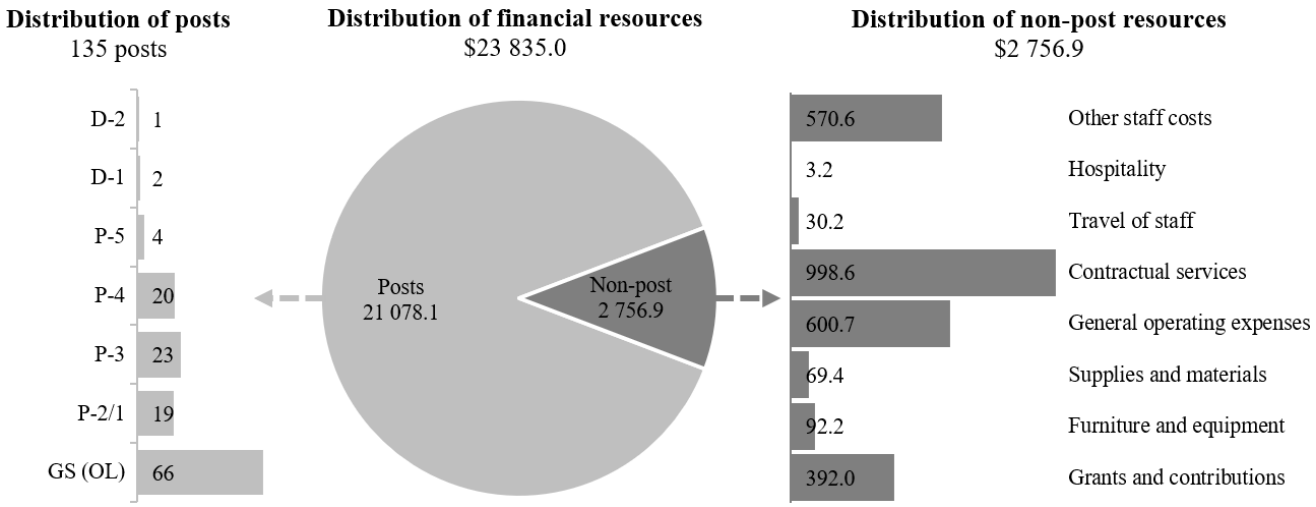
Subprogramme 3
Outreach and knowledge services

28.72 The proposed regular budget resources for 2026 amount to $23,835,000 and reflect a net increase of $231,000 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 28.59 (c) and 28.60 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 28.17 and figure 28.XV.

Table 28.17
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	19 580.2	20 953.3	–	124.8	–	124.8	0.6	21 078.1
Non-post	1 452.8	2 650.7	(25.8)	132.0	–	106.2	4.0	2 756.9
Total	**21 033.0**	**23 604.0**	**(25.8)**	**256.8**	–	**231.0**	**1.0**	**23 835.0**
Post resources by category								
Professional and higher		68	–	1	–	1	1.5	69
General Service and related		66	–	–	–	–	–	66
Total		**134**	–	**1**	–	**1**	**0.7**	**135**

Figure 28.XV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



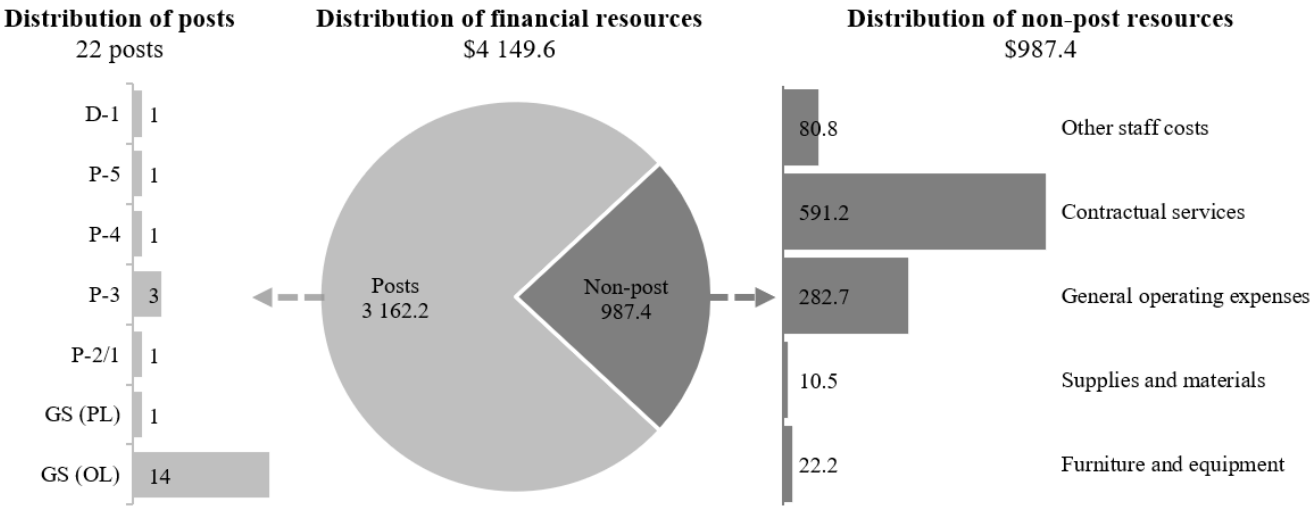
Programme support

28.73 The proposed regular budget resources for 2026 amount to $4,149,600 and reflect a decrease of $290,900 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 28.60 (d) and 28.61. Additional details on the distribution of the proposed resources for 2026 are reflected in table 28.18 and figure 28.XVI.

Table 28.18
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

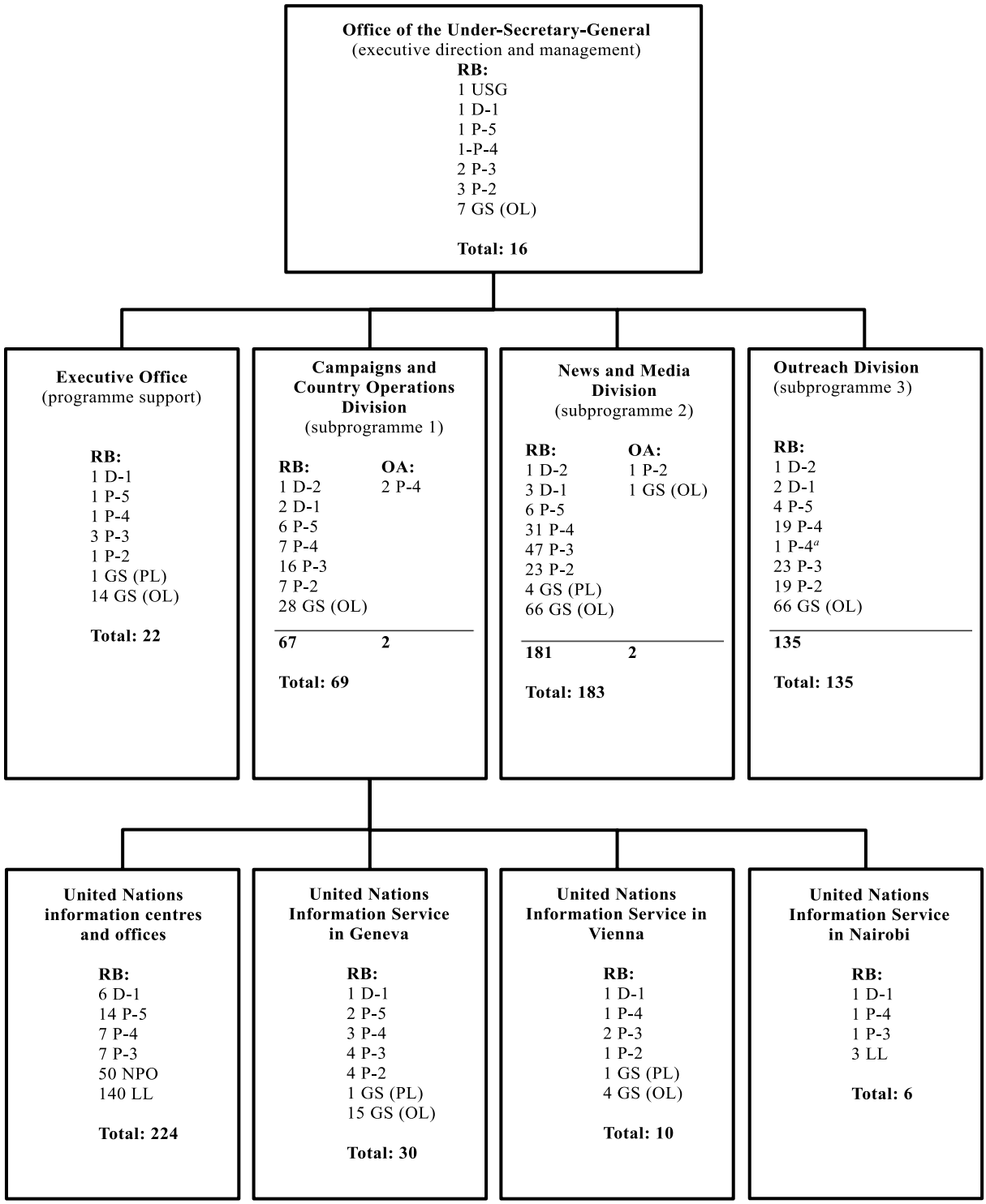
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 931.0	3 162.2	–	–	–	–	–	3 162.2
Non-post	1 197.2	1 278.3	–	1.2	(292.1)	(290.9)	(22.8)	987.4
Total	**4 128.2**	**4 440.5**	–	**1.2**	**(292.1)**	**(290.9)**	**(6.6)**	**4 149.6**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		15	–	–	–	–	–	15
Total		**22**	–	–	–	–	–	**22**

Figure 28.XVI
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

[a] Establishment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 3 Outreach and knowledge services	1	P-4	**Establishment** of 1 Programme Management Officer	The proposed establishment of the Programme Management Officer post is related to General Assembly resolution 79/115, wherein the Assembly requested the Secretary-General, in close consultation with relevant international, regional and subregional organizations, as well as with concerned former colonies among the States Members of the United Nations, to develop an outreach programme to mobilize educational institutions and civil society to expand their activities in the field of remembering colonialism, its root causes and consequences. The Department of Global Communications currently has four outreach programmes: the Holocaust and the United Nations Outreach Programme, which is covered by three staff (1 P-4, 1 P-2 and 1 GS (OL)); the Outreach Programme on the Transatlantic Slave Trade and Slavery, which is covered by three staff (1 P-4, 1 P-3 (GTA) and 1 GS (OL)); the outreach programme on the 1994 genocide against the Tutsi in Rwanda and the United Nations, which is covered by two staff (1 P-4 and 1 GS (OL) (GTA)); and the outreach programme entitled “The Srebrenica Genocide and the United Nations”, established pursuant to Assembly resolution 78/282, which has no dedicated posts. The incumbent would be responsible for working with relevant international, regional and subregional organizations, as well as with concerned former colonies among the States Members of the United Nations, to develop an outreach programme to mobilize educational institutions and civil society to expand their activities in the field of remembering colonialism, its root causes and consequences. The incumbent would also work with the Department of Political and Peacebuilding Affairs and would be responsible for developing and managing the outreach programme; providing strategic direction on issues, methods and approaches for mobilizing educational institutions and civil society to expand their activities in the field of colonialism, including by providing overall coordination for the preparation of substantive content related to the outreach programme; and leading the development of the outreach programme, including the associated strategy and planning. The P-4 post would be supported by programme management officers (P-3, P-2) and administrative assistants (GS (OL)) from the other outreach programmes, as required.

Abbreviations: GS (OL), General Service (Other level); GTA, general temporary assistance.

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Proposed programme budget for 2026

Part VIII
Common support services

Section 29
Management and support services

Programme 25
Management and support services

* A/80/50.

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Overview

Mandates and background

29.1 The overall purpose of section 29, Management and support services, the responsibility for which is vested in the Department of Management Strategy, Policy and Compliance, the Department of Operational Support, the Office of Information and Communications Technology and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in four broad management areas, namely, finance, human resources, information and communications technology and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

29.2 The departments and offices under section 29 derive their mandates and guidance from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations; the Staff Regulations and Rules of the United Nations; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; and General Assembly resolutions as included in the relevant components.

29.3 Details on the composition of the deliverables proposed under section 29, together with their specific objectives, planned results and the related resource requirements, are contained in subsections 29A to 29F.

29.4 Summaries of the overall resource requirements for section 29 are set out in the table below.

Overview of financial and post resources by subsection and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			*Other assessed*			*Extrabudgetary*			*Total*		
	2025 approved	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*	*2025 estimate*	*2026 estimate*	*Variance*
Financial resources												
29A. Department of Management Strategy, Policy and Compliance	68 358.9	69 820.5	1 461.6	59 496.9	63 897.4	4 400.5	40 976.8	38 089.1	(2 887.7)	168 832.6	171 807.0	2 974.4
29B. Department of Operational Support	101 043.9	101 017.6	(26.3)	117 175.2	131 859.5	14 684.3	76 357.1	71 113.6	(5 243.5)	294 576.2	303 990.7	9 414.5
29C. Office of Information and Communications Technology	55 389.6	55 382.3	(7.3)	34 268.8	35 048.5	779.7	69 721.3	63 611.7	(6 109.6)	159 379.6	154 042.5	(5 337.1)
29D. Administration, Nairobi	23 512.3	19 015.2	(4 497.1)	–	–	–	30 560.1	30 560.1	–	54 072.4	49 575.3	(4 497.1)
29E. Administration, Geneva	90 290.8	90 982.2	691.4	–	–	–	56 191.7	56 053.5	(138.2)	146 482.5	147 035.7	553.2
29F. Administration, Vienna	22 314.6	22 408.1	93.5	–	–	–	28 844.1	26 233.5	(2 610.6)	51 158.7	48 641.6	(2 517.1)
Total	**360 910.1**	**358 625.9**	**(2 284.2)**	**210 940.9**	**230 805.4**	**19 864.5**	**302 651.1**	**285 661.5**	**(16 989.6)**	**874 502.0**	**875 092.8**	**590.8**
Post resources												
29A. Department of Management Strategy, Policy and Compliance	275	282	7	180	180	–	131	131	–	586	593	7
29B. Department of Operational Support	366	370	4	436	498	62	97	96	(1)	899	964	65
29C. Office of Information and Communications Technology	178	178	–	52	52	–	13	13	–	243	243	–
29D. Administration, Nairobi	112	114	2	–	–	–	299	299	–	411	413	2
29E. Administration, Geneva	298	299	1	–	–	–	181	180	(1)	479	479	–
29F. Administration, Vienna	83	85	2	–	–	–	90	90	–	173	175	2
Total	**1 312**	**1 328**	**16**	**668**	**730**	**62**	**811**	**809**	**(2)**	**2 791**	**2 867**	**76**

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Part VIII
Common support services

Section 29A
Department of Management Strategy, Policy and Compliance

Programme 25
Management and support services

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

29A.1 The Department of Management Strategy, Policy and Compliance is responsible for policy leadership in all management areas through the provision of a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms. The Department is also responsible, jointly with the Department of Operational Support, for managing the activities of the Office of Information and Communications Technology. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 72/266 A, 72/266 B, 72/254 and 73/281. The Department plays an integral role in realizing the Secretary-General's management paradigm, with an emphasis on transparency, accountability and decision-making that is closer to points of delivery.

Strategy and external factors for 2026

29A.2 The strategy for 2026 includes continuing to advance the management paradigm through an integrated approach, with five interlinked pillars: the enterprise resource planning solution; programme planning, finance and budget; human resources; business transformation and accountability; and addressing racism and racial discrimination. The Department will:

(a) Commit to new internal ways of working, including through the formulation of holistic policies and approaches that foster the achievement of tangible results, including through renewed investment in technology and a commitment to continuous improvement;

(b) Strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies and to continually adapt to changing environments, risks and opportunities;

(c) Drive results-based management policies and practices into the daily functioning and culture of the Organization, together with an integrated cycle of planning, risk and performance management, and evaluation;

(d) Promote a culture of efficiency in the request for and use of Member States' resources for the implementation of all Secretariat activities;

(e) Foster greater transparency and accountability to engender greater credibility and trust in the capabilities of the United Nations as an organization, among both the Member States and the people whom it serves;

(f) Enhance data analysis and reporting capabilities that enable real-time, user-friendly access to data to support informed decision-making and improved management of risks to achieve the objectives of the United Nations;

(g) Create a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system;

(h) Work towards the implementation of a dynamic human resources strategy that achieves greater workforce diversity, supports the development and integration of skills and capabilities required to fulfil mandates and respond effectively to current and future challenges, supports managers in finding the right people, provides a strengthened learning framework and a strengthened multilingualism framework, ensures a civil and safe work environment and promotes a culture of continuous learning, innovation and improvement to actively build a better United Nations;

(i) Address racism and racial discrimination more directly and effectively in the Secretariat by encouraging reporting; enhancing accountability, monitoring and transparency; and periodically reporting on efforts and progress towards racial diversity, equity and inclusion.

29A.3 The Department will continue to provide leadership in the development and delivery of integrated organizational management strategies, policies and models supporting a decentralized, field-focused paradigm in which managers are empowered through the enhanced delegation of authority framework. It will liaise with Member States and other external entities on management-related issues and foster coordination within the Secretariat, as well as with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.

29A.4 Having laid the foundation for greater decentralization, the main challenge will continue to be to accelerate the culture shift required to implement in full the management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning.

29A.5 The Department will continue to enable business transformation that leverages current and future trends in enterprise resource planning solutions. The Umoja solution and its accompanying business intelligence framework will allow the Department to respond to organizational requirements for better and more timely decision-making, enhanced accountability systems and the rapid adoption of newly identified best practices, as well as strengthened support for real-time data access, augmented and predictive analytics and planning and monitoring capabilities.

29A.6 With regard to cooperation with other entities, the Department will continue to support and work closely with all entities of the Secretariat and build partnerships, internally within the Secretariat and externally with the United Nations system, to find inclusive responses to challenges and develop innovative business models that cater to the evolving and specific requirements of each entity, with an emphasis on the field.

29A.7 With regard to inter-agency coordination and liaison, the Department will represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB).

29A.8 With regard to the external factors, the Department considered applicable risks identified in its risk register, and, accordingly, the overall plan for 2026 is based on the planning assumption that all stakeholders will extend their full cooperation and support to the Department in implementing its mandates.

29A.9 The Department integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Department will play a leadership role in driving the Secretary-General's system-wide strategy on the future of work and continue to support efforts to achieve gender parity and address sexual harassment in the workplace. Furthermore, the Department will work towards the equitable geographical distribution of Member States in the Secretariat workforce and prioritize the integration of environmental sustainability and resilience management into the strategies, policies and compliance and reporting frameworks of the Organization. Through its policy leadership in these interconnected fields, the Department will foster a change in culture at all levels of the Secretariat.

29A.10 In line with the United Nations Disability Inclusion Strategy, the Department will continue to elevate awareness of disability inclusion within it and support entities by mainstreaming disability inclusion into human resources strategy and policy, in particular in the areas of leadership, inclusiveness and organizational culture.

Legislative mandates

29A.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform	72/266 A; 72/266 B; 73/281	Shifting the management paradigm in the United Nations
58/269	Strengthening of the United Nations: an agenda for further change	77/267	Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures	79/247	Programme planning
		79/257	Questions relating to the proposed programme budget for 2025
60/1	2005 World Summit Outcome		
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	79/258 A and 79/258 B	Special subjects relating to the proposed programme budget for 2025

Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1
Enterprise resource planning solution

General Assembly resolutions

60/260	Investing in the United Nations for a stronger Organization worldwide	63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report		

Component 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Charter of the United Nations

Chap. IV, Art. 17	Functions and powers of the General Assembly

General Assembly resolution

45/248 B, sect. VI	Questions relating to the programme budget for the biennium 1990–1991

Economic and Social Council resolution

920 (XXXIV)	Special Committee on coordination with particular emphasis on the United Nations Development Decade

Component 3
Management advisory services

General Assembly resolutions

69/273	Procurement	79/206	Protection of global climate for present and future generations of humankind
76/246 B	Special subjects relating to the programme budget for 2022	79/254	Administration of justice at the United Nations

Subprogramme 2
Programme planning, finance and budget

Component 1
Finance

General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	79/245	Financial reports and audited financial statements, and reports of the Board of Auditors
76/272	Improving the financial situation of the United Nations	79/249	Scale of assessments for the apportionment of the expenses of the United Nations
79/3	Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter		

Component 2
Field operations finance

General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	79/245	Financial reports and audited financial statements, and reports of the Board of Auditors
76/272	Improving the financial situation of the United Nations	79/250	Scale of assessments for the apportionment of the expenses of United Nations peacekeeping operations

Component 3
Programme planning and budgeting

General Assembly resolutions

2617 (XXIV)	Study of the nature of the increases in the level of expenditure in the United Nations regular budget	42/211	Implementation of General Assembly resolution 41/213
41/213; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	55/231	Results-based budgeting

Subprogramme 3
Human resources

General Assembly resolutions

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations	63/256	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
59/164	Improvement of the status of women in the United Nations system	63/271	Amendments to the Staff Regulations
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda	68/265	Mobility framework
		71/263; 72/254; 77/278	Human resources management
		75/245 A; 77/256	United Nations common system
		78/275	Amendments to the Staff Regulations and Rules
		78/292	Seconded active-duty military and police personnel

Subprogramme 4
Business transformation and accountability

General Assembly resolutions

59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	63/276	Accountability framework, enterprise risk management and internal control framework and results-based management framework
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	64/259	Towards an accountability system in the United Nations Secretariat
		74/271; 77/280	Progress towards an accountability system in the United Nations Secretariat

Subprogramme 5
Addressing racism in the workplace

General Assembly resolution

76/271	Addressing racism and promoting dignity for all in the United Nations Secretariat

Deliverables

29A.12 Table 29A.1 lists all cross-cutting deliverables of the programme.

Table 29A.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**10**	**16**	**10**	**10**
Meetings of:				
1. The Fifth Committee of the General Assembly	4	9	4	4
2. The Special Committee on Peacekeeping Operations	1	1	1	1
3. The Advisory Committee on Administrative and Budgetary Questions	4	4	4	4
4. The Committee for Programme and Coordination	1	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with Member States on matters relating to the work of the Department.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information and engagement events; articles and videos; and newsletters.				
Digital platforms and multimedia content: websites and social media accounts of the Department.				
E. Enabling deliverables				
Administration: 4 meetings of the Management Client Board and 2 meetings of the Arts Committee.				

Evaluation activities

29A.13 An evaluation of the evaluation community of practice, completed by the Department in 2024, has guided the proposed programme plan for 2026.

29A.14 In response to the results of the evaluation, the Department will enhance how the evaluation community of practice serves peer exchange and learning needs, with a view to strengthening

evaluation capacities and culture in the Secretariat. This will include clarifying the purpose, objectives and intended audience of the community, as well as improving the platforms for engagement and targeting activities. The Department will regularly monitor member engagement for continuous improvement.

29A.15 The following evaluations are planned for 2026:

(a) A joint evaluation by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology on information and communications technology security, which will be completed in 2026;

(b) An evaluation to be conducted by the Department on a topic currently under consideration.

Programme of work

Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1
Enterprise resource planning solution

Objective

29A.16 The objective, to which this component contributes, is to improve the management of the Organization's resources for its work in line with mandates.

Strategy

29A.17 To contribute to the objective, the component will:

(a) Support business transformation in the areas of programme planning, programme management, the monitoring of programme delivery, and data and business analytics by harmonizing processes and practices and using modern technology;

(b) Support the Organization by building on its business intelligence platforms to support access to real-time data, augmented and predictive analytics, including machine learning and natural language processing, and planning capabilities;

(c) Support, monitor and upgrade the Umoja system to meet evolving business needs through continuous improvements directed by the business and work with business areas, to translate requirements into integrated functional solutions that are built, whenever possible, through out-of-the-box solutions that have sustainable road maps and meet Umoja architectural standards.

29A.18 The above-mentioned work is expected to result in:

(a) A more efficient and transparent management of the Organization's financial, human and physical resources;

(b) Effective and timely decision-making by management informed by advanced analytics;

(c) Rapid adoption and application of newly identified best practices by the Organization;

(d) The continued effective operation of the Organization and of flexible working arrangements, given that Umoja functionality will underpin the Organization's work.

Programme performance in 2024

Enhanced stability, security and user experience and improved data-driven decision-making

29A.19 The component completed the upgrade to Umoja enhancement package 8 and transitioned from Umoja business intelligence to Umoja Analytics in 2024. The upgrade was a highly complex and multifaceted undertaking that included the migration of human capital management software, the upgrading of application software, database migration and the upgrading of hardware. The upgrade to Umoja enhancement package 8 ensures continued support from the vendor, increases resilience to security threats, improves performance, enables enhanced user experience and ensures compatibility with evolving technology. The transition to Umoja Analytics enables users to have access to a state-of-the-art analytics solution, which marks an important milestone in the Organization's vision of fostering data democratization and promoting a culture of data-driven decision-making.

29A.20 Progress towards the objective is presented in the performance measure below (see table 29A.2).

Table 29A.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Resilience to security threats enabled through upgrade activities	Improved stability and security through upgrade activities Umoja self-service analytics accessible to staff, with trained users developing tailored dashboards	Enhanced security, performance and user experience through the upgrade to Umoja enhancement package 8 Improved data-driven decision-making through the transition to Umoja Analytics

Planned results for 2026

Result 1: digital transformation and innovations through Umoja for more effective decision-making

Programme performance in 2024 and target for 2026

29A.21 The component's work contributed to the availability of additional innovative features and enhancements to Umoja, including an improved staff separation payment process using an automated interface between the Secretariat and the United Nations Joint Staff Pension Fund, which met the planned target.

29A.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.3).

Table 29A.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Improvements to the financial statement process related to after-service health insurance, including system enhancements to enable the migration into Umoja of locally recruited former staff participating in after-service health insurance under the medical insurance plan The process control module was available to further support the Secretary-General's initiative to implement the statement of internal control, an important milestone towards achieving accountability for results	Availability of digital staff data certification application	Improved staff separation process using an automated interface between the Secretariat and the Pension Fund	Improved user experience through Umoja user experience 2.0, resulting in an intuitive application for staff and Member States	Transformed user experience through Umoja user experience 2.0, resulting in a seamless, intuitive and engaging experience for staff and Member States

Result 2: data-driven actionable insights through NextGen Analytics

Programme performance in 2024 and target for 2026

29A.23 The component's work contributed to the pilot availability of advanced features provided by NextGen Umoja Analytics, including predictive and prescriptive analytics using artificial intelligence and machine learning, which met the planned target for 2024.

29A.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.4).

Table 29A.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Pilot availability of advanced features provided by NextGen Umoja Analytics, including predictive and prescriptive analytics	Users utilize NextGen Umoja Analytics for improved data-driven decision-making	Users leverage NextGen Umoja Analytics for enhanced data-driven decision-making

Result 3: decision-making facilitated through enhancements to Member State portals

Proposed programme plan for 2026

29A.25 The component develops portals to support Member States in making informed decisions. The component strives to further enhance Member State portals based on evolving needs.

Lessons learned and planned change

29A.26 The lesson for the component was the need to meet the demand from Member States for increased access to real-time and other data from enterprise resource planning applications serving as a centralized platform. In applying the lesson, the component will enhance Member State portals to foster a culture of accountability, transparency and efficiency and facilitate decision-making by Member States.

29A.27 Expected progress towards the objective is presented in the performance measure below (see table 29A.5).

Table 29A.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States gained access to information and insights through the Member States Portal for Uniformed Capabilities Support and the United Nations Secretariat Workforce Portal	Member States gained access to additional features in the Uniformed Capabilities Support Portal that provide more information on letters of assist and death and disability claims	Greater visibility of all claim types provided to Member States through the reimbursement dashboard in the Uniformed Capabilities Support Portal	Enhancements are made to Member State portals to facilitate decision-making	Further enhancements are made to Member State portals to facilitate decision-making

Deliverables

29A.28 Table 29A.6 lists all deliverables of the component.

Table 29A.6
Subprogramme 1, component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Progress report on the status of the functioning and development of the enterprise resource planning system	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**3**	**4**	**3**	**3**
2. Meetings of the Fifth Committee of the General Assembly	2	3	2	2
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
E. Enabling deliverables				
Administration: consultations with client groups, through the governance mechanisms and informally, on continuous improvements in the system to meet their business needs; Umoja Change Board meetings and informal exchanges; meetings with the Management Committee, Management Client Board and Information and Communications Technology Steering Committee; global information sessions for Secretariat staff; approximately 12 release notes on changes to Umoja; and approximately 6 internal broadcasts, including news articles on Umoja upgrades.				
Information and communications technology: the Umoja system and service desk tier 3 support.				

Component 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective

29A.29 The objective, to which this component contributes, is to facilitate effective and efficient deliberations and decision-making by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

Strategy

29A.30 To contribute to the objective, the component will:

(a) Improve communication on organizational and procedural aspects of meetings;

(b) Enhance substantive, technical and secretariat support to Member States and other participants in the meetings.

29A.31 The above-mentioned work is expected to result in the smooth conduct of meetings of the intergovernmental bodies serviced.

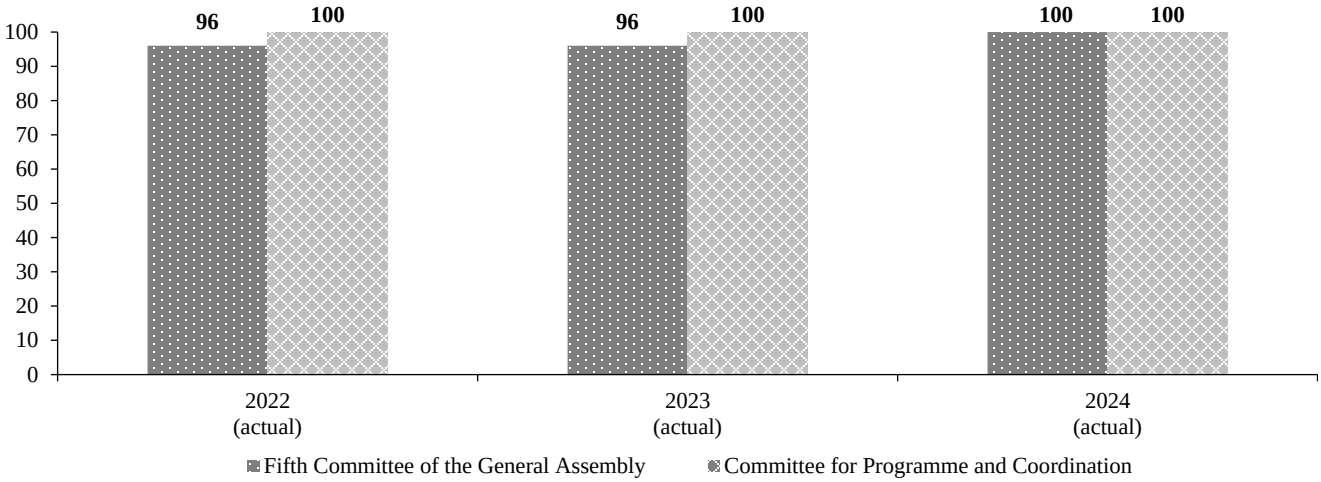
Programme performance in 2024

Enhanced interfaces in support of the work of the Fifth Committee and the Committee for Programme and Coordination

29A.32 In 2024, in addition to expanding the information available in Fifth Committee Place and CPC Place, the component rolled out additional modules in the e-deleGATE platform as part of an effort to consolidate e-services provided to Member States pursuant to resolution 77/335. With respect to the Fifth Committee, the e-Submit module was launched at the second part of the resumed seventy-eighth session, streamlining the process for submitting and receiving Member States' questions through a centralized platform directly accessible by Member States, coordinators and designated Secretariat officials. With regard to appointments under the purview of the Fifth Committee, the component launched the e-Candidatures module in time for the elections held in November 2024. Feedback from surveys highlighted favourably the use of the e-Submit module and the available information on elections and appointments. Lastly, the component launched the Fifth Committee portal on iGov, adding information on Committee proceedings, including a detailed schedule of formal and informal meetings, related documentation, a live list of speakers and an overview of action taken.

29A.33 Progress towards the objective is presented in the performance measure below (see figure 29A.I).

Figure 29A.I
Performance measure: Member States' delegates who were either "very satisfied" or "satisfied" regarding the content of Fifth Committee Place or CPC Place
(Percentage)



Planned results for 2026

Result 1: improved access to effective advice on rules, procedures, precedence, practice and working methods

Programme performance in 2024 and target for 2026

29A.34 The component's work contributed to 100 per cent positive feedback from both Fifth Committee members and Committee for Programme and Coordination members on accessibility to the secretariat staff of the two Committees and the effectiveness of services provided, including advice on rules, procedures, precedence, practice and working methods of the Committees, which met the planned target.

29A.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.7).

Table 29A.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Positive survey results on the accessibility of the component's staff and the effectiveness of the services provided Fifth Committee of the General Assembly: 100 per cent Committee for Programme and Coordination: 94 per cent	Positive survey results on the accessibility of the component's staff and the effectiveness of the services provided Fifth Committee of the General Assembly: 92 per cent Committee for Programme and Coordination: 97 per cent	Positive survey results on the accessibility of the component's staff and the effectiveness of the services provided Fifth Committee of the General Assembly: 100 per cent Committee for Programme and Coordination: 100 per cent	Maintain positive survey results on the accessibility of the component's staff and the effectiveness of the services provided	Maintain positive survey results on the accessibility of the component's staff and the effectiveness of the services provided

Result 2: improved access to information, including pre-sessional information, for members of the Fifth Committee and the Committee for Programme and Coordination

Programme performance in 2024 and target for 2026

29A.36 The component's work contributed to 100 per cent positive feedback from Fifth Committee members and 96 per cent positive feedback from Committee for Programme and Coordination members on the availability of preparatory and background materials prepared by the Committees' secretariat, which met the planned target.

29A.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.8).

Table 29A.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Positive survey results on the availability of preparatory and reference material Fifth Committee of the General Assembly: 100 per cent Committee for Programme and Coordination: 100 per cent	Positive survey results on the availability of preparatory and reference material Fifth Committee of the General Assembly: 100 per cent Committee for Programme and Coordination: 96 per cent	Maintain positive survey results on the availability of preparatory and reference material	Maintain positive survey results on the availability of preparatory and reference material

Result 3: simplified and streamlined processes and improved services for meeting participants

Proposed programme plan for 2026

29A.38 Supporting Member States' deliberations through simplified and well-established processes, as well as enhanced and harmonized access to relevant information, is critical to effective and efficient deliberations and decision-making.

Lessons learned and planned change

29A.39 The lesson for the component was that streamlining and simplifying processes could further facilitate effective and efficient deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination, as illustrated by the use of the eSpeakers module in e-deleGATE for the formal meetings of the Fifth Committee and the incorporation of that module into the iGov portal for the Committee. This simplified inscription for Member States through a single point of entry, and allowed for the provision of up-to-date live lists, indicating position of speakers, for use by the Chair and delegations, and consolidated information, including on officials introducing reports. In applying the lesson, the component will review workflows to improve the availability of information relevant to the work of the Committees on the public websites and e-deleGATE and, where necessary, work with relevant offices to consolidate and harmonize information sources to further facilitate Member States' participation in deliberations.

29A.40 Expected progress towards the objective is presented in the performance measure below (see table 29A.9).

Table 29A.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Overall satisfaction with the services provided Fifth Committee of the General Assembly: 99 per cent Committee for Programme and Coordination: 98 per cent	Overall satisfaction with the services provided Fifth Committee of the General Assembly: 95 per cent Committee for Programme and Coordination: 97 per cent	Overall satisfaction with the services provided Fifth Committee of the General Assembly: 100 per cent Committee for Programme and Coordination: 97 per cent	Maintain overall satisfaction with the services provided	Maintain overall satisfaction with the services provided

Deliverables

29A.41 Table 29A.10 lists all deliverables of the component.

Table 29A.10
Subprogramme 1, component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**247**	**246**	**232**	**232**
1. Notes on the programme of work of the Fifth Committee of the General Assembly	125	123	125	125
2. Notes on the status of documentation of the Fifth Committee of the General Assembly	40	26	25	25
3. Procedural notes for the Chair of the Fifth Committee of the General Assembly	40	48	40	40
4. Notes on the programme of the work of the Committee for Programme and Coordination	20	26	20	20
5. Notes on the status of documentation of the Committee for Programme and Coordination	2	2	2	2
6. Procedural notes for the Chair of the Committee for Programme and Coordination	20	21	20	20
Conference and secretariat services for meetings (number of three-hour meetings)	**200**	**168**	**200**	**200**
7. Meetings of the Fifth Committee of the General Assembly	160	123	160	160
8. Meetings of the Committee for Programme and Coordination	40	45	40	40
D. Communication deliverables				
Digital platforms and multimedia content: websites of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination; and updates of information on e-deleGATE, the *Journal of the United Nations* and iGov.				
E. Enabling deliverables				
Consultation, advice and advocacy: advice to 15 Bureau members; consultation and advice to approximately 100 coordinators; and response to queries from and provision of advice to individual delegations on historical proceedings of the two Committees.				

Component 3
Management advisory services

Objective

29A.42 The objective, to which this component contributes, is to advance the transparency of administrative decision-making, fairness, integrity and the resilience of the Organization to deliver on its mandates.

Strategy

29A.43 To contribute to the objective, the component will:

(a) Strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies and to continually adapt to changing environments, risks and opportunities;

(b) Improve the overall quality of the acquisition process and reflect those improvements in substantive policy and guidance-related recommendations, including through the use of data analytics;

(c) Objectively analyse the facts presented in requests for a management evaluation vis-à-vis the legal framework of the Staff Regulations and Rules of the United Nations and provide the requesting staff member with a reasoned, comprehensive evaluation conveying the basis for the recommendation of the Management Advice and Evaluation Section on the case.

29A.44 The above-mentioned work is expected to result in:

(a) A more resilient, agile and sustainable Organization and an innovative and thriving workforce that delivers results;

(b) An Organization better prepared for complex and long-term emergencies;

(c) A strengthened acquisition and asset disposal process;

(d) The early resolution of disputes that arise from decisions taken in the Administration on a staff member's employment;

(e) Greater staff awareness of the internal justice system.

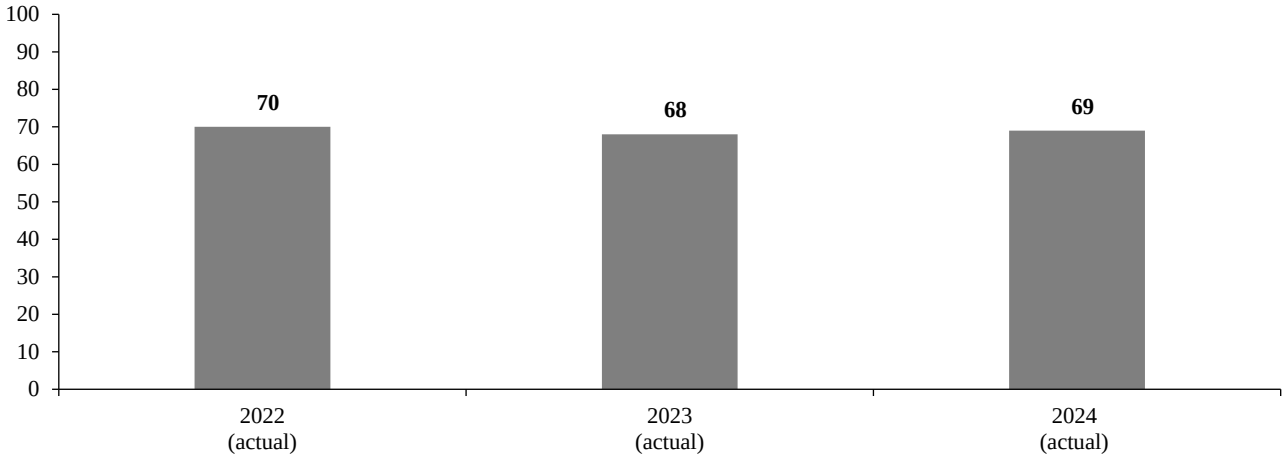
Programme performance in 2024

Consistently high level of cases pre-cleared by the Headquarters Committee on Contracts

29A.45 The Headquarters Committee on Contracts reviews and provides written advice on procurement actions to ensure that the acquisition process adheres to the procurement principles of the United Nations. In 2024, the component maintained a high level of pre-cleared cases to assist entities in meeting their operational mandates. Pre-cleared cases allow for efficient review and thus contribute to expedited procurement. The high level of pre-cleared cases resulted from establishing operational procedures and enhancing the training provided to members of the Headquarters Committee on Contracts on the review and clearance of cases.

29A.46 Progress towards the objective is presented in the performance measure below (see figure 29A.II).

Figure 29A.II
Performance measure: percentage of pre-cleared cases (annual)



Planned results for 2026

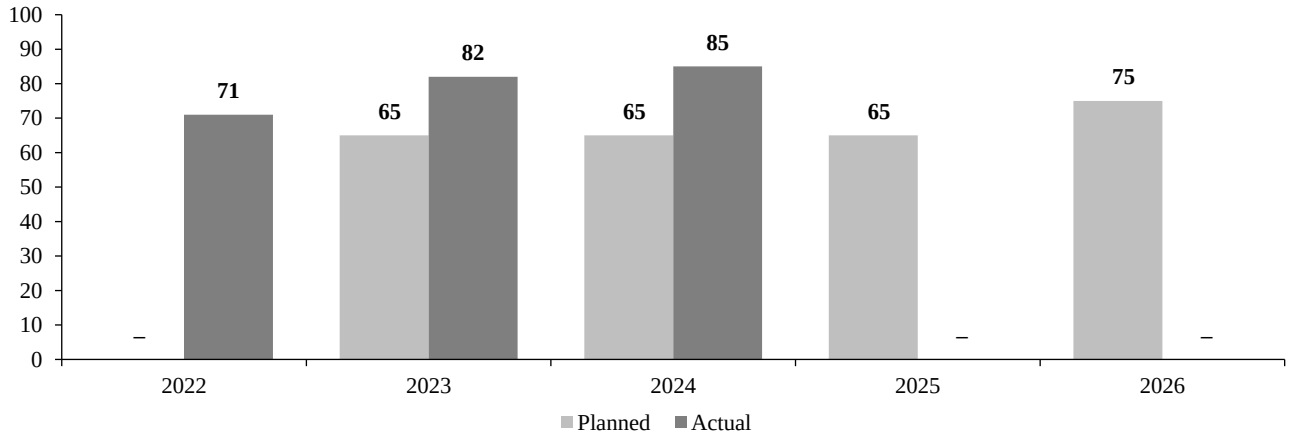
Result 1: early resolution of staff-related disputes without proceeding to litigation

Programme performance in 2024 and target for 2026

29A.47 The component's work contributed to 85 per cent of cases subject to management evaluation not proceeding to litigation, which exceeded the planned target of 65 per cent.

29A.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29A.III).

Figure 29A.III
Performance measure: percentage of cases submitted for management evaluation that did not proceed to the United Nations Dispute Tribunal for formal litigation (annual)



Result 2: organizational resilience management system is institutionalized in United Nations system organizations

Programme performance in 2024 and target for 2026

29A.49 The subprogramme's work contributed to the adoption of new practices by United Nations system organizations relating to the organizational resilience management system, such as the development and sharing of software for automated business continuity planning, which met the planned target.

29A.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.11).

Table 29A.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Online organizational resilience management system repository available to enhance information-sharing	United Nations system organizations develop and share software for automated business continuity planning	United Nations system organizations adopt additional new practices relating to the organizational resilience management system	United Nations system organizations adopt additional new practices relating to the organizational resilience management system

Result 3: recommendations of the Headquarters Committee on Contracts accepted by delegated officials

Proposed programme plan for 2026

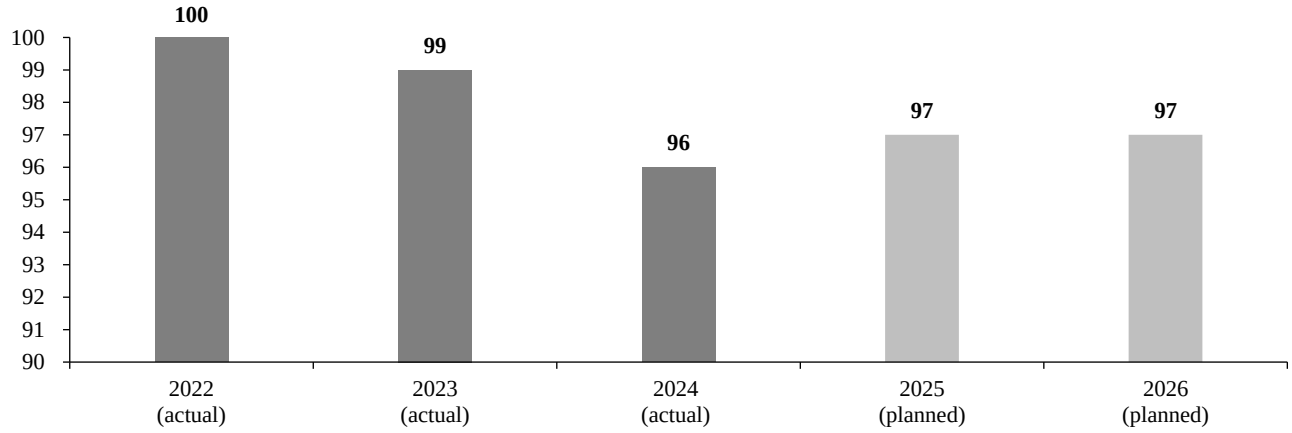
29A.51 The component supports the Headquarters Committee on Contracts, which provides written advice to delegated officials on procurement action leading to the awarding or amendment of high-value contracts and ensures that the procurement process adheres to the general procurement principles of the United Nations.

Lessons learned and planned change

29A.52 The lesson for the component was that concise and clear minutes allow delegated officials to better understand the Committee's recommendations and the reasoning therefor. In applying the lesson, the component will work towards enhancing the quality of minutes by collecting feedback from the delegated officials and providing additional training to the secretaries of the Committee.

29A.53 Expected progress towards the objective is presented in the performance measure below (see figure 29A.IV).

Figure 29A.IV
Performance measure: percentage of recommendations accepted by delegated officials (annual)



Deliverables

29A.54 Table 29A.12 lists all deliverables of the component.

Table 29A.12
Subprogramme 1, component 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	**1**	–
1. Progress report on the implementation of the organizational resilience management system for consideration by the General Assembly	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	**2**	–
2. Meetings of the Fifth Committee of the General Assembly	–	–	1	–
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	–
E. Enabling deliverables				
Administration: administration of and support for the Management Advice and Evaluation Section's case management system; training and guidance for members of 29 local committees on contracts and 33 local property survey boards; and related training and guidance.				
Internal justice and oversight: recommendations on requests for management evaluation of contested administrative decisions; responses to requests for suspension of action in cases involving separation from service of staff members; substantive and technical servicing of the Headquarters Committee on Contracts and of the Headquarters Property Survey Board; reports on the functioning of the local committees on contracts; and annual reporting to the United Nations Environment Programme on Secretariat-wide environmental sustainability performance.				

Subprogramme 2
Programme planning, finance and budget

Component 1
Finance

Objective

29A.55 The objective, to which this component contributes, is to secure the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, and to ensure sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment.

Strategy

29A.56 To contribute to the objective, the component will:

(a) Ensure the proper application of the Financial Regulations and Rules of the United Nations, adapt policies relating to financial matters in response to emerging issues and strengthen the system of internal controls in support of the efficient management of resources in the context of the decentralized delegation of authority framework;

(b) Provide effective support to the Committee on Contributions, ensure the timely issuance of assessments, provide up-to-date information on the status of assessed contributions and closely monitor and forecast the collection of assessments and manage cash outflows on the basis of liquidity forecasts;

(c) Prepare International Public Sector Accounting Standards (IPSAS)-compliant financial statements for the Organization, focusing on transparency, by incorporating a financial discussion and an analysis statement, as well as ensuring that updates to accounting standards are operationalized and that all entities are appropriately guided in year-end requirements for the preparation of financial statements and are supported in the establishment, management and reporting of the extrabudgetary funds of the Organization;

(d) Manage financial risks through sound financial processes, investment management, global cash management and global banking management;

(e) Coordinate and manage the group health and life insurance programmes and provide services to the Advisory Board on Compensation Claims and the United Nations Claims Board, and administer related compensation payments;

(f) Provide governance of finance master data to ensure the integrity, standardization and harmonization of data across the enterprise resource planning system;

(g) Provide procedures, guidance and support for Umoja finance processes to ensure effective and efficient financial management.

29A.57 The above-mentioned work is expected to result in:

(a) Prudent financial management of the resources entrusted to the Secretariat;

(b) A strengthened system of internal controls that supports better programme performance management and compliance with the regulatory framework;

(c) Increased transparency and simplification of financial processes and reporting;

(d) Effective and efficient financial procedures;

(e) Better positioning of the Organization to respond to external shocks.

Programme performance in 2024

Integrity of financial postings maintained during critical system enhancements

29A.58 In preparation for the release of Umoja enhancement package 8 in April 2024, the component completed multiple test activities to ensure the integrity of financial postings generated in financial ledgers for finance and non-finance processes and put in place a risk mitigation plan for all entities using Umoja to mitigate risks during the announced system blackout period.

29A.59 Progress towards the objective is presented in the performance measure below (see table 29A.13).

Table 29A.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Integrity of financial postings maintained throughout the Umoja upgrade

Planned results for 2026

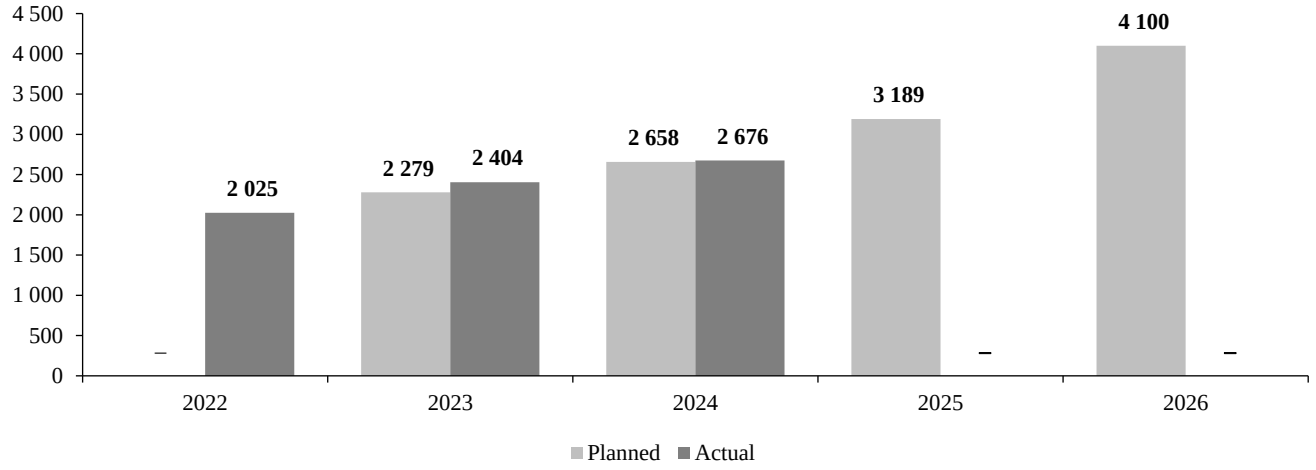
Result 1: Finance Knowledge Gateway: an integrated digital platform and United Nations global community for Umoja finance users

Programme performance in 2024 and target for 2026

29A.60 The component's work contributed to 2,676 visits to the Finance Knowledge Gateway platform, which exceeded the planned target of 2,658.

29A.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29A.V).

Figure 29A.V
Performance measure: increased use of the Finance Knowledge Gateway platform to resolve finance-related issues (annual)
(Number of site visits to the Finance Knowledge Gateway platform)



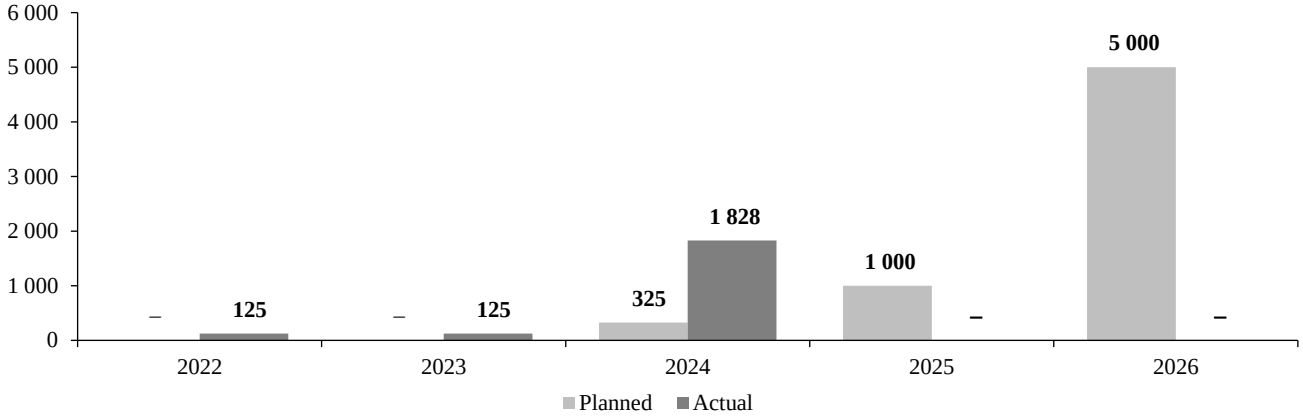
Result 2: improved client experience with United Nations global payment systems

Programme performance in 2024 and target for 2026

29A.62 The component's work contributed to 1,828 individual clients using debit cards and digital wallets as a preferred mode of payment, which exceeded the planned target of 325 clients.

29A.63 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29A.VI).

Figure 29A.VI
Performance measure: number of individual clients using debit cards and digital wallets as a preferred mode of payment (annual)



Result 3: implementation of approved updates to the International Public Sector Accounting Standards and impact analysis of upcoming changes

Proposed programme plan for 2026

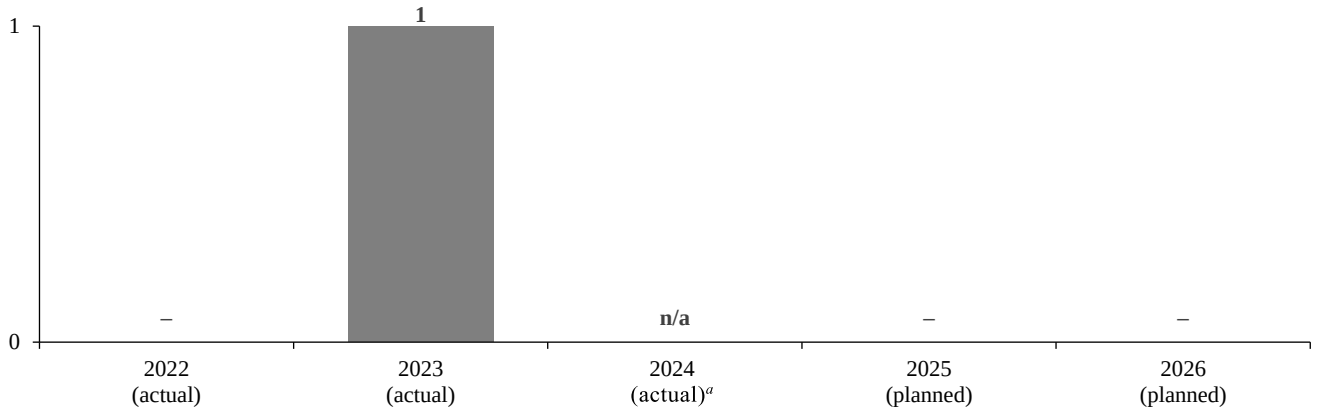
29A.64 Significant changes in IPSAS are expected in the areas of lease accounting (IPSAS 43, effective 2025) revenue (IPSAS 47, effective 2026) and transfer expenses (IPSAS 48, effective 2026), which will entail updates to existing processes through the development of corporate guidance documents, system enhancements and targeted training for affected entities. In addition, preparations will start for upcoming changes in sustainability reporting under IPSAS.

Lessons learned and planned change

29A.65 The lesson for the component was the need to plan and ensure that sufficient resources are available for changes in IPSAS and ensure that appropriate guidance related to the changes is provided to entities. In applying the lesson, the component will update accounting guidance documents, enhance the Umoja system and train affected entities.

29A.66 Expected progress towards the objective is presented in the performance measure below (see figure 29A.VII).

Figure 29A.VII
Performance measure: number of audit recommendations related to implementation of the International Public Sector Accounting Standards (annual)



Abbreviation: n/a, not applicable.

[a] The financial statements of the United Nations, volume I, for the year ended 31 December 2024 will be audited in April and May 2025.

Deliverables

29A.67 Table 29A.14 lists all deliverables of the component.

Table 29A.14
Subprogramme 2, component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**11**	**11**	**12**	**11**
1. Annual financial reports to the General Assembly	2	2	2	2
2. Reports on multi-year payment plans and the financial situation of the United Nations to the General Assembly	3	3	3	3
3. Report on improving the financial situation of the United Nations to the General Assembly	–	–	1	–
4. Financial statements on United Nations peacekeeping and non-peacekeeping operations to the General Assembly	6	6	6	6
Substantive services for meetings (number of three-hour meetings)	**22**	**26**	**22**	**25**
5. Meetings of the Fifth Committee of the General Assembly	18	22	18	21
6. Meetings of the Investment Committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	**31**	**29**	**20**	**20**
7. Meetings of the Committee on Contributions	31	29	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**20**	**20**	**20**	**20**
8. Medical insurance plan training events, information sessions and workshops	20	20	20	20
Technical materials (number of materials)	**780**	**770**	**855**	**725**
9. Monthly reports on the status of contributions	12	12	12	12
10. Documents on the assessment of the contributions of Member States to the United Nations	13	15	13	13
11. Donor financial reports	755	743	830	700

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned

C. Substantive deliverables

Consultation, advice and advocacy: advice to donors on the financial arrangements and status of voluntary contributions, as required; and ad hoc information on the scale of assessments, peacekeeping financing and the status of contributions.

E. Enabling deliverables

Administration:

Advice to departments and offices on the application of the Financial Regulations and Rules of the United Nations, accounting and financial matters and related systems; advice on IPSAS compliance to the United Nations finance community; monitoring and support for global bank reconciliation processes and global physical and intangible assets analysis, accounting and reporting support; global finance Umoja production support for integrated finance processes, including managing and testing Umoja enterprise resource planning system updates; Umoja finance operational guidance on the Finance Knowledge Gateway, including training materials and videos; processing of approximately 20,000 transactions serviced by the United Nations Development Programme; financial management support for the Development Coordination Office and the United Nations Office for Partnerships; CEB reporting frameworks; and processing of over 3,000 transactions for advances and payments to implementing partners as well as refunds of unspent balances.

Assessment calculations for contributions of Member States for the regular budget, the Peacebuilding Fund, peacekeeping operations and the international tribunals; and calculations for credits for peacekeeping operations.

Guidance on the interpretation of the Financial Regulations and Rules and financial management policies, procedures and guideline instruments; advice on the interpretation of the delegation of authority framework (finance-related); issuance of the statement of internal control and 3 technical documents, guidance and advocacy on the internal control framework and consultations with the Internal Control Advisory Group; roll-out of the process control component of the Umoja Governance, Risk and Compliance module to offices and departments; workshop on cross-cutting analysis on the implementation of internal controls in peacekeeping and non-peacekeeping operations; advice to Member States and United Nations offices on the management of extrabudgetary resources; accounting policies and associated corporate guidance, practices and procedures; 5 workshops on financial matters for chief finance officers and 68 chief administrative officers; reports on cases of fraud and presumptive fraud to the Board of Auditors; Umoja finance process documents; maintenance of Umoja finance master data; and Umoja financial help desk and user access provisioning requests for finance roles in Umoja.

Manage bank accounts worldwide, including bank account signatory panels; banking arrangements and contracts; payments for the house bank accounts; records of incoming funds; bank reconciliation processes; cash requirements in various currencies; database on banking details of vendors, staff and Member States; management of pooled investments; monthly United Nations operational rates of exchange for 153 currencies; Umoja finance processes; financial applications; SWIFT and global payment data; substantive support for departments on business analysis; health and life insurance policies and related activities; processing of compensation claims under Appendix D to the Staff Rules and the United Nations Claims Board, including payment of benefits; approximately 700 investment settlements; and approximately 5,000 foreign exchange transactions.

Component 2
Field operations finance

Objective

29A.68 The objective, to which this component contributes, is to ensure effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute, and on the resources required for the work of those entities in line with their mandates, and to ensure the effective and efficient management of resources.

Strategy

29A.69 To contribute to the objective, the component will provide strategic guidance on budgeting and financial stewardship and develop policies, methodologies and tools in that regard, in particular:

(a) Provide strategic guidance on financial management and financing issues, especially on cross-cutting initiatives affecting field operations, including guidance on formulating human resources requirements, corporate initiatives, financial strength and liquidity and strengthening of internal controls, and timely, high-quality, simplified and action-oriented responses to

managers in the field; monitor the liquidity of individual special accounts; and oversee cash-flow and operating reserves for field operations;

(b) Provide strategic guidance on global property management and real estate services, including oversight of major construction projects and long-term capital planning;

(c) Provide expert advice and guidance on property management and review financial data for accurate recording and for compliance with IPSAS and the established property management performance framework for Secretariat entities, and ensure the central supervision of projects, including by incorporating risk management principles and lessons learned in decision-making.

29A.70 The above-mentioned work is expected to result in client entities effectively and efficiently managing their resources within the approved levels, with improved accuracy in forecasts and proposals.

Programme performance in 2024

One-stop support to capital construction projects

29A.71 In 2024, the component assumed an expanded role that encompasses the finance and budget aspects of Headquarters support functions for major construction projects, in addition to its previous role of providing technical guidance and support. The component also assumed responsibility for the end-to-end process of preparing the annual progress reports of major capital projects, including servicing legislative and expert bodies during their review and approval of such reports. This streamlined workflow provided all project teams with a one-stop shop at Headquarters and also enabled the reports to be made available earlier, ensuring timely consideration and decision-making by the legislative bodies.

29A.72 Progress towards the objective is presented in the performance measure below (see table 29A.15).

Table 29A.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	One-stop shop for construction project teams, encompassing both financial and technical advisory support

Planned results for 2026

Result 1: smooth deliberations of legislative bodies on special political missions facilitated through proactive servicing

Programme performance in 2024 and target for 2026

29A.73 The component's work contributed to more meaningful information and enhanced performance reporting being available to the legislative bodies, which met the planned target.

29A.74 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.16).

Table 29A.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
First informal pre-session briefing held for the Fifth Committee ahead of the introduction of the budgets of special political missions, contributing to increased ability of legislative bodies to analyse evolving trends in the budgets of special political missions	Increased clarity and depth of the budget information available to legislative bodies	More meaningful information on the evolution of financial resources and performance reporting for field-based missions for air operations, mine action and construction projects provided to legislative bodies	Legislative bodies receive focused, timely information to facilitate smooth deliberations on special political missions	Legislative bodies receive detailed information through the Umoja Budget Information Pilot to facilitate smooth deliberations on special political missions

Result 2: coordination and exchanges towards synergy and standardization in facilities management

Programme performance in 2024 and target for 2026

29A.75 The component's work contributed to the exchange of good practices and the exploration of opportunities for synergy and standardization through the meeting of the Inter-Agency Network of Facilities Managers, which met the planned target.

29A.76 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.17).

Table 29A.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Meeting of the Inter-Agency Network of Facilities Managers enables the exchange of good practices and the exploration of opportunities for synergy and standardization in facilities management	Promulgation of good practices and frequent exchanges contribute to synergy and standardization, and showcase opportunities for improved efficiency and effectiveness in facilities management	Mutual learning by facilities managers within the community

Result 3: quality and cost-efficient capital construction projects of the Organization

Proposed programme plan for 2026

29A.77 In its resolution 79/258, the General Assembly emphasized that the Global Asset Management Policy Service should continue to be actively involved in overseeing projects to ensure the central supervision of capital projects, including risk management and alignment with lessons learned. The component identified ways to further strengthen policy guidance to entities in planning and executing major capital projects.

Lessons learned and planned change

29A.78 The lesson for the component was that the completion of four major construction projects in 2024 and 2025 presented an important opportunity to systematically collect, analyse and promulgate lessons learned and best practices. In applying the lesson, the component will conduct a lessons-learned exercise and undertake a review of approaches and processes in the implementation of capital projects, with the aim of producing updated guidelines for the management of construction projects in 2026.

29A.79 Expected progress towards the objective is presented in the performance measure below (see table 29A.18).

Table 29A.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Implementation of six ongoing capital projects, drawing on past lessons learned since the capital master plan	Implementation of six ongoing capital projects, drawing on past lessons learned since the capital master plan	Implementation of six ongoing capital projects, drawing on past lessons learned since the capital master plan	Ongoing capital projects implemented, drawing on lessons learned from ongoing projects	Entities are supported to plan and implement capital projects in a coherent manner on the basis of enhanced guidelines

Deliverables

29A.80 Table 29A.19 lists all deliverables of the component.

Table 29A.19
Subprogramme 2, component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**41**	**50**	**39**	**44**
1. Reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations	22	22	21	21
2. Report to the General Assembly on the updated financial position of closed peacekeeping missions	1	1	1	1
3. Reports to the General Assembly on the final disposition of assets and final performance of peacekeeping missions in liquidation	1	1	–	–
4. Reports to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	7	7	7	7

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
5. Notes to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	4	4	4	4
6. Reports to the General Assembly on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	6	9	6	5
7. Reports to the General Assembly on major construction projects	–	6	–	6
Substantive services for meetings (number of three-hour meetings)	**70**	**85**	**73**	**92**
8. Meetings of the Fifth Committee of the General Assembly	45	39	52	40
9. Meetings of the Advisory Committee on Administrative and Budgetary Questions	25	46	21	52

C. Substantive deliverables

Consultation, advice and advocacy: consultations with all Member States on financial matters regarding field operations; specific consultations with all troop- and police-contributing countries on liabilities of missions; and advice to substantive committees of the General Assembly on potential budgetary implications.

E. Enabling deliverables

Administration: advice and guidance on budgeting and financial stewardship for active field operations; quarterly payments to troop- and police-contributing countries; formulation of resource requirements to support the assessment and planning for new, expanding, transitioning and liquidating field operations; policy, guidance and training on property management, including the Property Management Manual and performance monitoring and reporting; supplemental instructions for preparation of IPSAS financial reports on property, plant and equipment; advice and support on Umoja relating to property management; and oversight and technical guidance on major capital projects, ongoing maintenance and alteration projects.

Component 3
Programme planning and budgeting

Objective

29A.81 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into programme plans and on the resources required for the work of the Secretariat in line with its mandates, and to ensure the effective and efficient management of resources and transparent reporting thereon.

Strategy

29A.82 To contribute to the objective, the component will:

(a) Issue strategic guidance on the preparation of the proposed programme budget and the proposed budget of the International Residual Mechanism for Criminal Tribunals and engage with Member States from the early stages of the budget process;

(b) Finalize and present to the legislative bodies the Secretary-General's annual proposed programme budget and the proposed budget of the International Residual Mechanism for Criminal Tribunals, the budget performance reports and other reports on budgetary matters, including statements of programme budget implications and revised programme budget proposals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and applicable resolutions of the General Assembly;

(c) Provide information to Member States on the potential budgetary implications of draft resolutions of the General Assembly and its Main Committees, the Economic and Social Council, the Human Rights Council and other legislative organs;

(d) Provide substantive services on programme planning and budgetary matters to the Fifth Committee of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions and provide online tools accessible to Member States in order to facilitate deliberations;

(e) Provide strategic guidance on budgeting and financial stewardship, including on managing spending authorities, develop policies, methodologies and tools in that regard and provide advice on all budgetary matters.

29A.83 The above-mentioned work is expected to result in:

(a) Increased transparency and strengthened dialogue between the Secretariat and Member States;

(b) Efficient and effective implementation of programmes while ensuring the prudent use of resources;

(c) Improved accuracy of programme budgets.

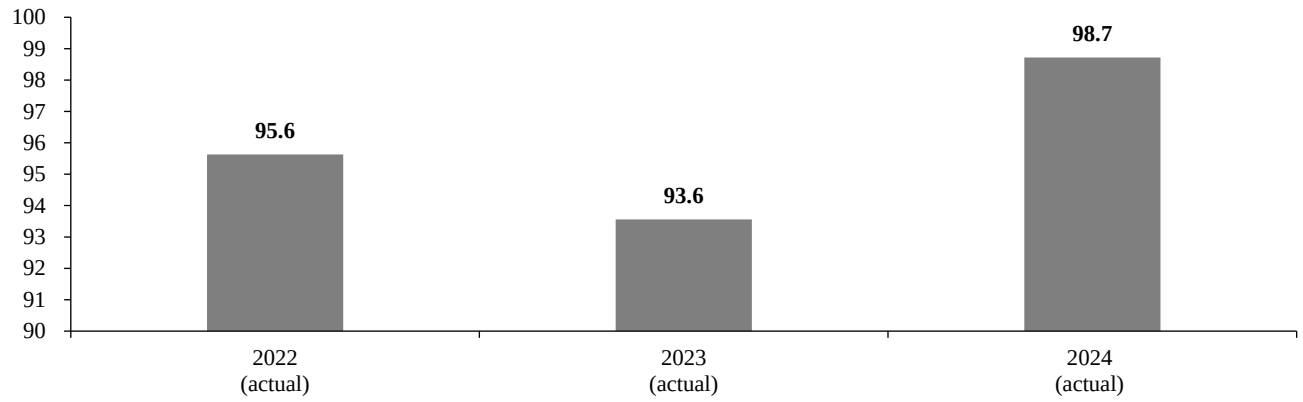
Programme performance in 2024

Increased visibility on overall programme budget resource requirements before the start of the main part of the General Assembly session

29A.84 A portion of the overall resources proposed by the Secretary-General for the programme budget is not known to the Member States at the time the Secretary-General introduces the proposed programme budget to the Fifth Committee, due to the revised estimates reports and statements of programme budget implications that are presented later in the main part of the General Assembly session. In 2024, the component introduced two changes in the timeline of the presentation of some resource requirements which mitigated this shortcoming. First, the component included in the proposed programme budget the estimated resource requirements related to the mandates to be renewed by the Human Rights Council during the year, rather than in the revised estimates report later in the session. Second, unlike in prior years, the recosting report was issued in September 2024 before the start of the main part of the session, in line with Assembly resolution 78/252. These changes resulted in increased visibility for Member States on the overall resources requirements of the proposed programme budget by the time the Secretary-General introduced the proposal to the Fifth Committee in mid-October.

29A.85 Progress towards the objective is presented in the performance measure below (see figure 29A.VIII).

Figure 29A.VIII
Performance measure: percentage of the overall recosted programme budget resources proposed by the Secretary-General known to Member States at the time of their introduction by the Secretary-General to the Fifth Committee



Planned results for 2026

Result 1: improved accuracy of budget proposals

Programme performance in 2024 and target for 2026

29A.86 The component's work contributed to an enhanced and more tailored recosting methodology, in particular the introduction of recosting for the income sections and a refined approach for the estimation of vacancy rates and of common staff costs for infrequent items with high cost, for example terminations, which met the planned target.

29A.87 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.20).

Table 29A.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Budget approved based on the consumer price index and tailored recosting for energy and travel	Budget reflecting improved accuracy of recosting estimates, based on the comparison of estimated and actual impact of recosting (A/78/614, annex II)	The application of a tailored recosting methodology to a select group of items resulted in a lower variance between the estimated and actual impact of recosting	Reduced variances between the estimated and actual impact of recosting	Continued reduction of variances between the estimated and actual impact of recosting

Result 2: enhanced transparency on the programme budget implications process for Member States

Programme performance in 2024 and target for 2026

29A.88 The subprogramme's work contributed to all six Main Committees receiving a briefing opportunity early in their sessions on the programme budget implications process, which met the planned target. Four Main Committees received such briefings. The two remaining Main Committees extended their appreciation for the opportunity and requested that the briefings be organized in advance of the next session.

29A.89 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.21).

Table 29A.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
One Main Committee (Fifth Committee) receives a briefing, at its request, on the programme budget implications process	Three Main Committees (Third, Fifth and Sixth Committees) receive a briefing, at their request, on the programme budget implications process	All six Main Committees receive a briefing opportunity early in their sessions on the programme budget implications process Four Main Committees receive a briefing	Member States from all six Main Committees have access to information at the start of their session on the programme budget implications process through a detailed guide available on a portal	Member States have access to a detailed guide on the programme budget implications process

Result 3: enhanced budgetary information available on the Budget Information Pilot to support Member States' decision-making

Proposed programme plan for 2026

29A.90 The provision of accurate and comprehensive budgetary data is a requirement for well-informed decisions by the Member States on the programme budget. The component has made information available online through the Budget Information Pilot in Umoja and has continuously increased the functionalities of the module.

Lessons learned and planned change

29A.91 The lesson for the component was that the information available to Member States through the Budget Information Pilot was not always uploaded in a timely manner and was not always easy to analyse. In applying the lesson, the component will continue to enhance the content of the Budget Information Pilot while ensuring that the information is available in a timely, granular and comparable manner to inform Member States' decision-making.

29A.92 Expected progress towards the objective is presented in the performance measure below (see table 29A.22).

Table 29A.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Limited information available in the Budget Information Pilot	New content available in a timely manner in the Budget Information Pilot, leading to a 5 per cent increase in usage	Enhanced content in the Budget Information Pilot enables greater analysability of data, leading to a 10 per cent increase in usage

Deliverables

29A.93 Table 29A.23 lists all deliverables of the component.

Table 29A.23
Subprogramme 2, component 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**84**	**76**	**85**	**76**
Reports to:				
1. The General Assembly on the proposed programme budget, including programme plan and performance information	47	47	47	47
2. The General Assembly on the proposed budget, revised estimates and performance information for the International Residual Mechanism for Criminal Tribunals	3	2	3	2
3. The General Assembly on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	3	2	2	2
4. The General Assembly on the programme budget implications of draft resolutions	13	15	15	15
5. The General Assembly on financial and budgetary matters	18	10	18	10
Substantive services for meetings (number of three-hour meetings)	**202**	**187**	**179**	**187**
6. Meetings of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	107	92	91	92
7. Meetings of the Advisory Committee on Administrative and Budgetary Questions	95	95	88	95
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**116**	**137**	**152**	**139**
8. Oral statements of programme budget implications arising from draft resolutions	104	125	129	125
9. Letters to the Advisory Committee on Administrative and Budgetary Questions on extrabudgetary posts or positions at the level of D-1 and higher	12	12	22	12
10. Guidance material on the programme budget implications process	–	–	1	1
11. Updated standard operating procedure on spending reviews	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: briefings for Member States on programme planning and budgetary matters, including training sessions for new delegates; advice on potential budgetary implications of approximately 750 draft resolutions and decisions of the Main Committees of the General Assembly; and approximately 5,600 written responses to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee.				
E. Enabling deliverables				
Administration: advice and guidance on budgetary issues and policies relating to programme planning and budgeting for 28 programmes and 41 budget sections; and workshops to support entities' spending reviews.				

Subprogramme 3
Human resources

Component 1
Global strategy and policy

Objective

29A.94 The objective, to which this component contributes, is to ensure a decentralized, agile, field-focused management paradigm for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

Strategy

29A.95 To contribute to the objective, the component will further develop, update and enhance the recruitment system to ensure that it is effective, fair, efficient and agile and to enable the United Nations to have a diverse workforce and foster a culture of ethics, integrity, transparency and accountability in the Organization. Specifically, the component will:

(a) Steer efforts for equitable geographical distribution under the system of desirable ranges, in accordance with General Assembly resolution 77/278;

(b) Provide strategic guidance on human resources supported by an enabling policy framework to fulfil entities' mandates, in which team, individual and organizational performance are aligned and human resources risks are transparently and effectively managed; and foster innovation as a means of improving programmatic delivery of human resources in support of cultural change across the Organization;

(c) Establish strategic policy imperatives anchored in guidance and feedback from entities, in particular from the field, continue to provide authoritative policy interpretation to ensure consistency, fairness and the equitable treatment of staff in the global Secretariat, and oversee the setting of salaries and benefits for locally recruited staff members by applying methodologies established by the International Civil Service Commission;

(d) Actively engage on all aspects of relations between staff and management and work with other organizations of the United Nations common system on salaries and allowances to advance the work of the High-level Committee on Management and the Human Resources Network of CEB, and through the International Civil Service Commission, including by leading the implementation of the United Nations workplace mental health and well-being strategy across the United Nations system;

(e) Further develop efforts towards mutual recognition over time, which calls for entities within the United Nations common system to operate according to the principle of mutual recognition of best practices in terms of policies and procedures, and lead efforts to enhance harmonization and improve efficiency in the United Nations system;

(f) Improve talent management in the Organization and, in particular, work towards implementing the new approach to mobility and organizational learning, developing a new staff selection system that is effective, fair, efficient and agile, and that enables the Organization to have a diverse workforce, adopting approaches that incorporate new values and behaviours into talent management and strengthening the performance management framework;

(g) In line with action 45 (a) of the Pact for the Future, engage in talent management actions, such as the upskilling and reskilling of staff or the creation of new job profiles, to enable the workforce of the Organization to meet the future demands identified through strategic workforce planning, and to attract and retain the best talent with due regard to geographical representation and gender parity priorities;

(h) Provide workforce data to external stakeholders for analyses of staff and affiliated personnel demographics, Member State representation and workforce trends.

29A.96 The above-mentioned work is expected to result in:

(a) A culture of staff mobility that accelerates the mobility process across the Organization, in particular movements between Headquarters and field duty stations;

(b) Talent acquisition focused on current workforce capability needs, anticipation of future needs and enhancement of existing talent through learning and development, mobility and effective performance management and career satisfaction support;

(c) Gender parity at all levels;

(d) Recruitment of staff on as wide a geographical basis as possible, a reduced number of unrepresented and underrepresented Member States, and progress made on bringing as many Member States as possible within their desirable range.

Programme performance in 2024

Business continuity and staff safety and well-being through human resources support in relation to emergencies

29A.97 In 2024, the component provided support for staff members in response to emergencies in Haiti, Israel and the Occupied Palestinian Territory, Lebanon, the Sudan and the Syrian Arab Republic. Support was provided to relevant entities through policy advice and the development of the CEB Human Resources Network administrative guidelines. The guidelines contained a summary of the human resources policy, conditions of service and compensation measures applicable to both internationally and locally recruited staff members in affected duty stations. The guidelines were developed on the basis of input from Secretariat entities, United Nations common system organizations and staff federations. They were aimed at ensuring a harmonized and consistent approach at the country level across United Nations common system organizations and finding common solutions to concerns raised in order to preserve business continuity. The component provided ongoing authoritative policy advice and interpretation on field-related allowances and benefits. It actively supported United Nations personnel working in challenging environments by monitoring conditions and addressing their needs. This included measures such as the implementation of special temporary hardship classifications, danger pay, non-family service allowances, and rest and recuperation cycles to ensure fair compensation and staff well-being.

29A.98 Progress towards the objective is presented in the performance measure below (see table 29A.24).

Table 29A.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Business continuity and staff safety and well-being in emergency situations were ensured

Planned results for 2026

Result 1: a more diverse workforce

Programme performance in 2024 and target for 2026

29A.99 The subprogramme's work contributed to 26 newly developed or updated generic job profiles for programme managers, programme managers having access to analytics on geographical representation and gender statistics in the application pipeline, and qualified candidates being added to the talent pools from unrepresented and underrepresented Member States, which met the planned target.

29A.100 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.25).

Table 29A.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Strengthened recruitment process, including through the availability of the Reasonable Accommodation Guidelines	26 updated or newly developed generic job profiles for programme managers Programme managers have access to analytics on geographical representation and gender statistics in the application pipeline Qualified candidates added to the talent pools from unrepresented or underrepresented Member States	Increased prevalence of future capabilities appearing in job openings based on new generic job profiles Programme managers will have greater insight into equitable geographical distribution and gender statistics and monitor progress	Increased number of updated or newly developed generic job profiles for programme managers Increased number of staff who have completed learning activities aligned with key workforce capabilities

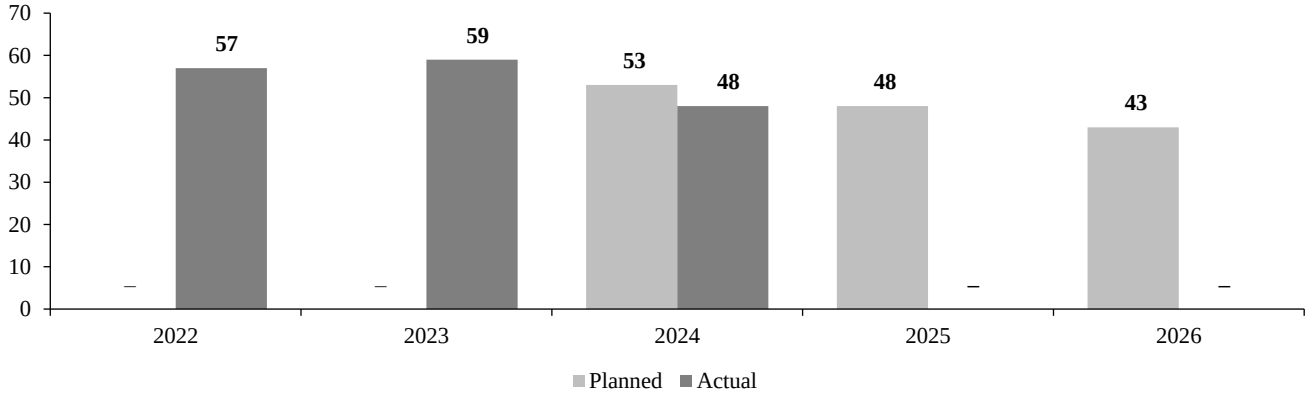
Result 2: fewer unrepresented and underrepresented Member States in the desirable ranges system

Programme performance in 2024 and target for 2026

29A.101 The subprogramme's work contributed to the inclusion of 48 unrepresented and underrepresented Member States in the desirable ranges system, which exceeded the planned target of 53.

29A.102 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29A.IX).

Figure 29A.IX
Performance measure: number of unrepresented and underrepresented Member States in the desirable ranges system (annual)



Result 3: a fair, effective, efficient and agile staff selection system

Proposed programme plan for 2026

29A.103 The component continues its efforts to attract, select and engage talented individuals who provide for the modern and future-oriented skills and capabilities needed to support the evolving work of the United Nations. In improving the staff selection system, paramount consideration is given to the necessity of securing the highest standards of efficiency, competence and integrity for building a future-ready and agile workforce, while realizing the goal of having a diverse staff. It will ensure that the staff selection system includes practices and processes that are effective, fair, efficient and agile.

Lessons learned and planned change

29A.104 The lesson for the component, based on comprehensive recruitment analyses, was the need to address systemic and structural issues in the current recruitment process to make progress towards securing the skills and capabilities needed for a future-ready workforce and achieving equitable geographical distribution. In applying the lesson, the component will work on the multi-year staff selection 2.0 programme. This initiative is aimed at establishing fair, efficient, effective and agile recruitment practices and processes aligned with securing the highest standards of efficiency, competence and integrity as stated in Article 101 of the Charter of the United Nations. The staff selection 2.0 programme includes dedicated projects to update and create future-oriented, inclusive and attractive job profiles to recruit the talented individuals needed for the jobs of today and tomorrow; implement modern and efficient screening and assessment methods, and redefine roles and responsibilities for recruiters; and establish a data platform to allow real-time monitoring of the recruitment system's accuracy, fairness and efficiency.

29A.105 Expected progress towards the objective is presented in the performance measure below (see table 29A.26).

Table 29A.26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Programme managers benefit from the advance implementation of the staff selection 2.0 programme	Programme managers further benefit from the full implementation of the staff selection 2.0 programme

Deliverables

29A.106 Table 29A.27 lists all deliverables of the component.

Table 29A.27
Subprogramme 3, component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**6**	**6**	**2**	**5**
1. Reports to the General Assembly	6	6	2	5
Substantive services for meetings (number of three-hour meetings)	**129**	**106**	**129**	**133**
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	6	11	6	10
3. The Fifth Committee of the General Assembly	35	37	35	35
4. The International Civil Service Commission	88	58	88	88
E. Enabling deliverables				
Administration:				
Human resources policies and procedures, including on conditions of service and delegation of authority; advice and guidance to Secretariat entities on human resources-related rules and policies; salary surveys; and provision of classification advice and related appeals.				
Talent management strategies, policies, processes and tools pertaining to workforce capabilities and skills, diversity, inclusion, mobility and outreach, leveraging innovation, creativity and best practices; partnerships with unrepresented and underrepresented Member States; outreach focused on online channels and platforms, including participation in approximately 30 career events organized with academia and professional networks; deployment of the staff selection 2.0 programme; servicing of the Staff-Management Committee; strategic workforce planning deliverables, including new and updated job profiles; workforce analytics; and Member States' dashboards of workforce demographics, including support for users in permanent missions.				
Performance management and staff development strategies, including learning initiatives to build strategic workforce capabilities and behaviour, such as leadership programmes and the senior leadership support programme; strategic advice, tools and guidance on organizational development, including the implementation of values and behaviours; workforce diversity and inclusion; professional and substantive skills development programmes, including 6 mandated corporate learning programmes and substantive skills programmes; strategies and tools for career satisfaction and staff mobility; frameworks, strategies, tools and guidance on performance management, including managerial effectiveness; enhanced learning management system; and learning needs analysis to identify high-priority and emerging staff capacity needs.				

Component 2
Administrative law

Objective

29A.107 The objective, to which this component contributes, is to strengthen accountability in line with the standards of conduct by all categories of personnel.

Strategy

29A.108 To contribute to the objective, the component will:

(a) Deploy and use a global case management system and identify lessons learned, including in relation to critical incidents involving serious reputational risks affecting the Organization's core values and norms, and develop tools and guidance material for senior leaders;

(b) Engage in capacity-building, including through the online information-sharing platform ALD Connect, direct outreach to senior managers and the ongoing development of tools and guidance materials to support senior managers in carrying out their responsibilities and exercising their authority;

(c) Review disciplinary matters for sanctioning purposes, represent the Secretary-General before the United Nations Dispute Tribunal regarding appeals against administrative decisions, continue to expand screening for integrity for the Secretariat, and continue to review and update policies relating to the conduct of personnel.

29A.109 The above-mentioned work is expected to result in:

(a) Enhanced oversight across the Secretariat and monitoring of matters that affect the reputation of the Organization, and the timely review and handling of misconduct matters;

(b) Well-informed decision-making by senior managers in relation to the management of personnel;

(c) An enhanced culture of individual accountability.

Programme performance in 2024

Improved accountability for conduct and discipline matters

29A.110 The subprogramme contributed to and supported initiatives to strengthen accountability in matters related to conduct and discipline across the Secretariat. In response to General Assembly resolutions 77/280 and 78/253, efforts were accelerated to expand the scope of ClearCheck to include all substantiated forms of misconduct, in addition to sexual harassment and sexual exploitation and abuse, in close consultation with stakeholders. The risk management toolkit was expanded to include a focus on an integrated, regional and field-based approach, data analytics was used as a risk management tool, and a digital risk assessment tool was developed.

29A.111 Progress towards the objective is presented in the performance measure below (see table 29A.28).

Table 29A.28
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Senior managers consulted the Administrative Law Division with increased frequency prior to taking sensitive conduct-related management decisions	Senior managers had a clear understanding of the administration of justice system and framework for ascertaining risks related to sensitive decisions	Senior managers regularize the practice of utilizing available tools prior to taking sensitive conduct-related decisions, resulting in strengthened decision-making and reduced risk to the Organization

Planned results for 2026

Result 1: prevention of sexual harassment in the Secretariat through a holistic, system-wide and victim-centric approach

Programme performance in 2024 and target for 2026

29A.112 The subprogramme's work contributed to increased reporting on sexual harassment, with 40 United Nations system organizations using ClearCheck, which met the planned target.

29A.113 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.29).

Table 29A.29
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Approximately 48 per cent increase in the number of ClearCheck screening requests received (from 81,071 in 2021 to 120,068 in 2022)	36 United Nations system organizations use ClearCheck (compared with 33 in 2022)	40 United Nations system organizations use ClearCheck	ClearCheck database includes other forms of misconduct	50 per cent of participating organizations implement expanded ClearCheck database

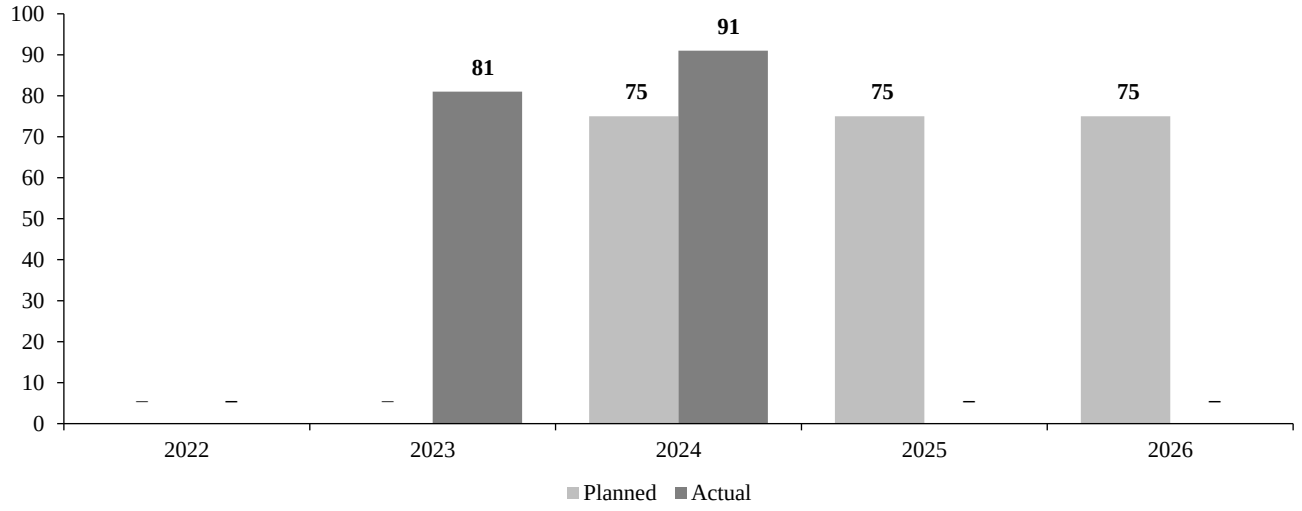
Result 2: adjustments to the Secretariat's policy framework and management practices facilitated by United Nations Dispute Tribunal judgments

Programme performance in 2024 and target for 2026

29A.114 The component's work contributed to 91 per cent of administrative decisions being upheld, which exceeded the planned target of 75 per cent.

29A.115 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29A.X).

Figure 29A.X
Performance measure: percentage of administrative decisions (non-disciplinary) of the United Nations Dispute Tribunal that are upheld (annual)



Note: The actual figure for 2023 reflects updated data.

Result 3: enhanced decision-making capacity of senior leadership in handling conduct and discipline matters

Proposed programme plan for 2026

29A.116 Leadership responsibility for creating and maintaining a harmonious work environment is built on the premise that senior-level decision makers are cognizant of the regulatory framework in place for prohibited conduct (as defined in the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8)) and of their

specific roles and responsibilities in achieving this goal. To this end, as part of its support and advisory services, the component provides induction sessions to newly recruited senior leaders, offering a comprehensive overview of the formal and informal parts of the internal justice system.

Lessons learned and planned change

29A.117 The lesson for the component was that the induction sessions that the component currently provides to incoming leaders could be strengthened to include more practical information on handling conduct and discipline matters. In applying the lesson, the subprogramme will overhaul the induction sessions to provide heads of entity with information that would assist them in handling the common types of prohibited cases that they may face on a day-to-day basis and the types of prompt action they could take to prevent or mitigate the risk of prohibited conduct within the entity, in particular in sensitive areas involving harassment, discrimination and abuse of authority under ST/SGB/2019/8. In addition, the session will expressly cover the duty of care owed to victims of prohibited conduct and the specific tools and measures available to them.

29A.118 Expected progress towards the objective is presented in the performance measure below (see table 29A.30).

Table 29A.30
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	No appropriate action was taken by senior management in 40 per cent of cases involving prohibited conduct	Reduced percentage of cases involving prohibited conduct in which no appropriate action has been taken by senior management	Further reduction in the percentage of cases involving prohibited conduct in which no appropriate action has been taken by senior management

Deliverables

29A.119 Table 29A.31 lists all deliverables of the component.

Table 29A.31
Subprogramme 3, component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**23**	**22**	**22**	**22**
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	5	5	5	5
3. The Fifth Committee of the General Assembly	10	10	10	10
4. The Special Committee on Peacekeeping Operations	2	2	2	2
5. The Fourth Committee of the General Assembly	2	1	1	1
6. The Sixth Committee of the General Assembly	3	3	3	3
7. The Committee for Programme and Coordination	1	1	1	1

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*

C. Substantive deliverables

Consultation, advice and advocacy: advice on conduct issues to other international organizations (e.g. African Union and CEB entities); and advocacy with Member States on conduct and discipline issues.

Databases and substantive digital materials: public database and United Nations standards of conduct website.

D. Communication deliverables

Digital platforms and multimedia content: website relating to conduct and discipline.

E. Enabling deliverables

Administration: implementation and oversight, including updating, of the Organization's conduct and discipline policies; and training of the global network of conduct and discipline focal points (more than 200 practitioners).

Internal justice and oversight: representation of the Secretary-General before the United Nations Dispute Tribunal in cases challenging administrative decisions, including challenges to disciplinary sanctions; facilitation of informal dispute resolution in partnership with relevant Secretariat entities; and advice to all Secretariat entities on conduct and discipline and administration of justice matters, as well as on critical incidents involving serious reputational risks affecting the Organization's core values and norms.

Subprogramme 4
Business transformation and accountability

Objective

29A.120 The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, agile Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

Strategy

29A.121 To contribute to the objective, the subprogramme will:

(a) Focus on simplifying the Organization's systems of accountability by evaluating overall organizational performance trends, assessing the alignment of roles and responsibilities and monitoring the exercise of delegated authority, monitoring the senior managers' compacts, mainstreaming the use of evaluation as part of the programme planning cycle, and coordinating the Secretariat's interaction with oversight bodies and identifying trends in their recommendations;

(b) Carry out capacity-building activities to support all United Nations entities in identifying, assessing, evaluating and controlling risk, using an enterprise risk management approach, and support the achievement of mandated programmatic results by training all entities in results-based management;

(c) Support the implementation of the data strategy of the Secretariat, enable entities to have access to management data from Secretariat systems and to gain access to or design analytical tools supporting data-driven decision-making, and lead and coordinate a portfolio of business transformation and innovation projects.

29A.122 The above-mentioned work is expected to result in:

(a) A reinforced accountability culture in the Organization in the areas of risk awareness, monitoring performance and the exercise of delegated authority;

(b) Greater use of enterprise data and data analytics in decision-making and programme delivery;

(c) Teams across the Secretariat adopting agile methodology and innovation and strengthening new collaboration practices using online platforms.

Programme performance in 2024

Risk management transformed through the Umoja enterprise risk management module

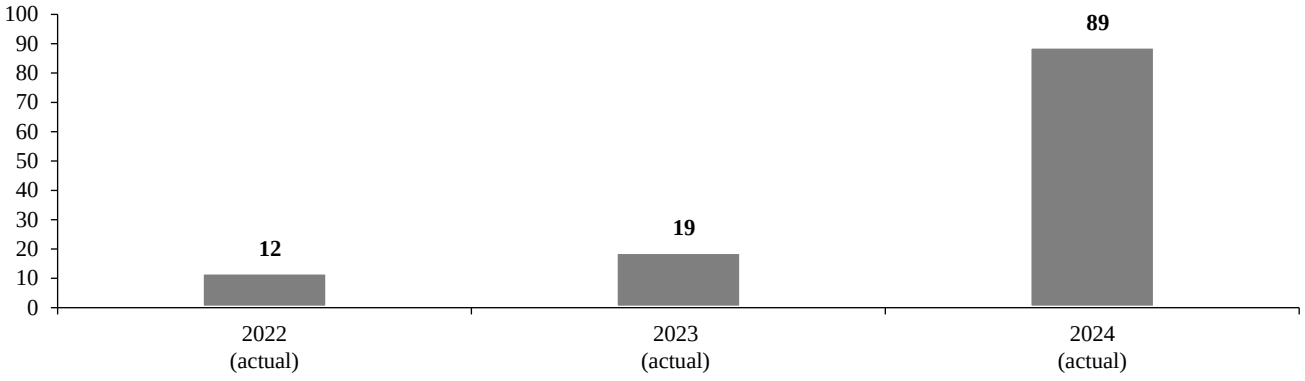
29A.123 The Secretary-General, in his report on shifting the management paradigm in the United Nations: ensuring a better future for all (A/72/492), highlighted that effective risk management is a fundamental aspect of managerial responsibility and accountability at all levels, as it safeguards the delivery of the Organization's mandate. To embed enterprise risk management as a vital management tool across the Secretariat, the Umoja enterprise risk management module was developed and implemented in several phases, commencing in October 2021. As a key enabler of a strong accountability system, the module strengthens enterprise risk management by enhancing the quality of risk assessments, supporting the development of effective risk mitigation plans and improving integration between risk management and internal controls. It also facilitates robust monitoring of evolving risk profiles at both the corporate and entity levels. Furthermore, its data analytics capabilities provide valuable insights for analysing the Secretariat's overall risk profile.

29A.124 The transition from "paper-based" risk registers to the automated module was initiated in 2021 with a group of seven entities. By 31 December 2024, the module had been successfully rolled out to 51 of the 57 entities selected for the implementation of enterprise risk management. Additional entities are scheduled to complete the transition in 2025.

29A.125 The Umoja enterprise risk management module will contribute towards strengthening the Organization's first and second lines of defence, ensuring that risk identification and management become standard and integral practices at all levels.

29A.126 Progress towards the objective is presented in the performance measure below (see figure 29A.XI).

Figure 29A.XI
Performance measures: percentage of entities utilizing the Umoja enterprise risk management module (annual)



Planned results for 2026

Result 1: strengthened exercise of delegation of authority

Programme performance in 2024 and target for 2026

29A.127 The subprogramme's work contributed to further improvement in the use of delegated authority, demonstrated by improved performance trends in mandatory staff learning, advance purchase of travel, property write-offs and human resources exception reporting, which met the planned target.

29A.128 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.32).

Table 29A.32
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Heads of entity have access to and use the delegation of authority framework, including policies, processes and tools	Improved use of delegated authority, as evidenced by the delegation of authority framework, and the global trends on key performance indicators	Further improvement in the use of delegated authority, as demonstrated by improved performance trends in mandatory staff learning, advance purchase of travel and property write-offs	Further improvement in the use of delegated authority, as demonstrated by the delegation of authority framework, following targeted analysis of performance against select indicators	Further improvement in the use of delegated authority, as demonstrated by the delegation of authority framework, following targeted analysis of performance against select indicators

Result 2: increased use of internal evaluation by smaller entities to inform decision-making

Programme performance in 2024 and target for 2026

29A.129 The subprogramme's work contributed to progress towards the 2025 planned target through the provision of evaluation expertise and guidance.

29A.130 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.33).

Table 29A.33
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	3 additional entities commission internal evaluations	3 additional entities commission internal evaluations

Result 3: enhanced data-driven decision-making through continuous improvement of the management dashboard

Proposed programme plan for 2026

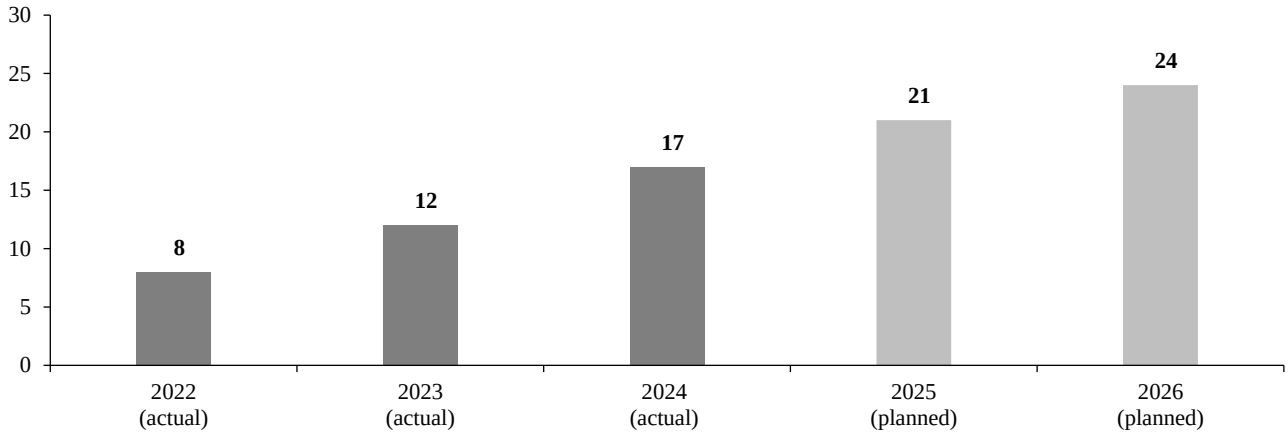
29A.131 Improved access to, and leveraging of, key corporate data are critical for more results-driven organizational performance. Through the management dashboard platform, the subprogramme has enabled targeted access to business intelligence data to support programme managers in using evidence-based systems for improved decision-making and performance.

Lessons learned and planned change

29A.132 The lesson for the subprogramme was the need for continuous improvement to the management dashboard, on the basis of client-identified needs. In applying the lesson, the subprogramme will expand the scope of reports and functionalities within the management dashboard to support evidence-based decision-making, including by integrating Board of Auditors recommendations, organizational performance indicators, an enterprise risk management dashboard and reports on analytics related to the recruitment pipeline. In parallel, the initiative will optimize the user experience design and evaluate strategies to expand its internal user base.

29A.133 Expected progress towards the objective is presented in the performance measure below (see figure 29A.XII).

Figure 29A.XII
Performance measure: number of new and/or enhanced features or functionalities available on the management dashboard (cumulative)



Deliverables

29A.134 Table 29A.34 lists all deliverables of the subprogramme.

Table 29A.34
Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report to the General Assembly on accountability	1	1	1	1
2. Reports of the Secretary-General on the implementation of the recommendations of the Board of Auditors	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**12**	**9**	**12**	**10**
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	4	4	4	4
4. Meetings of the General Assembly	4	4	4	4
5. Meetings of the Independent Audit Advisory Committee	4	1	4	2
E. Enabling deliverables				
Administration: approximately 20 briefing sessions for incoming senior managers on governance, accountability and related monitoring mechanisms in use by the Administration; 2 enterprise risk management workshops for approximately 130 managers and focal points across 60 entities; enhancements to the delegation of authority portal; enterprise-wide outreach, advocacy campaigns, and network and training opportunities to raise awareness of change management, business innovation and new internal ways of working; guidance on results-based management, including training of 250 staff and Umoja strategic management application support to 90 entities; staff capability development programme for data science and analytics, from foundation to advanced level; quarterly key performance indicators report covering approximately 235 entities with delegation of authority; quarterly release of continuous improvements in analytics and corporate dashboards; senior managers' compacts performance assessment for 70 heads of entity; support for implementing the administrative instruction on evaluation in the Secretariat to all Secretariat entities; workshop for approximately 120 oversight focal points; workshops, briefings and guidance to approximately 190 compact focal points; workshops, briefings and guidance to the delegation of authority focal points of about 235 entities.				

Subprogramme 5
Addressing racism in the workplace

Objective

29A.135 The objective, to which this subprogramme contributes, is to ensure a workplace free from racism and racial discrimination, in which every staff member feels valued and respected and is treated with dignity.

Strategy

29A.136 To contribute to the objective, the subprogramme will:

(a) Implement the strategic action plan by driving progress towards a racism-free Secretariat through oversight, coordination and monitoring of all anti-racism initiatives;

(b) Review and address existing or potential racial bias in institutional policies and practices and promote data transparency;

(c) Promote advocacy, awareness-raising and training programmes to support personnel and improve organizational culture with regard to racism;

(d) Strengthen accountability mechanisms within the Organization by providing expertise to United Nations system entities on current practices and developments relating to the investigation and adjudication of racial discrimination matters;

(e) Address institutional and systemic racism by putting in place leadership accountability mechanisms;

(f) Advocate for system-wide anti-racism initiatives by collaborating and building synergies with United Nations system entities and other relevant partners to share best practices and lessons learned.

29A.137 The above-mentioned work is expected to result in:

(a) An institutionalized anti-racism culture fully embedded in policies, procedures and practices within the Organization, ensuring zero tolerance for racism and racial discrimination;

(b) The empowerment and equitable racial representation of staff at all levels and categories within the Organization;

(c) Increased trust in internal processes of administration to mediate, investigate and adjudicate fairly allegations of racism and provide racial justice.

Programme performance in 2024

An enabling environment to address racism in the Organization

29A.138 Following the establishment of the Anti-Racism Office in December 2023, the subprogramme continued to implement the series of initiatives to address interpersonal, institutional and systemic forms of racism in the Organization. The subprogramme launched an online tracking tool to monitor the implementation of the strategic action plan contained in the report of the Secretary-General on addressing racism and promoting dignity for all in the United Nations Secretariat (A/76/771) by partner departments and offices, and conducted quarterly meetings to empower and mobilize the global network of anti-racism advocates. The subprogramme organized regular awareness-raising activities in different formats: town halls, live talks, dialogues, brown bag discussions and training courses on anti-racism, to inform, educate and equip personnel with practical tools. The subprogramme has commenced making alignments in the staff selection process, specifically with

projects to support “blind-hiring” practices, require “diversity in hiring panels” and update training and guidance provided to hiring teams on reducing racial bias in recruitment. The subprogramme also intensified advocacy and strengthened processes with stakeholders involved in the administration of justice to create a safe environment for reporting allegations of racism, expediting investigations and enhancing racial justice mechanisms.

29A.139 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.35).

Table 29A.35
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	United Nations Secretariat entities appointed 180 anti-racism advocates, alternates and anti-racism working group members across 103 entities to actively and visibly champion and drive the implementation of the strategic action plan at the entity level	United Nations Secretariat entities appointed 192 anti-racism advocates, alternates and working group members Tracker tool available to monitor progress in the implementation of the strategic action plan by all implementing departments and offices in the Secretariat

Planned result for 2026

Result 1: strengthened accountability systems to address allegations of racism in the workplace

Programme performance in 2024 and target for 2026

29A.140 The subprogramme’s work contributed to strengthening internal mechanisms to address allegations of racism and racial discrimination, through the training of investigators in the Office of Internal Oversight Services, legal officers in the Administrative Law Division of the Office of Human Resources, experts in the Office of the United Nations Ombudsman and Mediation Services and judges of the United Nations Tribunals, as well as conduct and discipline focal points, anti-racism advocates and Staff Counsellors across the Secretariat, which met the planned target.

29A.141 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29A.36).

Table 29A.36
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Officials, including judges and Office of Internal Oversight Services investigators, have increased knowledge of racism in the workplace, to enable more effective investigation and	Investigators in the Office of Internal Oversight Services, legal officers in the Administrative Law Division of the Office of Human Resources, experts in the Office of the United Nations	Availability of the revision of Secretary-General’s bulletin ST/SGB/2019/8, on prohibited conduct, which includes updated provisions	Senior leaders review progress and challenges related to addressing racism within their entities

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
	assessment of complaints of racism	Ombudsman and Mediation Services and judges of the United Nations Tribunals, as well as conduct and discipline focal points, anti-racism advocates and Staff Counsellors across the Secretariat, were provided training on addressing allegations of racism and racial discrimination	for racial discrimination	

Result 2: improved institutional transparency on diversity

Proposed programme plan for 2026

29A.142 The subprogramme's work contributes to the improvement of institutional transparency through the review and reform of policies and practices. In 2024, the subprogramme finalized a background paper on the importance of collecting race-related data.

Lessons learned and planned change

29A.143 The lesson for the subprogramme was the importance of promoting data transparency in institutional policies and practices. In applying the lesson, the subprogramme will focus on building a staff-facing dashboard on staff composition and movements of personnel. The subprogramme will also be able to collect race-related data from staff and job applicants on a voluntary basis for the purpose of understanding workforce composition. The subprogramme will further strengthen the Organization's staff selection processes by working towards mandating diversity in selection panels, promoting blind-hiring practices and building common assessment methods.

29A.144 Expected progress towards the objective is presented in the performance measure below (see table 29A.37).

Table 29A.37
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	–	–	Staff and job applicants provide race-related data in Inspira	Availability of an interactive dashboard on diversity in staff composition and movements Increased transparency and accountability in recruitment processes

Deliverables

29A.145 Table 29A.38 lists all deliverables of the subprogramme.

Table 29A.38
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	**1**	–
1. Report to the General Assembly on addressing racism in the workplace	–	–	1	–
2. Revised estimates on addressing racism in the workplace	–	–	–	–
Substantive services for meetings (number of three-hour meetings)	–	–	**2**	–
3. Advisory Committee on Administrative and Budgetary Questions	–	–	1	–
4. Fifth Committee of the General Assembly	–	–	1	–
E. Enabling deliverables				
Administration: 30 training sessions on anti-racism in the workplace; 1 self-paced online course on anti-racism; 20 town halls with staff and leadership; 12 “United against racism” live talks; 12 global anti-racism conversations; 6 brown bag discussions on trends and issues in anti-racism; 12 quarterly meetings with anti-racism advocates; 4 global meetings with staff unions and affinity groups; 3 annual anti-racism retreats with all strategic action plan implementing entities; 1 dashboard on staff composition and movements in Umoja; initial data sets on race-related information in Inspira; 8 missions to offices away from headquarters, peacekeeping and special political missions, and economic and social commissions; 20 “Staff voices” articles on iSeek; 3 anti-racism global campaigns; 1 global anti-racism conference; and updated anti-racism indicators in the senior managers’ compacts.				

B. Proposed post and non-post resource requirements for 2026

Overview

29A.146 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 29A.39 to 29A.41.

Table 29A.39
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	48 125.8	50 505.8	–	–	1 542.0	1 542.0	3.1	52 047.8
Other staff costs	2 382.4	3 236.6	–	–	(1 257.8)	(1 257.8)	(38.9)	1 978.8
Hospitality	–	0.2	–	–	–	–	–	0.2
Consultants	835.5	572.8	–	–	59.0	59.0	10.3	631.8
Travel of staff	216.3	425.1	–	–	23.0	23.0	5.4	448.1
Contractual services	5 006.6	8 919.0	–	–	968.1	968.1	10.9	9 887.1
General operating expenses	346.6	333.9	–	–	(55.5)	(55.5)	(16.6)	278.4
Supplies and materials	1.6	53.8	–	–	(6.9)	(6.9)	(12.8)	46.9
Furniture and equipment	341.8	210.2	–	–	188.4	188.4	89.6	398.6
Grants and contributions	4 223.7	4 101.5	–	–	1.3	1.3	–	4 102.8
Total	**61 480.3**	**68 358.9**	**–**	**–**	**1 461.6**	**1 461.6**	**2.1**	**69 820.5**

Table 29A.40
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	275	1 USG, 2 ASG, 8 D-2, 18 D-1, 36 P-5, 49 P-4, 42 P-3, 25 P-2/1, 20 GS (PL), 73 GS (OL), 1 LL
Conversion from temporary position	6	1 P-5, 2 P-4 and 1 GS (OL) under subprogramme 1, component 3; 1 P-5 and 1 P-3 under subprogramme 3, component 2
Conversion from extrabudgetary	1	1 D-1 under subprogramme 2, component 1
Reassignment	–	1 P-4 and 1 GS (OL) within subprogramme 2, component 3
Proposed for 2026	282	1 USG, 2 ASG, 8 D-2, 19 D-1, 38 P-5, 51 P-4, 43 P-3, 25 P-2/1, 20 GS (PL), 74 GS (OL), 1 LL

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

Table 29A.41
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	8	–	–	–	–	8
D-1	18	–	–	1	1	19
P-5	36	–	–	2	2	38
P-4	49	–	–	2	2	51
P-3	42	–	–	1	1	43
P-2/1	25	–	–	–	–	25
Subtotal	**181**	**–**	**–**	**6**	**6**	**187**
General Service and related						
GS (PL)	20	–	–	–	–	20
GS (OL)	73	–	–	1	1	74
LL	1	–	–	–	–	1
Subtotal	**94**	**–**	**–**	**1**	**1**	**95**
Total	**275**	**–**	**–**	**7**	**7**	**282**

29A.147 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 29A.42 to 29A.44 and figure 29A.XIII.

29A.148 As shown in tables 29A.42 (1) and 29A.43 (1), the overall resources proposed for 2026 amount to $69,820,500, reflecting an increase of $1,461,600 (or 2.1 per cent). Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29A.42
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	5 772.7	5 373.1	–	–	(16.5)	(16.5)	(0.3)	5 356.6
B. Programme of work								
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services								
Component 1. Enterprise resource planning solution	3 793.5	3 917.3	–	–	1.3	1.3	0.0	3 918.6
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 841.4	1 809.2	–	–	(5.8)	(5.8)	(0.3)	1 803.4
Component 3. Management advisory services	3 169.5	3 630.1	–	–	(12.6)	(12.6)	(0.3)	3 617.5
2. Programme planning, finance and budget								
Component 1. Finance	5 923.3	6 870.6	–	–	396.5	396.5	5.8	7 267.1
Component 2. Field operations finance	1 294.3	1 734.0	–	–	(4.9)	(4.9)	(0.3)	1 729.1
Component 3. Programme planning and budgeting	6 937.5	7 804.0	–	–	(1.8)	(1.8)	–	7 802.2
3. Human resources								
Component 1. Global strategy and policy	17 323.7	20 522.4	–	–	1 158.3	1 158.3	5.6	21 680.7
Component 2. Administrative law	3 904.8	4 015.6	–	–	(13.1)	(13.1)	(0.3)	4 002.5
4. Business transformation and accountability	8 017.8	8 190.6	–	–	(25.2)	(25.2)	(0.3)	8 165.4
5. Addressing racism in the workplace	1 509.1	2 602.9	–	–	(7.0)	(7.0)	(0.3)	2 595.9
Subtotal, B	**53 714.9**	**61 096.7**	**–**	**–**	**1 485.7**	**1 485.7**	**2.4**	**62 582.4**
C. Programme support	1 992.7	1 889.1	–	–	(7.6)	(7.6)	(0.4)	1 881.5
Subtotal, 1	**61 480.3**	**68 358.9**	**–**	**–**	**1 461.6**	**1 461.6**	**2.1**	**69 820.5**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	1 740.6	1 519.6	(811.7)	(53.4)	707.9
B. Programme of work					
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services					
Component 1. Enterprise resource planning solution	15 424.9	15 684.4	507.2	3.2	16 191.6
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	368.4	466.9	46.7	10.0	513.6
Component 3. Management advisory services	1 791.5	1 864.8	160.9	8.6	2 025.7
2. Programme planning, finance and budget					
Component 1. Finance	10 176.1	11 252.5	1 054.0	9.4	12 306.5
Component 2. Field operations finance	10 416.8	9 723.2	1 553.2	16.0	11 276.4
Component 3. Programme planning and budgeting	–	–	–	–	–
3. Human resources					
Component 1. Global strategy and policy	4 327.3	3 931.1	369.2	9.4	4 300.3
Component 2. Administrative law	6 186.3	6 617.7	748.0	11.3	7 365.7
4. Business transformation and accountability	8 873.4	8 277.9	770.0	9.3	9 047.9
5. Addressing racism in the workplace	–	–	–	–	–
Subtotal, B	**57 564.7**	**57 818.5**	**5 209.2**	**9.0**	**63 027.7**
C. Programme support	67.0	158.8	3.0	1.9	161.8
Subtotal, 2	**59 372.3**	**59 496.9**	**4 400.5**	**7.4**	**63 897.4**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	2 342.9	2 698.4	460.4	17.1	3 158.8
B. Programme of work					
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services					
Component 1. Enterprise resource planning solution	6 483.3	6 671.8	(663.2)	(9.9)	6 008.6
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–	–	–	–
Component 3. Management advisory services	–	–	–	–	–
2. Programme planning, finance and budget					
Component 1. Finance	14 936.5	19 961.8	(629.6)	(3.2)	19 332.2
Component 2. Field operations finance	486.6	246.7	–	–	246.7
Component 3. Programme planning and budgeting	414.3	322.5	–	–	322.5
3. Human resources					
Component 1. Global strategy and policy	3 831.5	3 988.7	4.9	0.1	3 993.6
Component 2. Administrative law	2 438.8	2 527.6	(1 652.7)	(65.4)	874.9
4. Business transformation and accountability	3 483.1	3 801.6	(214.1)	(5.6)	3 587.5
5. Addressing racism in the workplace	115.4	193.4	(193.4)	(100.0)	–
Subtotal, B	**32 189.5**	**37 714.1**	**(3 348.1)**	**(8.9)**	**34 366.0**
C. Programme support	454.5	564.3	–	–	564.3
Subtotal, 3	**34 986.9**	**40 976.8**	**(2 887.7)**	**(7.0)**	**38 089.1**
Total (1+2+3)	**155 839.5**	**168 832.6**	**2 974.4**	**1.8**	**171 807.0**

Table 29A.43
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Executive direction and management	25	–	–	–	–	25
B. Programme of work						
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services						
Component 1. Enterprise resource planning solution	–	–	–	–	–	–
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	9	–	–	–	–	9
Component 3. Management advisory services	14	–	–	4	4	18
2. Programme planning, finance and budget						
Component 1. Finance	38	–	–	1	1	39
Component 2. Field operations finance	7	–	–	–	–	7
Component 3. Programme planning and budgeting	40	–	–	–	–	40
3. Human resources						
Component 1. Global strategy and policy	63	–	–	–	–	63
Component 2. Administrative law	19	–	–	2	2	21
4. Business transformation and accountability	39	–	–	–	–	39
5. Addressing racism in the workplace	9	–	–	–	–	9
Subtotal, B	**238**	**–**	**–**	**7**	**7**	**245**
C. Programme support	12	–	–	–	–	12
Subtotal, 1	**275**	–	–	**7**	**7**	**282**

(2) *Other assessed*

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Executive direction and management	3	–	3
B. Programme of work			
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services			
Component 1. Enterprise resource planning solution	–	–	–
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	2	–	2
Component 3. Management advisory services	7	–	7

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
2. Programme planning, finance and budget			
Component 1. Finance	43	–	43
Component 2. Field operations finance	43	–	43
Component 3. Programme planning and budgeting	–	–	–
3. Human resources			
Component 1. Global strategy and policy	13	–	13
Component 2. Administrative law	27	–	27
4. Business transformation and accountability	42	–	42
5. Addressing racism in the workplace	–	–	–
Subtotal, B	**177**	–	**177**
C. Programme support	–	–	–
Subtotal, 2	**180**	–	**180**

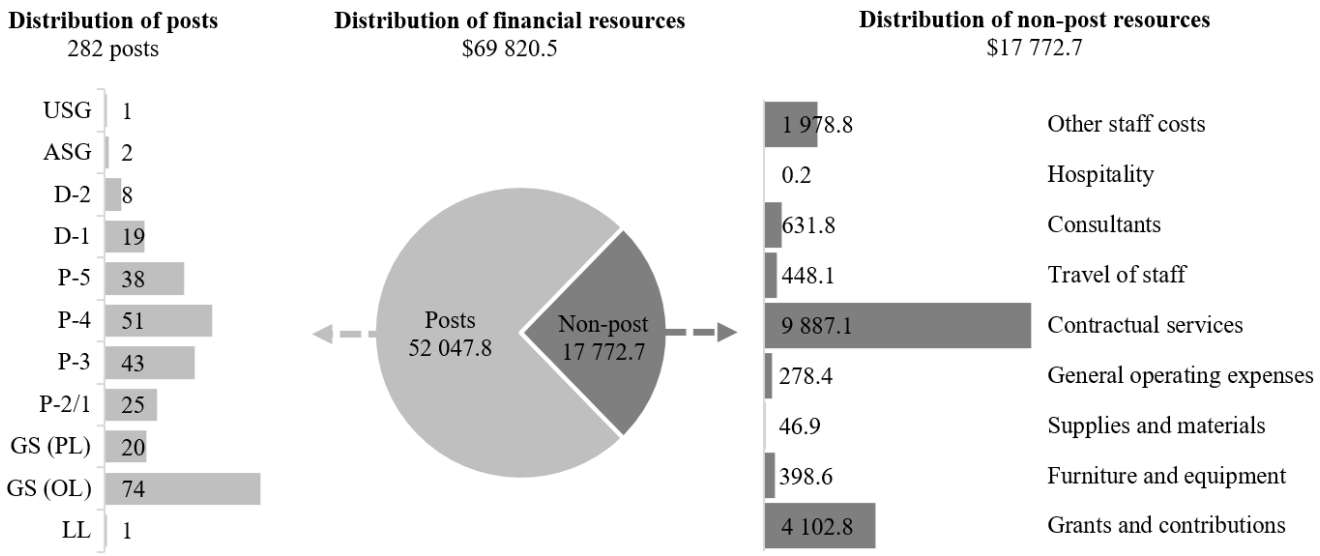
(3) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	9	–	9
B. Programme of work			
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services			
Component 1. Enterprise resource planning solution	–	–	–
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–	–
Component 3. Management advisory services	–	–	–
2. Programme planning, finance and budget			
Component 1. Finance	85	–	85
Component 2. Field operations finance	–	–	–
Component 3. Programme planning and budgeting	1	–	1
3. Human resources			
Component 1. Global strategy and policy	18	–	18
Component 2. Administrative law	1	–	1
4. Business transformation and accountability	15	–	15
5. Addressing racism in the workplace	–	–	–
Subtotal, B	**120**	–	**120**
C. Programme support	2	–	2
Subtotal, 3	**131**	**–**	**131**
Total (1+2+3)	**586**	**–**	**593**

Table 29A.44
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	48 125.8	50 505.8	–	–	1 542.0	1 542.0	3.1	52 047.8
Non-post	13 354.4	17 853.1	–	–	(80.4)	(80.4)	(0.5)	17 772.7
Total	**61 480.3**	**68 358.9**	**–**	**–**	**1 461.6**	**1 461.6**	**2.1**	**69 820.5**
Post resources by category								
Professional and higher		181	–	–	6	6	3.3	187
General Service and related		94	–	–	1	1	1.1	95
Total		**275**	**–**	**–**	**7**	**7**	**2.5**	**282**

Figure 29A.XIII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

29A.149 As shown in tables 29A.42 (1) and 29A.43 (1), resource changes reflect an increase of $1,461,600, as follows:

(a) Lower rates for information and communications technology services (decrease of $183,300) under contractual services ($134,000) and general operating expenses ($49,300):

(i) **Executive direction and management** (decrease of $15,900);

(ii) **Subprogramme 1, component 2, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination** (decrease of $5,800);

(iii) **Subprogramme 1, component 3, Management advisory services** (decrease of $12,200);

(iv) **Subprogramme 2, component 1, Finance** (decrease of $24,300);

(v) **Subprogramme 2, component 2, Field operations finance** (decrease of $5,100);

(vi) **Subprogramme 2, component 3, Programme planning and budgeting** (decrease of $26,800);

(vii) **Subprogramme 3, component 1, Global strategy and policy** (decrease of $41,400);

(viii) **Subprogramme 3, component 2, Administrative law** (decrease of $13,200);

(ix) **Subprogramme 4, Business transformation and accountability** (decrease of $25,200);

(x) **Subprogramme 5, Addressing racism in the workplace** (decrease of $5,800);

(xi) **Programme support** (decrease of $7,600);

(b) A decrease of $18,100 under grants and contributions, reflecting the regular budget share (15 per cent of $120,400) under subprogramme 1, component 1, Enterprise resource planning solution, of lower rates for information and communications technology services and rental of premises, as explained in paragraph 29A.163 (a) below;

(c) The cost-neutral conversion of six long-term temporary positions to posts, reflecting an increase of $1,257,800 under posts, offset by a decrease of $1,257,800 under other staff costs under subprogramme 1, component 3, Management advisory services (Senior Programme Management Officer (P-5), Management and Programme Analyst (P-4), Administrative Assistant (General Service (Other Level)) and Legal Officer (P-4)) and subprogramme 3, component 2, Administrative law (Senior Programme Management Officer (P-5) and Legal Officer (P-3)), as explained in annex II;

(d) The cost-neutral redeployment of resources within and between subprogrammes and components, due mainly to the realignment of resources for software licences and subscriptions under contractual services (decrease of $47,900), general operating expenses (decrease of $7,200), supplies and materials (decrease of $6,900) and furniture and equipment (increase of $65,000), under executive direction and management (decrease of $600), subprogramme 1, component 3, Management advisory services (decrease of $400), subprogramme 2, component 1, Finance (increase of $2,200), subprogramme 2, component 2, Field operations finance (increase of $200), subprogramme 3, component 1, Global strategy and policy (decrease of $300), subprogramme 3, component 2, Administrative law (increase of $100) and subprogramme 5, Addressing racism in the workplace (decrease of $1,200);

(e) Other changes (increase of $1,663,000) under:

(i) **Subprogramme 1, component 1, Enterprise resource planning solution** (increase of $19,400). The increase under grants and contributions reflects the regular budget share (15 per cent) of the annual maintenance costs for the United Nations digital identification project ($129,300), as explained in paragraph 29A.163 (b) below;

(ii) **Subprogramme 2, component 1, Finance** (increase of $418,600). The increases are as follows:

a. Increases totalling $286,800 under posts ($284,200), contractual services ($1,300), general operating expenses ($1,000) and furniture and equipment ($300) reflect the conversion from extrabudgetary resources of a D-1 post of Chief of Service to posts, as explained in annex II, and associated common services costs;

b. Increases totalling $131,800 comprise an increase under contractual services ($8,700), which reflects the regular budget share of the increase in costs for the finance master data maintenance team, and an increase under furniture and equipment ($123,100), which would provide for mandatory upgrades to the payment system/network ($67,100) and the increased cost of the investment system ($56,000);

(iii) **Subprogramme 2, component 3, Programme planning and budgeting** (increase of $25,000). The increase under travel of staff reflects requirements to support entities in conducting the annual spending reviews;

(iv) **Subprogramme 3, component 1, Global strategy and policy** (increase of $1,200,000). The increases under consultants ($60,000) and contractual services ($1,140,000) are needed for the staff selection 2.0 programme, which will update the staff selection system, as endorsed by the General Assembly in its resolution 77/278. The additional resources would fund system updates and projects related to generic job profiles, assessment tools and data visualization dashboards.

Other assessed resources

29A.150 As reflected in tables 29A.42 (2) and 29A.43 (2), other assessed resources amount to $63,897,400. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for 2025/26 (A/79/783).

Extrabudgetary resources

29A.151 As reflected in tables 29A.42 (3) and 29A.43 (3), extrabudgetary resources amount to $38,089,100. The resources would complement regular budget resources and would be used mainly to provide for 131 posts to perform, among other things, system-wide jointly financed activities relating to local salary surveys and personnel mental health and well-being, activities relating to personnel conduct and discipline, as well as in support of victims of sexual exploitation and abuse, activities to backstop operations funded from central programme support costs, and activities to backstop operations funded from cost recovery. In addition, financial resources from central programme support costs would also fund the extrabudgetary resources share of the Umoja enterprise resource planning solution (including business support resources).

29A.152 The extrabudgetary resources under the present section are subject to the oversight of the Department of Management Strategy, Policy and Compliance, which has delegated authority from the Secretary-General.

Executive direction and management

29A.153 The executive direction and management component comprises the Office of the Under-Secretary-General, including the Inter-Agency and Intergovernmental Service, the Office of the Controller and the Office of the Assistant Secretary-General for Human Resources.

29A.154 The Under-Secretary-General for Management Strategy, Policy and Compliance is responsible for the overall direction and management of the Department and for providing the Secretary-General strategic advice on management issues. The Under-Secretary-General represents the Secretary-General on management issues before relevant expert and intergovernmental bodies, such as the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, the International Civil Service Commission and inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination, and in the conduct of staff-management consultations. The Under-Secretary-General oversees and provides direction to the Assistant Secretary-General for Programme Planning, Finance and Budget, Controller; the Assistant Secretary-General for Human Resources; the Director of the Business Transformation and Accountability Division; and the Director of the Enterprise Resource

Planning Solution Division. The Under-Secretary-General provides management oversight support to the Director of the Anti-Racism Office and, with the Under-Secretary-General for Operational Support, provides direction and strategic guidance to the Assistant Secretary-General, Chief Information Technology Officer.

29A.155 The Office of the Under-Secretary-General provides leadership in the development and delivery of integrated organizational management strategies, policies and models that support a decentralized, field-focused paradigm in which managers are empowered through the new enhanced delegation of authority framework. It provides direction to take advantage of lessons learned and innovative methods to ensure continuous management improvements to meet evolving requirements throughout the Secretariat. It liaises with Member States and other external entities on management-related issues and fosters coordination internally within the Secretariat, as well as externally with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.

29A.156 The Under-Secretary-General is assisted by the Controller, who provides strategic and policy leadership on all planning, programming, budgetary and financial matters and on the administration of the Financial Regulations and Rules of the United Nations, and by the Assistant Secretary-General for Human Resources, who provides strategic leadership for the simplified and streamlined human resources policy framework and the mainstreaming of a gender perspective, equitable geographical distribution and accessibility into all facets of the work of the Organization through integrated strategies and policies. Working together closely under the guidance of the Under-Secretary-General, the Controller and the Assistant Secretary-General for Human Resources provide leadership in adapting strategies and policies to support new and innovative business models and enable managers to be more effective and agile in the delivery of their programmes.

29A.157 The Controller represents the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Independent Audit Advisory Committee in the presentation of all programme and budget documents, including those relating to the regular budget, the peacekeeping budgets and international tribunals, as well as the financial statements of the Organization. The Controller advises the Secretary-General and the Under-Secretary-General for Management Strategy, Policy and Compliance on policy relating to the budgets and finances of the United Nations and the related plans and work programmes. Through the Office of Programme Planning, Finance and Budget, the Controller ensures that the financial policy framework enables efficient mandate delivery. The Director of the Finance Division, in addition to existing responsibilities under subprogramme 2, component 1, supports the Controller directly with regard to overseeing cross-cutting functions, such as financial policy and the Committee on Contributions, and deputizes for the Controller on all financial policies relating to United Nations system entities and other partners of the Secretariat. As the Deputy Controller, the Director of the Finance Division enables appropriate burden-sharing with the Controller in addressing matters relating to complex and critical financial management in a proactive manner.

29A.158 The Assistant Secretary-General for Human Resources leverages technologies and pursues innovative and holistic approaches to transform the organizational culture, strengthen duty of care, promote inclusion, accessibility and workforce diversity, and drive the creation of a supportive and healthy workplace. The Office of Human Resources responds proactively to issues arising in the formal and informal system of administration of justice to ensure the efficient, effective and fair implementation of the Organization’s policies, core values and norms. It builds on the integration of the conduct and discipline function for the entire Secretariat and for all categories of personnel to increase consistency, transparency and accountability in the application of the standards of conduct.

29A.159 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In line with its functional responsibilities, the Department

will continue to mainstream environmental sustainability management into the Secretariat policy framework and the enterprise management and accountability system. Operationally the Department will continue to prioritize the reduction in its travel-related greenhouse gas emissions by optimizing the use of online collaborative and conferencing platforms, as well as streamlining and combining travel requirements.

29A.160 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29A.45. The Department will continue to implement measures to improve compliance rates with the advance purchase of air tickets through the earlier planning of events and nominations of travellers, raising the awareness of programme managers and travellers and minimizing exceptions. In 2024, the Department continued to submit nearly all of its documents within the prescribed timelines.

Table 29A.45
Compliance rate
(Percentage)

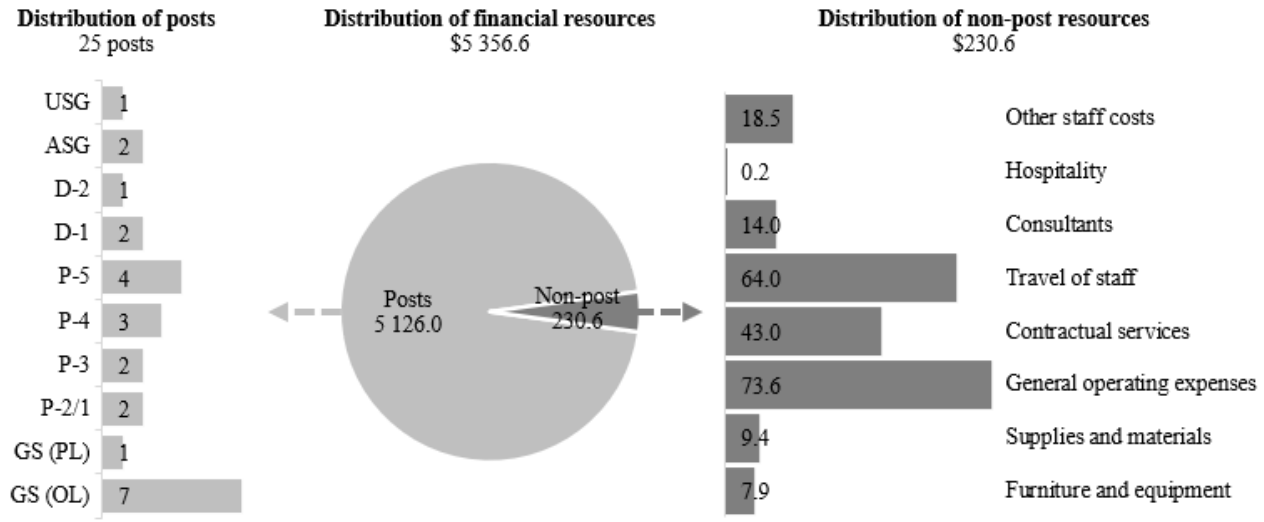
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	97	96	98	100	100
Air tickets purchased at least two weeks before the commencement of travel	75	83	88	100	100

29A.161 The proposed regular budget resources for 2026 amount to $5,356,600 and reflect a decrease of $16,500 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (i) and (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.46 and figure 29A.XIV.

Table 29A.46
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 190.6	5 126.0	–	–	–	–	–	5 126.0
Non-post	582.1	247.1	–	–	(16.5)	(16.5)	(6.7)	230.6
Total	**5 772.7**	**5 373.1**	**–**	**–**	**(16.5)**	**(16.5)**	**(0.3)**	**5 356.6**
Post resources by category								
Professional and higher		17	–	–	–	–	–	17
General Service and related		8	–	–	–	–	–	8
Total		**25**	**–**	**–**	**–**	**–**	**–**	**25**

Figure 29A.XIV
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1
Enterprise resource planning solution

Regular budget resources

29A.162 The proposed regular budget resources for 2026 amount to $3,918,600 and reflect an increase of $1,300 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (b) and (e) (i). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.47.

Table 29A.47
Subprogramme 1, component 1: evolution of financial resources (regular budget)
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	3 793.5	3 917.3	–	–	1.3	1.3	0.0	3 918.6
Total	**3 793.5**	**3 917.3**	**–**	**–**	**1.3**	**1.3**	**0.0**	**3 918.6**

Gross budget resource requirements

29A.163 The proposed gross budget resources for 2026 amount to $26,124,400 and reflect a net increase of $8,900 compared with the approved budget for 2025, as follows:

(a) Lower rates for information and communications technology services and rental of premises (decrease of $120,400) under contractual services ($34,000) and general operating expenses ($86,400);

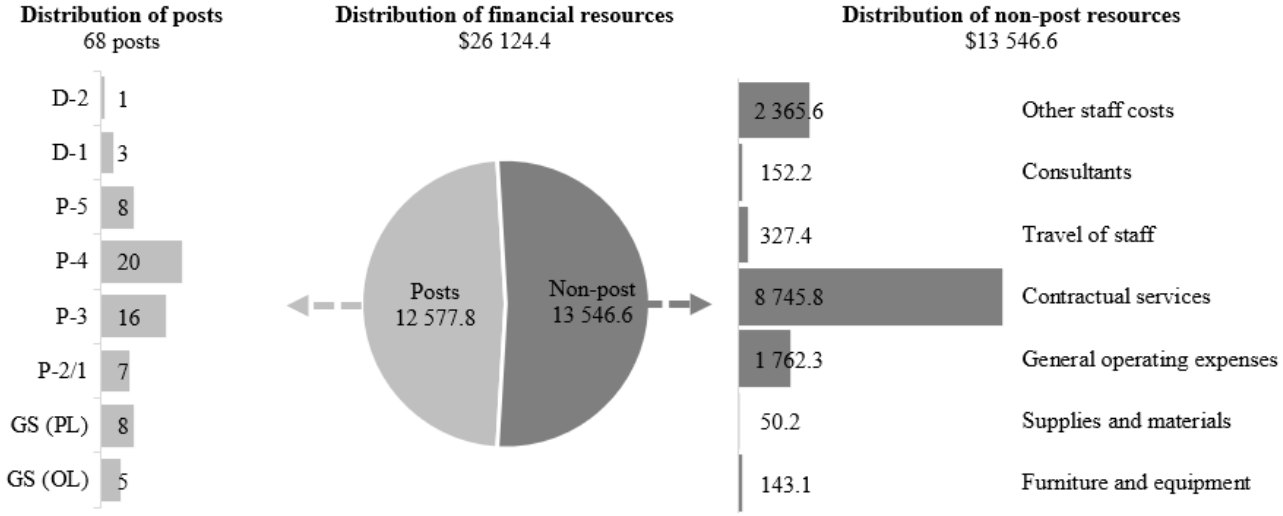
(b) Increase of $129,300 under contractual services for the annual maintenance costs for the Secretariat's portion of phases 1 and 2 of the jointly financed United Nations digital identification project, an initiative designed to provide a universal digital identity for United Nations system personnel, enabling data interoperability between organizations.

29A.164 Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.48 and figure 29A.XV.

Table 29A.48
Subprogramme 1, component 1: evolution of financial and post resources (gross budget)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	13 557.3	12 577.8	–	–	–	–	–	12 577.8
Non-post	8 425.9	13 537.7	–	–	8.9	8.9	0.1	13 546.6
Total	**21 983.2**	**26 115.5**	**–**	**–**	**8.9**	**8.9**	**0.0**	**26 124.4**
Post resources by category								
Professional and higher		55	–	–	–	–	–	55
General Service and related		13	–	–	–	–	–	13
Total		**68**	**–**	**–**	**–**	**–**	**–**	**68**

Figure 29A.XV
Subprogramme 1, component 1: distribution of proposed resources for 2026 (gross budget)
(Number of posts/thousands of United States dollars)



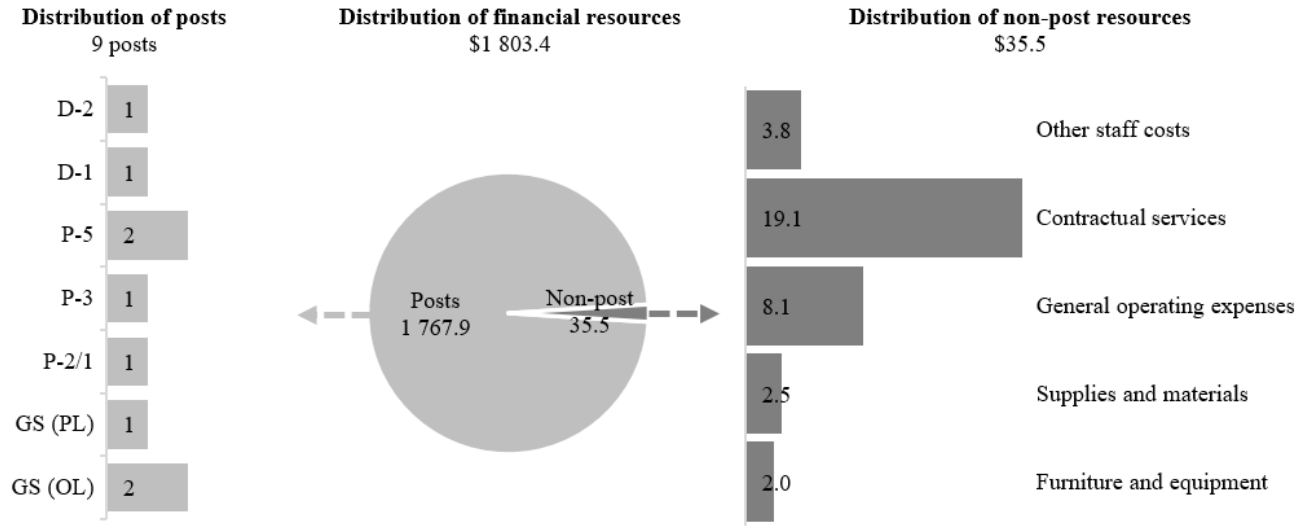
Component 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

29A.165 The proposed regular budget resources for 2026 amount to $1,803,400 and reflect a decrease of $5,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 29A.149 (a) (ii). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.49 and figure 29A.XVI.

Table 29A.49
Subprogramme 1, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 808.8	1 767.9	–	–	–	–		1 767.9
Non-post	32.6	41.3	–	–	(5.8)	(5.8)	(14.0)	35.5
Total	**1 841.4**	**1 809.2**	**–**	**–**	**(5.8)**	**(5.8)**	**(0.3)**	**1 803.4**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 29A.XVI
Subprogramme 1, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



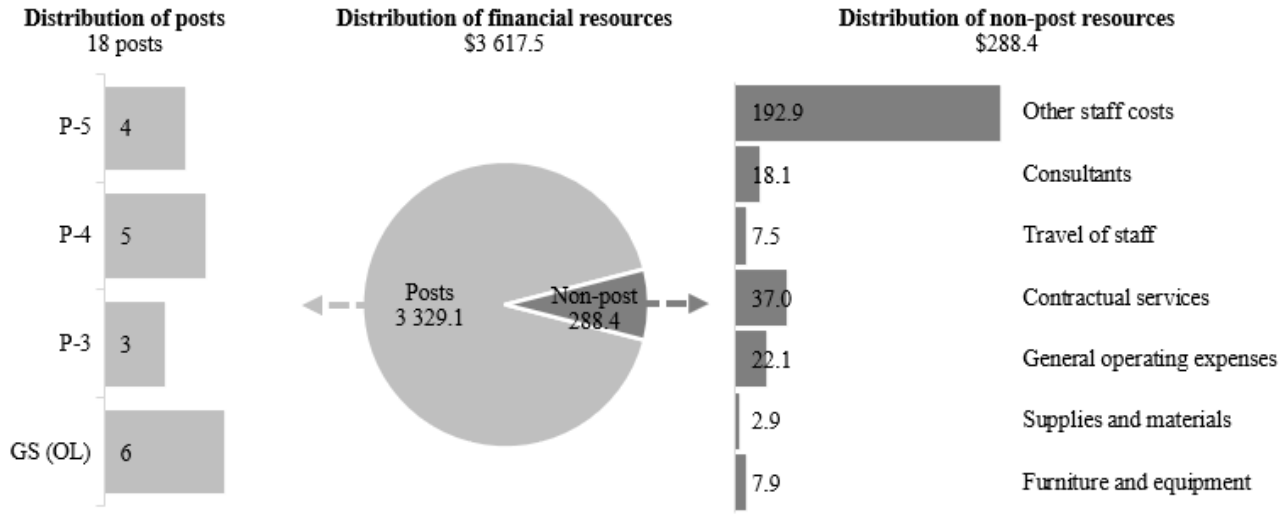
Component 3
Management advisory services

29A.166 The proposed regular budget resources for 2026 amount to $3,617,500 and reflect a decrease of $12,600 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (iii), (c) and (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.50 and figure 29A.XVII.

Table 29A.50
Subprogramme 1, component 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 548.8	2 521.7	–	–	807.4	807.4	32.0	3 329.1
Non-post	620.7	1 108.4	–	–	(820.0)	(820.0)	(74.0)	288.4
Total	**3 169.5**	**3 630.1**	**–**	**–**	**(12.6)**	**(12.6)**	**(0.3)**	**3 617.5**
Post resources by category								
Professional and higher		9	–	–	3	3	33.3	12
General Service and related		5	–	–	1	1	20.0	6
Total		**14**	**–**	**–**	**4**	**4**	**28.6**	**18**

Figure 29A.XVII
Subprogramme 1, component 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 2
Programme planning, finance and budget

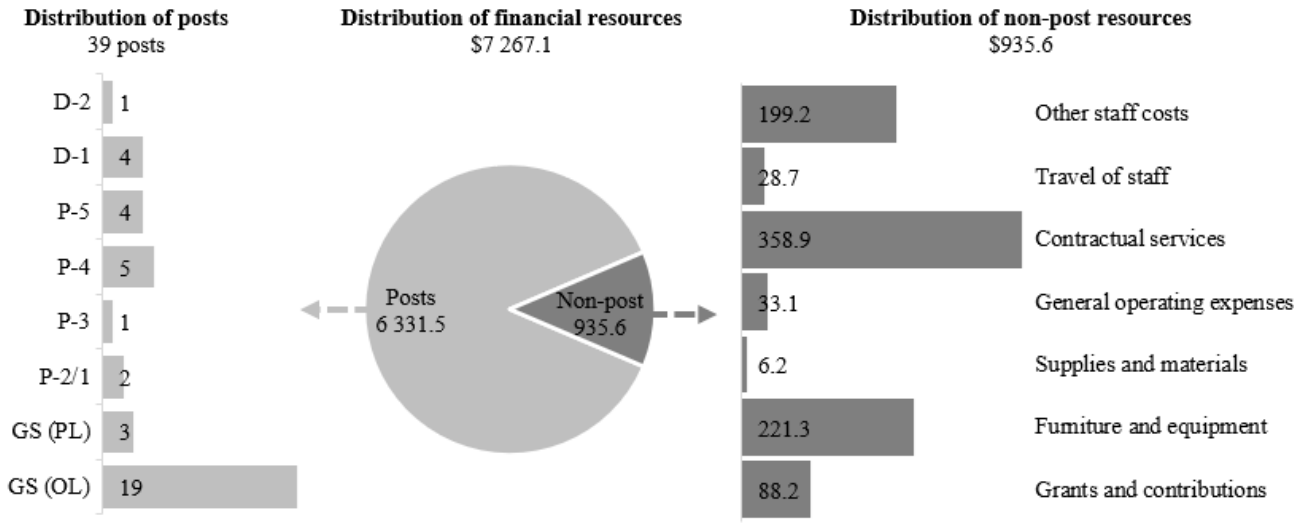
Component 1
Finance

29A.167 The proposed regular budget resources for 2026 amount to $7,267,100 and reflect an increase of $396,500 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (iv), (d) and (e) (ii). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.51 and figure 29A.XVIII.

Table 29A.51
Subprogramme 2, component 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 336.7	6 047.3	–	–	284.2	284.2	4.7	6 331.5
Non-post	586.6	823.3	–	–	112.3	112.3	13.6	935.6
Total	**5 923.3**	**6 870.6**	**–**	**–**	**396.5**	**396.5**	**5.8**	**7 267.1**
Post resources by category								
Professional and higher		16	–	–	1	1	6.3	17
General Service and related		22	–	–	–	–	–	22
Total		**38**	**–**	**–**	**1**	**1**	**2.6**	**39**

Figure 29A.XVIII
Subprogramme 2, component 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



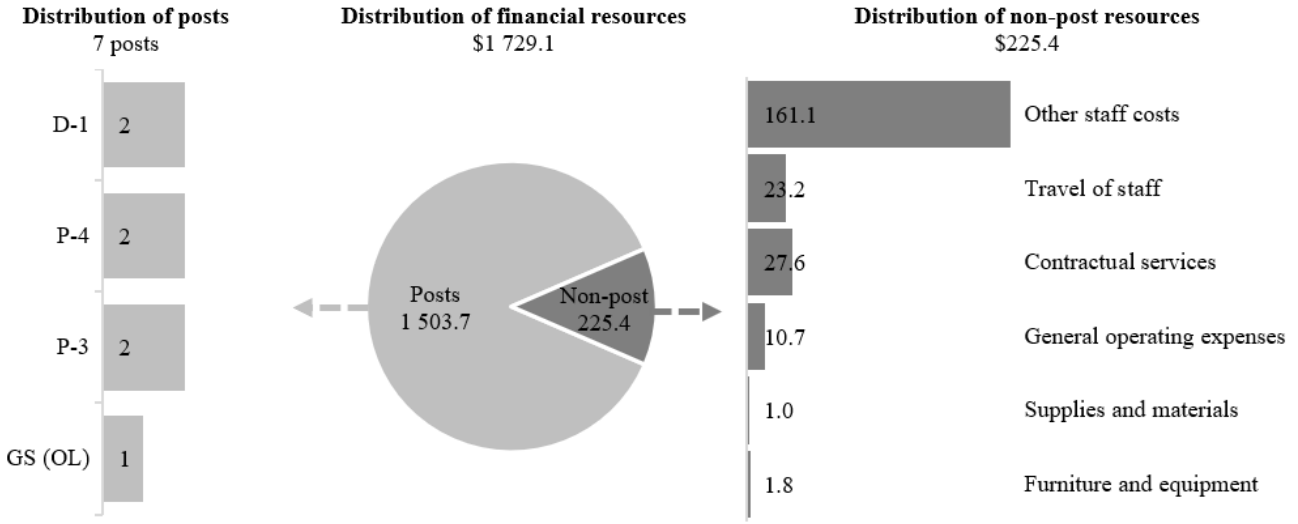
Component 2
Field operations finance

29A.168 The proposed regular budget resources for 2026 amount to $1,729,100 and reflect a decrease of $4,900 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (v) and (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.52 and figure 29A.XIX.

Table 29A.52
Subprogramme 2, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 125.8	1 503.7	–	–	–			1 503.7
Non-post	168.5	230.3	–	–	(4.9)	(4.9)	(2.1)	225.4
Total	**1 294.3**	**1 734.0**	**–**	**–**	**(4.9)**	**(4.9)**	**(0.3)**	**1 729.1**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		1	–	–	–	–	–	1
Total		**7**	**–**	**–**	**–**	**–**	**–**	**7**

Figure 29A.XIX
Subprogramme 2, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



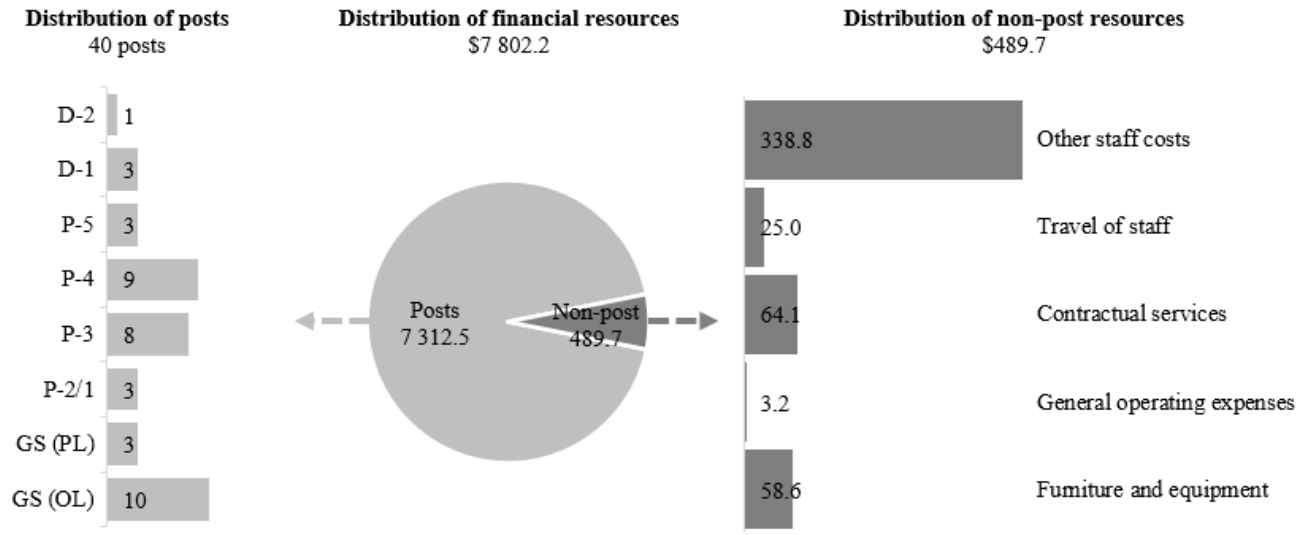
Component 3
Programme planning and budgeting

29A.169 The proposed regular budget resources for 2026 amount to $7,802,200 and reflect a decrease of $1,800 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (vi) and (e) (iii). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.53 and figure 29A.XX.

Table 29A.53
Subprogramme 2, component 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 577.1	7 312.5	–	–	–	–	–	7 312.5
Non-post	360.4	491.5	–	–	(1.8)	(1.8)	(0.4)	489.7
Total	**6 937.5**	**7 804.0**	**–**	**–**	**(1.8)**	**(1.8)**	**(0.0)**	**7 802.2**
Post resources by category								
Professional and higher		27	–	–	–	–	–	27
General Service and related		13	–	–	–	–	–	13
Total		**40**	**–**	**–**	**–**	**–**	**–**	**40**

Figure 29A.XX
Subprogramme 2, component 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 3
Human resources

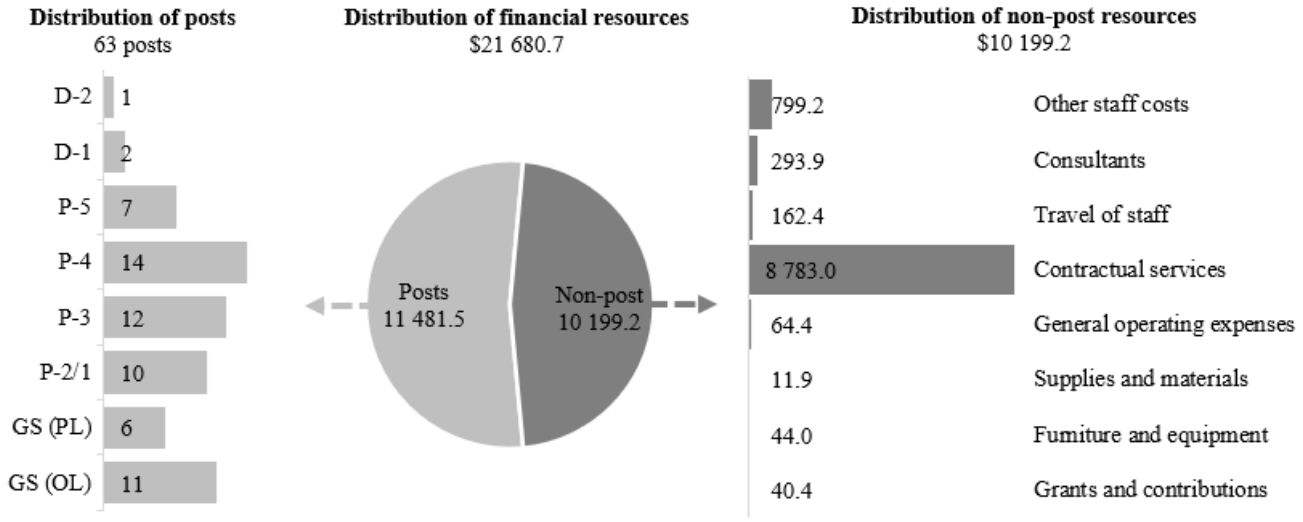
Component 1
Global strategy and policy

29A.170 The proposed regular budget resources for 2026 amount to $21,680,700 and reflect an increase of $1,158,300 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (vii), (d) and (e) (iv). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.54 and figure 29A.XXI.

Table 29A.54
Subprogramme 3, component 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	11 093.3	11 481.5	–	–	–	–	–	11 481.5
Non-post	6 230.4	9 040.9	–	–	1 158.3	1 158.3	12.8	10 199.2
Total	**17 323.7**	**20 522.4**	**–**	**–**	**1 158.3**	**1 158.3**	**5.6**	**21 680.7**
Post resources by category								
Professional and higher		46	–	–	–	–	–	46
General Service and related		17	–	–	–	–	–	17
Total		**63**	**–**	**–**	**–**	**–**	**–**	**63**

Figure 29A.XXI
Subprogramme 3, component 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



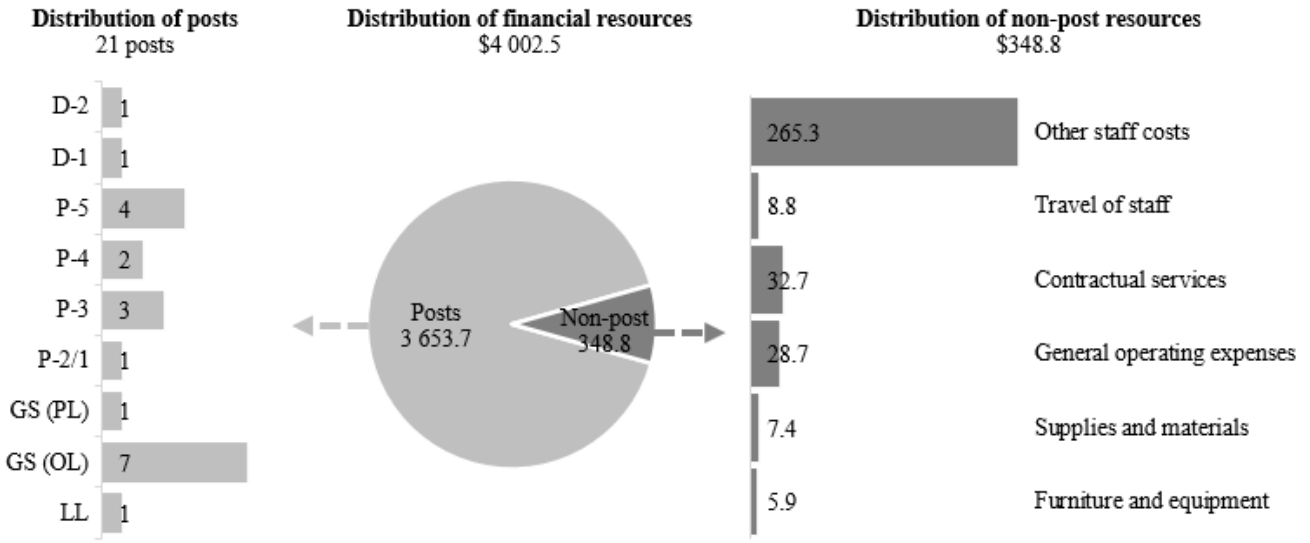
Component 2
Administrative law

29A.171 The proposed regular budget resources for 2026 amount to $4,002,500 and reflect a decrease of $13,100 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (viii), (c) and (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.55 and figure 29A.XXII.

Table 29A.55
Subprogramme 3, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 202.5	3 203.3	–	–	450.4	450.4	14.1	3 653.7
Non-post	702.3	812.3	–	–	(463.5)	(463.5)	(57.1)	348.8
Total	**3 904.8**	**4 015.6**	**–**	**–**	**(13.1)**	**(13.1)**	**(0.3)**	**4 002.5**
Post resources by category								
Professional and higher		10	–	–	2	2	20.0	12
General Service and related		9	–	–	–	–	–	9
Total		**19**	**–**	**–**	**2**	**2**	**10.5**	**21**

Figure 29A.XXII
Subprogramme 3, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



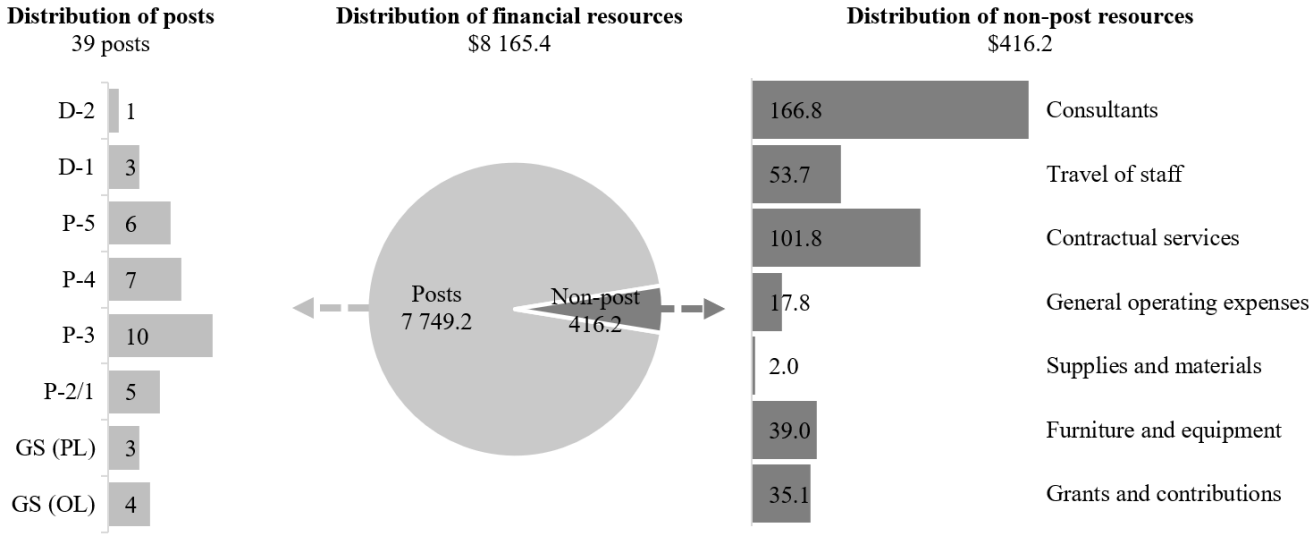
Subprogramme 4
Business transformation and accountability

29A.172 The proposed regular budget resources for 2026 amount to $8,165,400 and reflect a decrease of $25,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 29A.149 (a) (ix). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.56 and figure 29A.XXIII.

Table 29A.56
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 864.6	7 749.2	–	–	–	–		7 749.2
Non-post	153.2	441.4	–	–	(25.2)	(25.2)	(5.7)	416.2
Total	**8 017.8**	**8 190.6**	**–**	**–**	**(25.2)**	**(25.2)**	**(0.3)**	**8 165.4**
Post resources by category								
Professional and higher		32	–	–	–	–	–	32
General Service and related		7	–	–	–	–	–	7
Total		**39**	**–**	**–**	**–**	**–**	**–**	**39**

Figure 29A.XXIII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



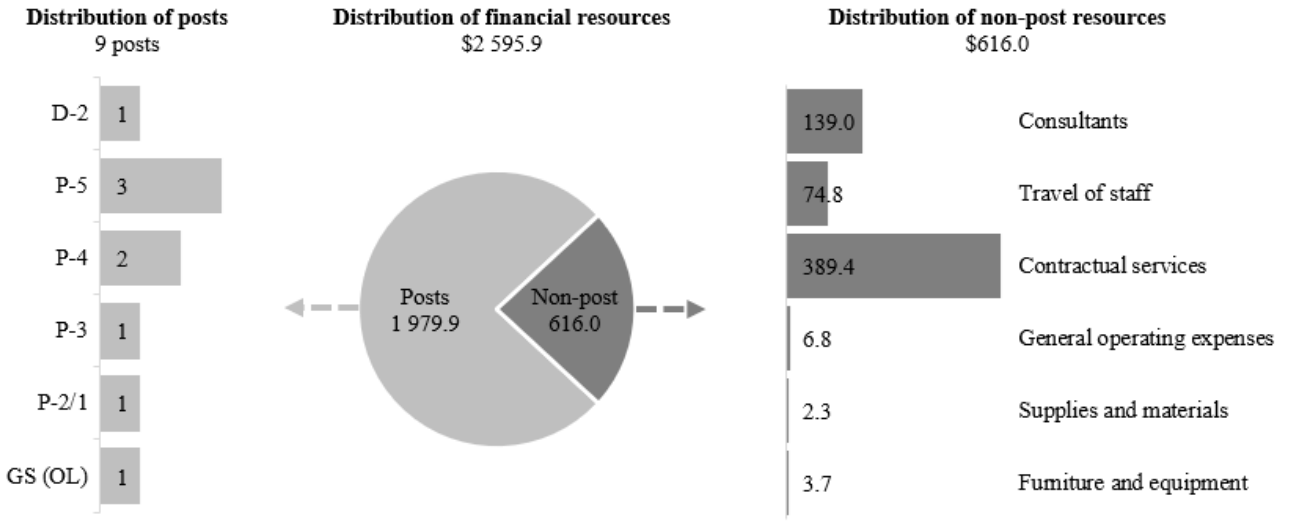
Subprogramme 5
Addressing racism in the workplace

29A.173 The proposed regular budget resources for 2026 amount to $2,595,900 and reflect a decrease of $7,000 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29A.149 (a) (x) and (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.57 and figure 29A.XXIV.

Table 29A.57
Subprogramme 5: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 444.5	1 979.9	–	–	–	–	–	1 979.9
Non-post	64.6	623.0	–	–	(7.0)	(7.0)	(1.1)	616.0
Total	**1 509.1**	**2 602.9**	**–**	**–**	**(7.0)**	**(7.0)**	**(0.3)**	**2 595.9**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		1	–	–	–	–	–	1
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 29A.XXIV
Subprogramme 5: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

29A.174 The Business Partner Service assists the Under-Secretary-General in the discharge of the Department's responsibilities in the areas of human resources management, finance and general administration.

29A.175 The Business Partner Service serves as a business partner for the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee in carrying out their financial, personnel and administrative responsibilities and administers the official travel of the members of the Committee for Programme and Coordination and the Committee on Contributions.

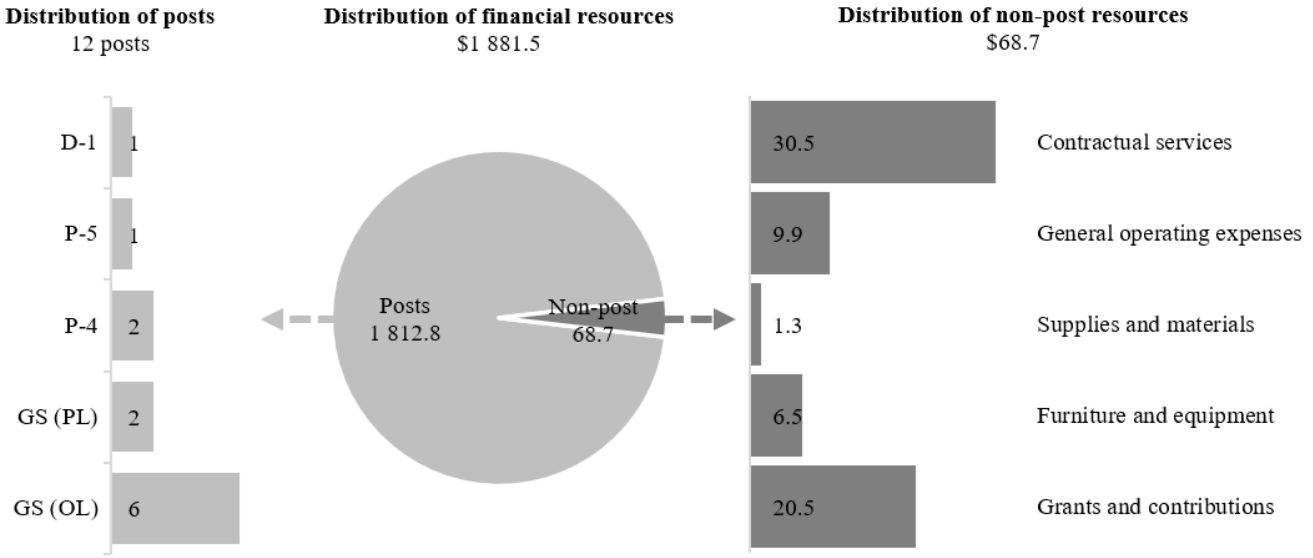
29A.176 The proposed regular budget resources for 2026 amount to $1,881,500 and reflect a decrease of $7,600 compared with the approved budget for 2025. The proposed change is explained in paragraph 29A.149 (a) (xi). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29A.58 and figure 29A.XXV.

Table 29A.58
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 933.1	1 812.8	–	–	–	–	–	1 812.8
Non-post	59.6	76.3	–	–	(7.6)	(7.6)	(10.0)	68.7
Total	**1 992.7**	**1 889.1**	**–**	**–**	**(7.6)**	**(7.6)**	**(0.4)**	**1 881.5**

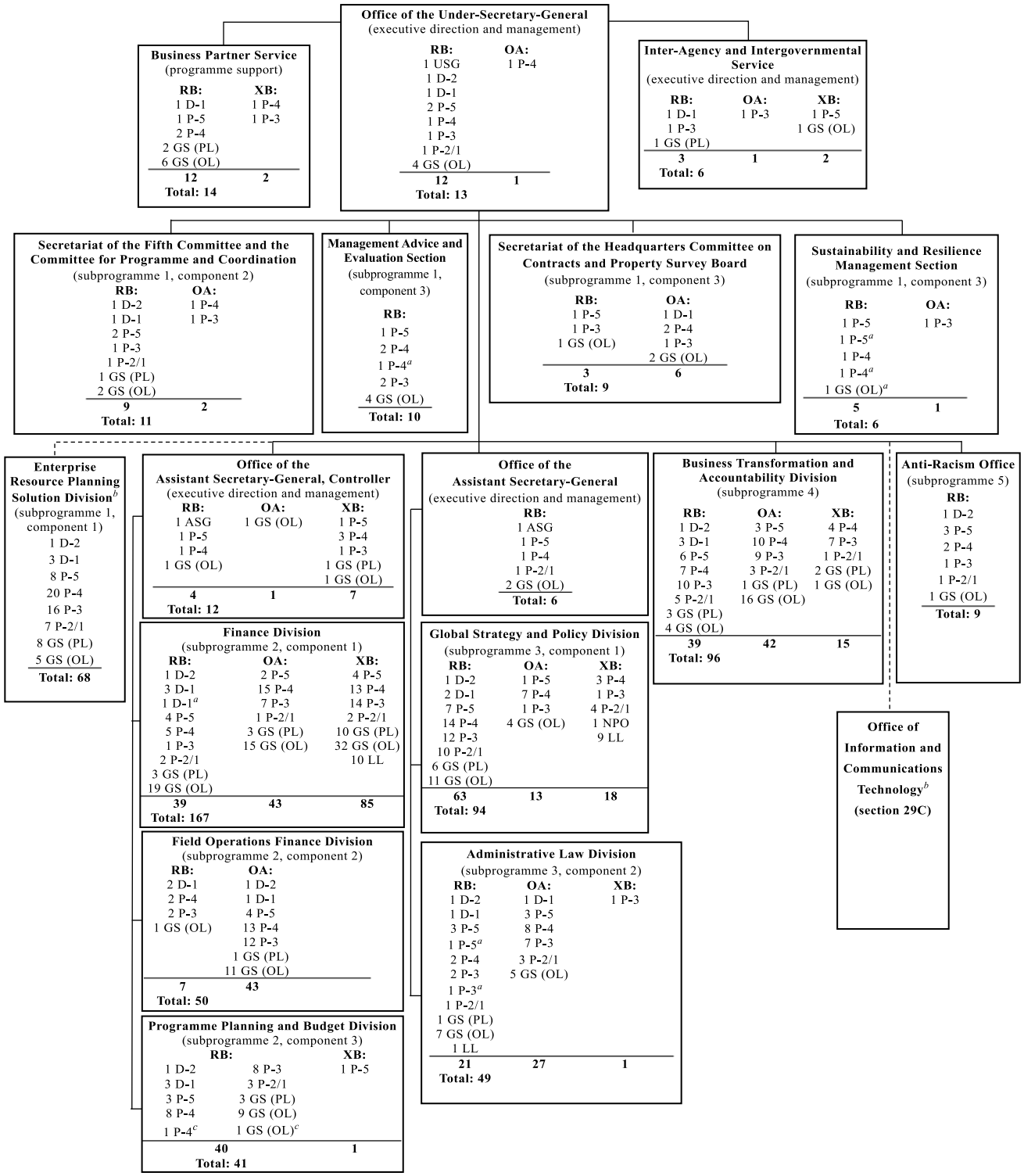
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		8	–	–	–	–	–	8
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 29A.XXV
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

[a] Conversion.

[b] Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

[c] Reassignment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 1, component 3, Management advisory services	1 1 1	P-5 P-4 GS (OL)	**Conversion** from temporary positions of 1 Senior Programme Management Officer (P-5), 1 Management and Programme Analyst (P-4) and 1 Administrative Assistant (GS (OL))	The proposed conversion of 3 general temporary assistance positions (1 P-5, 1 P-4 and 1 GS (OL)) to posts would provide long-term stability in the execution of essential functions in support of the work of the Sustainability and Resilience Management Section. Lessons learned from the coronavirus disease (COVID-19) pandemic, as well as from other locally isolated emergencies, confirm the importance of having organization-wide mature and up-to-date continuity planning, with personnel and infrastructure ready to support the ongoing implementation of Member States' mandates. The conversion of the positions, which were initially created in 2008 (P-5), 2010 (GS (OL)) and 2011 (P-4), is proposed given the long-term and core nature of the functions performed by the incumbents of these positions, including as indicated below. The Senior Programme Management Officer will continue to coordinate cross-cutting strategy and policy matters relating to continuity of functions and new ways of working, with a particular emphasis on areas relating to procurement, human resources and linkages to accountability matters in coordination with the Business Transformation and Accountability Division, the Office of Human Resources and the Office of Programme Planning, Finance and Budget. The incumbent coordinates specialized policy support, to ensure that new policies and changes take into account business continuity matters and are implemented in a timely and holistic manner, utilizing a continuous improvement approach by responding to changing conditions and taking advantage of evolving opportunities and applying lessons learned. The continuation and conversion of the Management and Programme Analyst position is critical to supporting the business continuity planning efforts of Secretariat entities and overall coordination across the global Secretariat, including the sharing of best practices and lessons learned. The functions include guidance and training for continuity planning of the critical functions of the Organization, assistance to entities with the conduct of simulation exercises for practising and testing their continuity plans, and ensuring a coordinated approach across entities. The incumbent, as part of the Sustainability and Resilience Management Section, serves as secretariat to the Senior Emergency Policy Team at United Nations Headquarters. The incumbent also provides functional support in the area of business continuity management to the Headquarters Crisis Operations Group. The continuation and conversion of the Administrative Assistant position is required to provide administrative and logistical support to the Section and will develop and maintain collaborative sites on SharePoint and Microsoft Teams to ensure that the various working groups and communities of practice are active and kept well informed.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
	1	P-4	**Conversion** from temporary position of 1 Legal Officer (P-4)	The Legal Officer position, initially created in 2008, supports the Section's capacity to address its heavy caseload and conduct the evaluation process in each case in an objective and impartial manner. As part of an often very time-consuming process, the Legal Officer conducts extensive legal research to ensure the accuracy and quality of the Section's legal analyses and avoid unnecessary litigation. The Legal Officer spends a significant amount of time gathering information and verifying facts, as well as holding the policy discussions required to ensure the integrity of the Section's recommendations. The conversion of the Legal Officer position to a post is requested given the high volume of requests submitted to the Section for evaluation each year (853 cases on average).
Subprogramme 2, component 1, Finance	1	D-1	**Conversion** from extrabudgetary resources of 1 post of Chief of Service (D-1)	Pursuant to the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions in its letters to the Secretary-General, the Secretariat proposes the regularization of one post of Chief of Service (D-1) in the Finance Division of the Office of Programme Planning, Finance and Budget. As noted by the Advisory Committee, cost recovery, liquidity management and contributions are ongoing, core functions of the Organization, which should be funded from the regular budget. The principal role and responsibilities of the Chief of Service are to act as Secretary of the Committee on Contributions, which supports Member States in managing their assessed contributions to the Organization. The Chief of Service acts as principal interlocutor with Member States to address sensitive concerns and challenges and to liaise with the United Nations Treasury and the Controller to resolve issues and optimize the financial position of Member States with respect to the United Nations. The Chief of Service also oversees other revenue-generating activities, including global cost-recovery operations and other ad hoc initiatives jointly funded with United Nations agencies, funds and programmes not covered by section 31 of the programme budget. In respect of the Chief of Service's role and responsibilities, it should be noted that the Committee on Contributions is one of the subsidiary organs of the General Assembly, and that the secretaries of such bodies are consistently positioned at the Director level. The Chief of Service is pivotal in developing measures to tackle the systemic liquidity challenges faced by the Organization to safeguard its financial health. Cost-recovery arrangements in the Secretariat continue to grow in value and complexity, encompassing a vast range of services (more than 3,000) and over 75 service providers. In recent years, the changing operational environment and the Organization's increasing use of cost recovery as a financing model for several activities have highlighted the need to ensure that cost recovery is based on consistent principles, and that it applies approved methodologies, uses processes that are compliant with the Financial Regulations and Rules of the United Nations and conforms to good practices that are generally accepted for such activities.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 2, component 3, Programme planning and budgeting	1 1	P-4 GS (OL)	**Reassignment** of 1 post of Programme Budget Officer to Data Specialist (P-4) and 1 post of Finance and Budget Assistant to Data Analysis Assistant (GS (OL))	In line with the implementation of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, and his vision to transform the United Nations into a fully data-driven Organization, it is proposed to reassign two posts to strengthen the data analytics capabilities of the Policy Coordination Unit of the Programme Planning and Budget Division and align the data-focused positions. The reassignment of one P-4 post and one GS (OL) post would allow the Division to make gains in efficiency and effectiveness by streamlining and enhancing cross-cutting data analysis applicable to all budget sections and strengthening support to client entities on how to best leverage data products, including corporate dashboards.
Subprogramme 3, component 2, Administrative law	1	P-5	**Conversion** from temporary position of one Senior Programme Management Officer (P-5)	The Senior Programme Management Officer in the Conduct and Discipline Service serves as the focal point for addressing policy and other related matters associated with the Organization's response to issues of sexual harassment, a long-standing matter that requires dedicated leadership and advocacy to promote and sustain the Organization's efforts to prevent it from occurring. The incumbent supports the Assistant Secretary-General for Human Resources and the Under-Secretary-General for Management Strategy, Policy and Compliance, coordinating with stakeholders on sexual harassment-related matters to lead the Secretariat's contribution to overall inter-agency efforts on this matter. This includes, but is not limited to, raising awareness, improving reporting and enhancing policies, especially to address victims' concerns about coming forward with complaints. The incumbent also deals with policy aspects of ClearCheck, including its expansion to other types of misconduct and its full use by all United Nations common system entities. Further to the original purpose of the position, the Senior Programme Management Officer also leads the Organization's actions to provide ongoing support to victims of domestic abuse and violence. The Officer leads and facilitates discussions on this subject at the inter-agency level geared towards determining a consistent and victim-centred approach, and works in close collaboration with the Office of the Victims' Rights Advocate to ensure that a consistent approach to dealing with victims is followed. The Officer supports and leads the review and realignment of existing policies and other administrative documentation with a view towards enabling the proactive exercise of the duty of care with regard to those victims. Given the ongoing and continuous nature of the temporary P-5 position, initially created in 2010, its conversion to a post is proposed based on the rationale provided above.
	1	P-3	**Conversion** from temporary position of one Legal Officer (P-3)	The position of Legal Officer, initially created in 2012, primarily represents the Secretary-General in United Nations Dispute Tribunal proceedings, which include extensive contact with client offices to receive instructions on facts, the preparation of written legal submissions and attendance at oral hearings. In addition, the Legal Officer is critical for providing legal advice to managers to mitigate risks in decision-making. This requires hands-on and frequent interaction with decision makers who are accountable for the direction and overall management of the resources of the Organization. Conversion of the Legal Officer position to a post is required because the number of cases handled by the

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				component has remained consistently high and has required an ever-increasing amount of work to meet the requirements set out in the system of administration of justice, including, in particular, the representative functions needed to fully service a robust Dispute Tribunal docket. Given the spotlight placed on accountability and enforcement, the Secretariat's view is that it is clear that the functions of the Legal Officer will remain fully engaged in this area of work for the foreseeable future, thus further substantiating the request for conversion.

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

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VIII
Common support services

Section 29B
Department of Operational Support

Programme 25
Management and support services

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

29B.1 The Department of Operational Support is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery, in partnership with Secretariat entities and other clients. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 72/266 B and 73/281. The Department delivers rapid, effective, efficient, responsible and, where required, customized enabling solutions that help partners to meet their mandates, including in the most challenging operating environments.

Strategy and external factors for 2026

29B.2 For 2026, the Department will enable effective mandate delivery through the provision of operational support. To implement its programme, the Department will work with client entities to define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, diverse training services, business process improvement and medical and occupational health and safety, as well as information and communications technology solutions through the Office of Information and Communications Technology. It will, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.

29B.3 The Department will work to provide a balance of direct and advisory support, adapting to diverse client needs and ensuring a positive client experience. It will employ foresight methodologies in its planning to anticipate and respond to changes in the operating environment, fostering a culture that is agile, responsive and forward-looking. In addition, the Department will embrace technology, automation and innovation, as well as high-quality data, in order to streamline processes. It will also support relevant Secretariat actors to integrate positive legacy considerations into the design and management of their operations (including facilities, infrastructure and services) in order to maximize opportunities to provide a secondary benefit for host communities.

29B.4 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will reinforce its collaboration with Member States and regional organizations, including through capacity-building activities, knowledge exchange and functional arrangements in diverse areas of operational support, in order to achieve the scale and effectiveness needed to address complex challenges.

29B.5 With regard to inter-agency coordination and liaison, the Department will progress its modus operandi for the delivery of a full range of services within and beyond the United Nations Secretariat on the basis of comparative advantage, leading a network of service providers, where the Department focuses its efforts on enhancing delivery.

29B.6 With regard to the external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2026 is based on the following planning assumptions:

(a) There is adequate support from all stakeholders to enable effective operational support solutions in challenging operating environments;

(b) Requirements for crisis response and other special situations will not exceed the Department's capacity to respond.

29B.7 The Department will continue to integrate a gender perspective into its operational activities, deliverables and results, as appropriate. For example, activities will include camp design methodologies, improvements in the area of women's health, staffing initiatives such as the senior

women talent pipeline, and advice to field entities, upon request, to enable them to meet targets related to gender parity. In order to encourage a more equitable approach to the Organization's supply chain, the Department will continue to strengthen outreach and training for vendors, including for women-owned businesses.

29B.8 In line with the United Nations Disability Inclusion Strategy, the Department will support efforts to improve accessibility for persons with disabilities to the United Nations premises, to allow their full, meaningful and effective participation in the work of the United Nations.

Legislative mandates

29B.9 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

72/266 A; 72/266 B; 73/281; 77/267	Shifting the management paradigm in the United Nations
76/274	Cross-cutting issues
79/1	The Pact for the Future
79/257	Questions relating to the proposed programme budget for 2025
79/258	Special subjects relating to the proposed programme budget for 2025
79/259 A–C	Programme budget for 2025

Subprogramme 2
Supply chain management

Component 1
Integrated supply chain management

General Assembly resolutions

69/273	Procurement
78/250 B	Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali
78/297	Financing of the United Nations Interim Security Force for Abyei
78/298	Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
78/300	Financing of the United Nations Peacekeeping Force in Cyprus
78/301	Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
78/302	Financing of the United Nations Interim Administration Mission in Kosovo
78/304	Financing of the United Nations Disengagement Observer Force
78/305	Financing of the United Nations Interim Force in Lebanon
78/306	Financing of the United Nations Mission in South Sudan
78/307	Financing of the United Nations Mission for the Referendum in Western Sahara
78/309	Financing of the activities arising from Security Council resolution 1863 (2009)

Component 2
Uniformed capabilities support

General Assembly resolutions

50/222	Reform of the procedures for determining reimbursement to Member States for contingent-owned equipment
67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider rates of reimbursement to troop-contributing countries and other related issues
76/275	Post-traumatic stress disorder framework
76/276	Rates of reimbursement to troop- and police-contributing countries
77/303	Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment
78/293	Support account for peacekeeping operations

Subprogramme 3
Special activities

Security Council resolution

2719 (2023)

Deliverables

29B.10 Table 29B.1 lists all cross-cutting deliverables of the programme.

Table 29B.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**4**	**4**
Meetings of the:				
1. Fifth Committee	1	1	1	1
2. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Committee for Programme and Coordination	1	1	1	1
4. Special Committee on Peacekeeping Operations	1	1	1	1
E. Enabling deliverables				
Administration: six meetings of the Management Client Board.				

Evaluation activities

29B.11 The following evaluations to be conducted by the Department are planned for 2026:

(a) Evaluation of the Knowledge Gateway;

(b) Evaluation of client orientation in the implementation of integrated supply chain management;

(c) A joint evaluation by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology on information and communications technology security will be completed in 2026.

Programme of work

Subprogramme 1
Support operations

Component 1
Human resources support

Objective

29B.12 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes and offer the Organization talented and diverse staffing pools.

Strategy

29B.13 To contribute to the objective, the component will:

(a) Support Secretariat entities in the exercise of delegated authority in the area of human resources, including through:

(i) Specialized advisory support and guidance to human resources business partners across the Secretariat, including on dispute prevention and resolution, affiliated-personnel capacities and other entity-specific operational human resources needs;

(ii) Active engagement and regular analysis of support requests, with a view to communicating required policy changes to the Department of Management Strategy, Policy and Compliance on the basis of client needs;

(iii) Simplification and digitalization of human resources processes, tools and procedures, such as recruitment, rostering, testing and examination services, affiliated-personnel capacities and workforce planning, in cooperation with the Office of Human Resources and the Office of Information and Communications Technology;

(b) Offer high-quality and diverse pools of candidates by managing global Secretariat rosters across all job families;

(c) Administer the young professionals programme.

29B.14 The above-mentioned work is expected to result in:

(a) Secretariat entities accountably, effectively and efficiently exercising their delegated human resources authority in support of their mandates;

(b) Increased efficiencies and measurable reductions in delays and redundancies in human resources processes;

(c) Strengthened capacity for the timely identification and recruitment of candidates and talent that are the best fit.

Programme performance in 2024

Effective transition of United Nations Office for Project Services partner personnel

29B.15 The component provided extensive support to client entities to implement a new memorandum of understanding established in 2024 between the United Nations Office for Project Services (UNOPS) and the United Nations Secretariat, supporting the transition of entities using UNOPS for project implementation and, where exceptionally approved, as provider of partner personnel outlined in the 2014 memorandum of understanding. The new memorandum of understanding transforms the use of UNOPS to be either an implementing partner or a service provider. At the beginning of 2024, more than 2,500 partner personnel were engaged through UNOPS on an exceptional basis and had to be either transitioned to other modalities or phased out in 2025. The subprogramme supported entities in transitioning their financial agreements and phasing out the use of partner personnel through a multilayer approach. It provided guidance and capacity-building to human resources practitioners and assisted 16 client entities with the review of their existing arrangements to advise on suitable modalities for the necessary transition.

29B.16 Progress towards the objective is presented in the performance measure below (see table 29B.2).

Table 29B.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	16 entities received support, including briefings and guidance, to effectively implement the new memorandum of understanding and transition their partner personnel, leading to a reduction of approximately 700 partner personnel by the end of 2024

Planned results for 2026

Result 1: Secretariat entities engage in workforce planning and organizational design

Programme performance in 2024 and target for 2026

29B.17 The component's work contributed to clients gaining access to an organizational design guide and participating in dedicated briefing sessions on new workforce capabilities to enable decision-making on how the entity should be structured to achieve its goals, which met the planned target. In addition, a priority workforce capabilities toolkit was launched in August 2024 for entities to progressively incorporate the priority workforce capabilities.

29B.18 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.3).

Table 29B.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Clients have access to overview of entry-level positions to guide utilization of P-1 and P-2 and guidance on rejuvenation of the workforce Clients have increased opportunities to share best practices in the workforce planning and organizational design network, with 59 client entities represented	Clients have access to the workforce capabilities briefing sessions to be able to progressively incorporate the priority workforce capabilities (e.g., data analytics and management, digital transformation and innovation) Clients have access to an organizational design guide to decide how the entity should be structured and function in order to achieve its goals	Clients have access to dedicated workshops on the workforce capabilities in order to address their specific workforce needs Clients have access to the priority workforce capabilities toolkit to operationalize the workforce capabilities at the entity level	Clients have access to, and utilize, data-driven roster health analysis to forecast their upcoming requirements	Clients have access to, and utilize, enhanced data-driven roster health analysis to plan, prioritize and holistically forecast their upcoming requirements over a four-year horizon

Result 2: improved performance management across the Secretariat

Programme performance in 2024 and target for 2026

29B.19 The component's work contributed to increased capacity of 47 local human resources practitioners from 30 client entities to advise and guide managers on performance management through the "train-the-trainers" programme, which met the planned target.

29B.20 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.4).

Table 29B.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Managers and human resources practitioners in 48 client entities gain capacity and understanding on the different stages of the performance cycle and their responsibilities at each stage	Increased capacity of 47 human resources practitioners from 30 client entities to advise on complex performance management cases	Managers are empowered to better manage performance and respond to issues related to performance management through guidance, briefings and training	Human resources practitioners and managers increase their awareness and capacity in the area of performance management through lessons learned initiatives

Result 3: enhanced roster building and management for the global Secretariat

Proposed programme plan for 2026

29B.21 The subprogramme is planning and implementing a new roster building and management approach to ensure that all Secretariat entities have access to refreshed and time-bound rosters to enhance the quality, efficiency and fairness of the rostering process. In 2024, the subprogramme designed, in coordination with the Office of Information and Communications Technology, the necessary enhancements to Inspira. The subprogramme refined a roster health analysis tool to make informed recommendations for rosters in need of replenishment and developed a quality assurance framework. In addition, roster-building workshops were conducted with human resources stakeholders in November and December 2024.

Lessons learned and planned change

29B.22 The lesson for the component was a need for enhanced change and knowledge management, a consistent approach to roster replenishment prioritization, and operational readiness in planning, systems and training to implement the new roster building and management approach. In applying the lesson, the subprogramme will develop a communications strategy and standardize assessment services by providing guidance, implementing a planning tool for efficient rostering, and ensuring alignment with the quality assurance framework. The component will also continue to prioritize rostering exercises on the basis of workforce requirements to achieve healthy rosters.

29B.23 Expected progress towards the objective is presented in the performance measure below (see table 29B.5).

Table 29B.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Increased collaboration and communication with stakeholders to ensure alignment and coherence	Increased comprehension by human resources stakeholders of the new global roster management approach to effectively manage the change	Clients have access to enhanced Inspira tools to streamline roster building and management United Nations entities have access to refreshed, time-bound rosters for efficient and high-quality recruitment selections	Increased accuracy and efficiency of roster management

Deliverables

29B.24 Table 29B.6 lists all deliverables of the component.

Table 29B.6
Subprogramme 1, component 1: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: advice and guidance to Secretariat entities on all human resources issues, including escalation to the Department of Management Strategy, Policy and Compliance regarding authoritative policy interpretation, when necessary; affiliated-personnel administration, recruitment and rostering improvements; advice on attaining targets related to gender equality; talent programmes focused on field mission recruitment (e.g. senior women talent pipeline); examinations and tests, including the competitive examination for language positions for approximately 5,000 candidates, the young professionals programme for approximately 2,000 candidates and the language proficiency examination for approximately 6,000 participants; placement of approximately 60 young professionals programme roster candidates and reassignment of young professional staff members after their initial two years of service; roster assessment and schedule determination for refreshing rosters across 23 job families; updated procedures, assessments and tools for rostering and recruitment; guidance packages, advice and capacity-building on human resources delegation of authority, performance management, affiliated personnel administration, workforce planning, organizational design and roster management to facilitate the human resources planning process for all Secretariat entities; tools and enhancements in the Inspira talent management platform for recruitment and rostering; official status files in largely digital format for the efficient administration of peacekeeping personnel and towards a Secretariat-wide personnel records management system; and enhanced Umoja functionalities in support of human resources processes globally.

Component 2
Capacity development and operational training

Objective

29B.25 The objective, to which this component contributes, is to ensure that all Secretariat entities have the operational capacities necessary to effectively deliver on the mandates entrusted to them.

Strategy

29B.26 To contribute to the objective, the component will:

(a) Collaborate with Secretariat entities to design, develop and deliver a diverse portfolio of training and capacity-building services tailored to operational needs; create and execute comprehensive training programmes across key operational areas, such as resources stewardship, data-related capacities and other support functions, including Umoja; and emphasize the integration of e-learning platforms and apply change management strategies to facilitate effective learning outcomes and seamless adaptation;

(b) Strengthen knowledge management and innovative information-sharing to boost operational effectiveness through standardized, accessible guidance and process improvement initiatives;

(c) Expand the range and content of training programmes and learning resources to improve multilingualism.

29B.27 The above-mentioned work is expected to result in:

(a) Stronger organizational governance by senior leadership teams, as well as better trained and empowered staff to support operational decision-making, resource management and improved operational processes;

(b) Knowledge management and learning management platforms that reach a broad spectrum of practitioners across the Secretariat, resulting in strengthened awareness and competence with regard to resource stewardship and other operational responsibilities;

(c) Greater linguistic capability and diversity and improved communication capacities across the Secretariat in support of multilingualism.

Programme performance in 2024

Improved administration of rest and recuperation entitlements across the Secretariat

29B.28 In early 2024, the process improvement advisory group, to which the component acts as the secretariat, finalized the selection of 10 process improvement projects with a view to enhancing efficiency, streamlining workflows and optimizing service delivery across key Secretariat support functions. One of these projects focused on the enhancement of the administration of rest and recuperation entitlements for staff working in hardship duty stations. During 2024, the component conducted interviews, focus group discussions and surveys with representatives from 29 Secretariat entities to identify challenges and inefficiencies in the administration of such entitlements. Subsequently, business process improvement workshops were held to redesign the process to address inefficiencies in workflows and enhance decision-making. These workshops utilized behavioural science principles to uncover “pain points” in the process and identify evidence-based approaches to address them. They also offered the opportunity for different improvements to be tested to determine their utility and effectiveness. As a result, an agreement on a streamlined, simplified workflow was achieved and will be implemented in 2025.

29B.29 Progress towards the objective is presented in the performance measure below (see table 29B.7).

Table 29B.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	A streamlined, simplified workflow for the administration of rest and recuperation entitlements was developed and agreed by Secretariat entities, which will reduce processing time for around 20,000 requests, benefiting over 5,000 staff entitled to rest and recuperation as well as managers and human resources partners involved in the approval process

Planned results for 2026

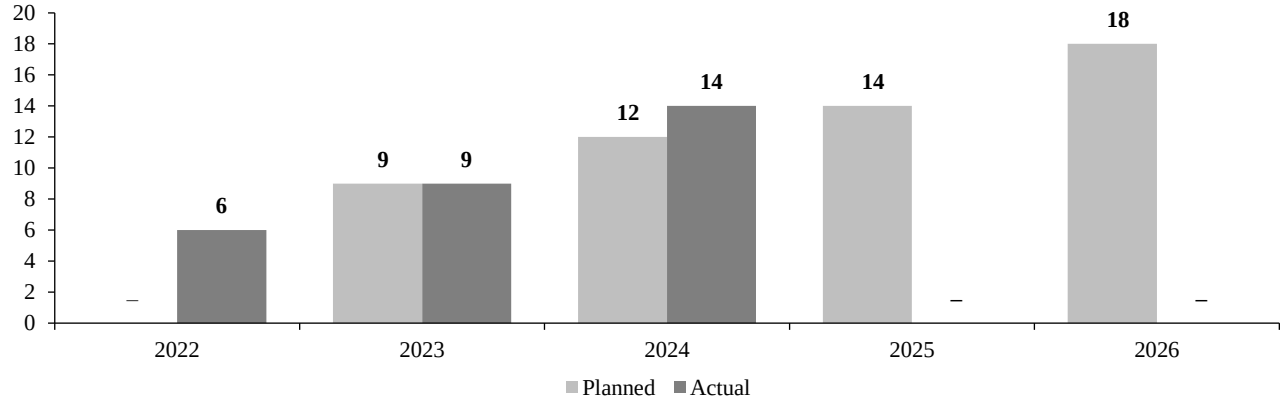
Result 1: effective resource stewardship in the Secretariat

Programme performance in 2024 and target for 2026

29B.30 The component's work contributed to the availability of 14 learning solutions on effective resource management, which exceeded the planned target of 12 learning solutions.

29B.31 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29B.I).

Figure 29B.I
Performance measure: number of learning solutions on effective resource management available to client entities (cumulative)



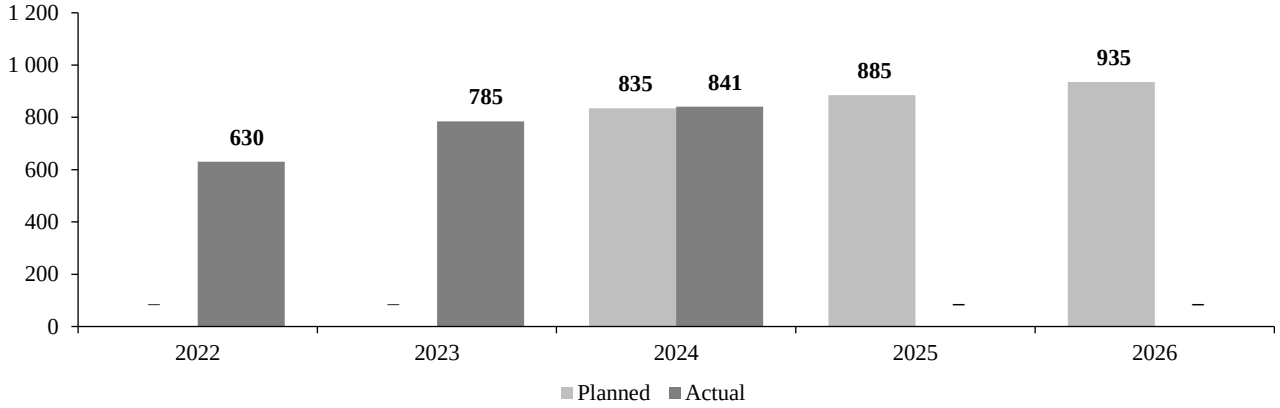
Result 2: UNTold: collective learning and innovation across the United Nations system

Programme performance in 2024 and target for 2026

29B.32 The component's work contributed to the engagement of 841 United Nations personnel in UNTold interactive learning sessions, which exceeded the planned target of 835 personnel.

29B.33 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29B.II).

Figure 29B.II
Performance measure: number of United Nations personnel engaged in UNTold interactive learning sessions (annual)



Result 3: strengthened organizational capabilities in innovation, data analytics, digital transformation, strategic foresight and behavioural science

Proposed programme plan for 2026

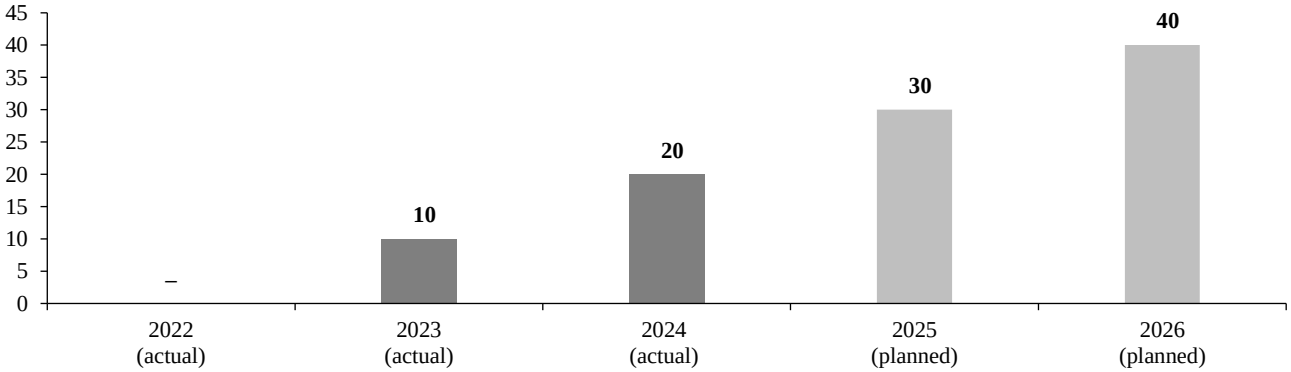
29B.34 The subprogramme works with Secretariat entities to design, develop and deliver a diverse portfolio of training and capacity-building services tailored to operational needs. In paragraph 73 (a) of its resolution 79/1, entitled "The Pact for the Future", under action 45, the General Assembly decided to achieve a more agile, responsive and resilient United Nations, in particular by enhancing the Organization's capabilities in innovation, data analytics, digital transformation, strategic foresight and behavioural science to better support Member States and deliver on its mandates.

Lessons learned and planned change

29B.35 The lesson for the component was the need to further align its learning initiatives with the five areas identified in paragraph 73 (a) of the Pact for the Future. In applying the lesson, the subprogramme will ensure that ongoing and future operational learning projects are appropriately scoped, clearly integrate learning objectives in line with paragraph 73 (a) of the Pact for the Future and are intentionally designed for maximum impact towards strengthening the Organization's capabilities in those five areas.

29B.36 Expected progress towards the objective is presented in the performance measure below (see figure 29B.III).

Figure 29B.III
Performance measure: number of operational learning initiatives to strengthen organizational capabilities in innovation, data analytics, digital transformation, strategic foresight and behavioural science (cumulative)



Deliverables

29B.37 Table 29B.8 lists all deliverables of the component.

Table 29B.8
Subprogramme 1, component 2: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: in-person, online and blended courses, workshops, guides, reference material, capacity development programmes and initiatives; in-person and virtual governance improvement programme for approximately 16 senior leadership staff from 2 United Nations Secretariat entities; at least 6 learning products on communication in all 6 United Nations official languages, including instructor-led training and self-paced content for 500 beneficiaries, and illustrative samples (text, video and audio) to demonstrate language production at the various United Nations levels; instructor-led and self-paced language and communication training in all 6 official United Nations languages, including direct provision at United Nations Headquarters and other duty stations, with approximately 350 initiatives and promotion of comparable online language learning licences in 14 Secretariat entities; training on the use of updated and simplified enterprise system workflows and business process improvement; guidance and best practices in more than 135 thematic areas to simplify and harmonize operational processes; and embedded accessibility tools for persons with disabilities in the Knowledge Gateway.

Component 3
Healthcare management and occupational safety and health

Objective

29B.38 The objective, to which this component contributes, is to ensure the health and well-being of the United Nations workforce.

Strategy

29B.39 To contribute to the objective, the component will:

(a) Ensure standardized credentialing for United Nations healthcare personnel and ensure that healthcare personnel with appropriate qualifications and skills are deployed to all field duty stations;

(b) Implement healthcare quality and patient safety standards at all United Nations healthcare facilities at level 1+ and above by assessing facilities, training medical personnel in healthcare quality and patient safety standards and assessment methodologies and reviewing data from the hospital evaluation tool;

(c) Promote a culture of safety at all level 1+ and above healthcare facilities by implementing a clinical adverse event reporting system to support data collection for surveillance and the reporting of patient safety risks and adverse events and by administering a culture of safety survey;

(d) Develop evidence-based chronic disease prevention and health promotion programmes and policies, based on a disease surveillance system, for implementation by United Nations medical services globally;

(e) Implement the components of an occupational safety and health management system for Secretariat entities, including an incident reporting system and a monitoring and evaluation system, through support for an oversight body, the development of policy and standards and training;

(f) Modernize business processes, including for the collection of medical entitlements through the electronic medical record system, the improved capture of the cause of sickness absences and the integration of systems covering incidents, sickness, work-related medical evacuations and service-incurred compensation;

(g) Undertake workplace and meeting risk assessments at United Nations Headquarters and implement mitigation strategies to prevent workplace illness and injury;

(h) Implement support measures for women's health, including training for the United Nations healthcare workforce on the provision of gender-sensitive medical services;

(i) Improve the access of personnel of peace operations to health facilities, including mental health services, in line with paragraph 42 (d) of the Pact for the Future, under action 21.

29B.40 The above-mentioned work is expected to result in:

(a) A reduction in adverse events and preventable harm by enhancing the health and well-being of personnel;

(b) Continued mitigation of occupational health and safety risks;

(c) Improved compliance of field and referral hospitals with United Nations healthcare quality and patient safety standards that meet the needs of United Nations healthcare professionals and staff.

Programme performance in 2024

Enhanced literacy on mental health issues for uniformed personnel

29B.41 Serving in diverse and often challenging environments, uniformed and civilian personnel in peace operations put their physical and mental well-being at risk. Recognizing the importance of building resilience and safeguarding the well-being of personnel in peace operations, the subprogramme launched, in 2023, the Mental Health Strategy for United Nations Uniformed Personnel. The Strategy underscores the critical importance of improving mental health literacy, with a view to reducing barriers to seeking support. It also outlines comprehensive roles and responsibilities in providing mental health support to uniformed personnel. In 2024, the subprogramme developed a web and mobile phone application, "UN's MindCompanion", to increase awareness and understanding of mental health issues, facilitate coping skills, enhance accessibility to mental health literacy resources, foster a positive and supportive work environment and reduce barriers to seeking support. Available in 17 languages and functioning seamlessly both online and offline, the application ensures privacy and confidentiality for the user and also includes a self-assessment feature to help users to gauge their mental well-being and track it over time.

29B.42 Progress towards the objective is presented in the performance measure below (see table 29B.9).

Table 29B.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	Mental Health Strategy for United Nations Uniformed Personnel launched in December 2023	"UN's MindCompanion", a digital platform (web and mobile application), available in 17 languages as of October 2024, with 4,800 downloads between October and December

Planned results for 2026

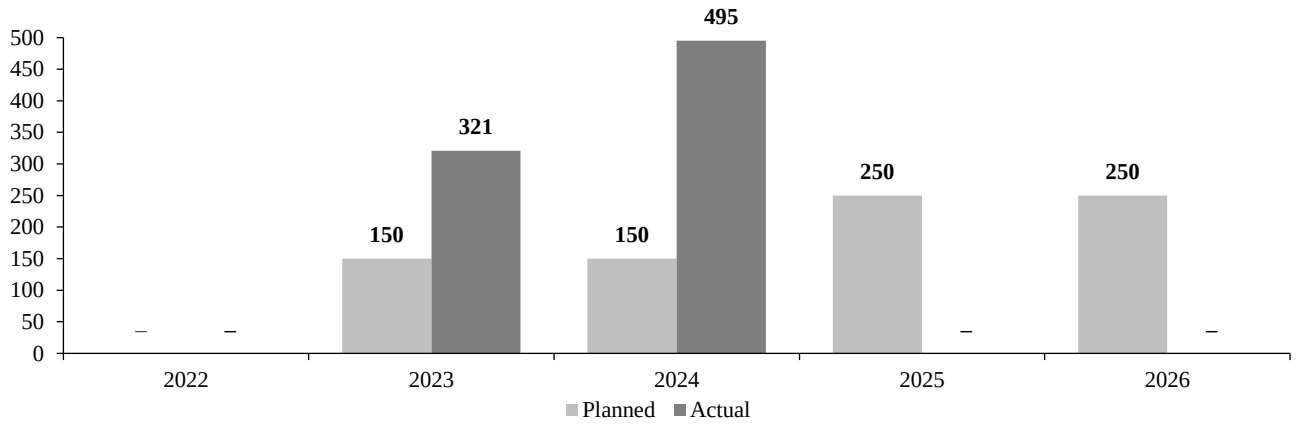
Result 1: a safe and healthy environment for female civilian and uniformed personnel in peace operations

Programme performance in 2024 and target for 2026

29B.43 The component's work contributed to 495 field medical personnel having access to training on women's health and reporting improved knowledge and capabilities for gender-sensitive services, which exceeded the planned target of 150.

29B.44 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29B.IV).

Figure 29B.IV
Performance measure: number of field medical personnel who have access to training on women's health and who report improved knowledge and capabilities for gender-sensitive services (annual)



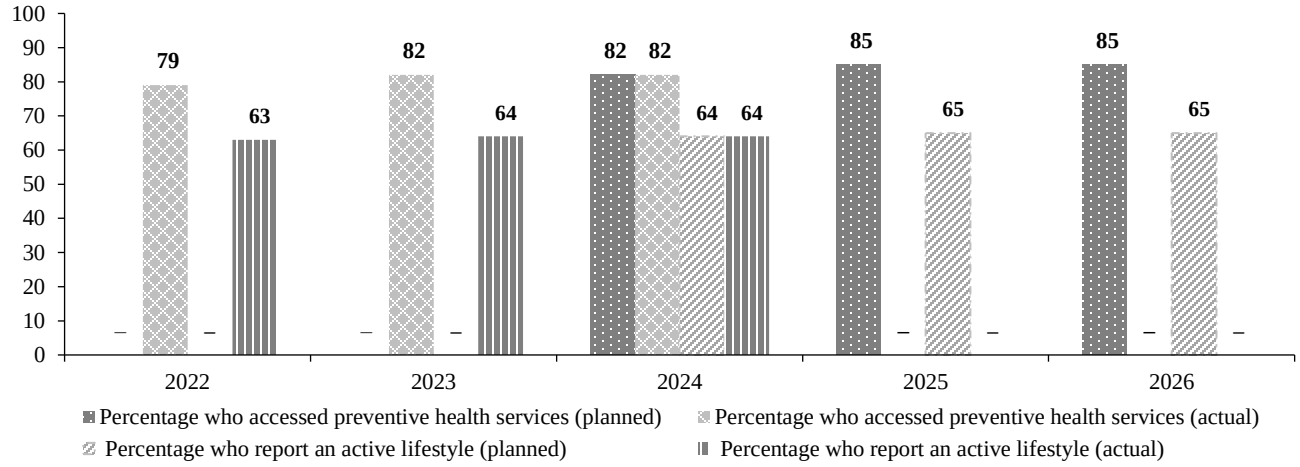
Result 2: United Nations personnel use preventive health services to improve their health and well-being

Programme performance in 2024 and target for 2026

29B.45 The component's work contributed to 82 per cent of United Nations personnel accessing preventive health services and 64 per cent reporting an active lifestyle, which met the planned target.

29B.46 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29B.V).

Figure 29B.V
Performance measure: improved health and well-being of United Nations personnel[a]



[a] The survey is conducted biennially. Data for 2024 (actual) reflect the latest available data from the survey conducted in 2023.

Result 3: improved quality of patient care

Proposed programme plan for 2026

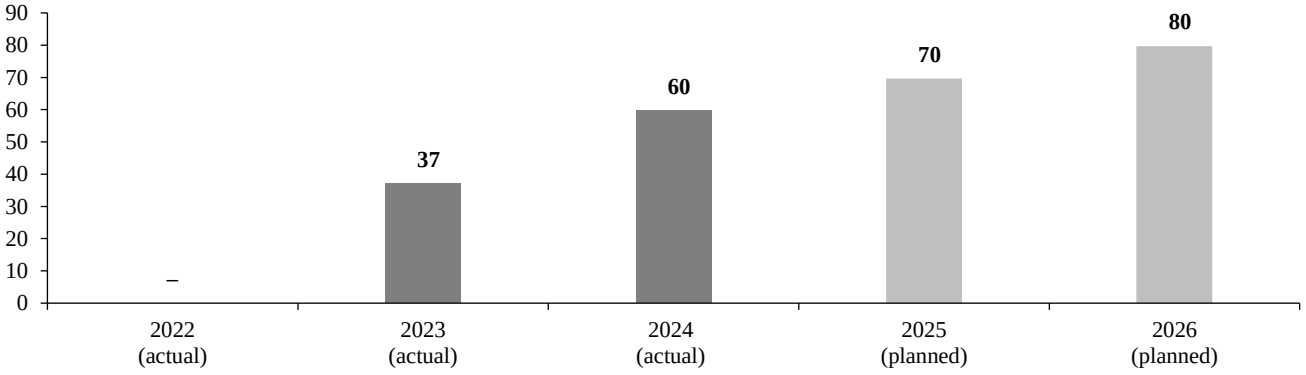
29B.47 Clinical standards and pathways contribute to improving patient care by identifying and standardizing best practices, reducing variations in treatment and promoting evidence-based approaches. The component, in collaboration with the World Health Organization, has worked to establish clinical standards and pathways for United Nations operations, and has provided extensive guidance and training to medical personnel on their implementation.

Lessons learned and planned change

29B.48 The lesson for the component was that in addition to guidance and training on the standards and pathways, it was important to continuously monitor the quality of patient care. In applying the lesson, the component will conduct continuous reviews of professional practice, including daily and monthly reviews, to assess compliance with established clinical standards or pathways. The component will also identify specific areas for improvement and corrective actions, and will engage with United Nations medical personnel to provide training and guidance to ensure the implementation of recommendations arising from reviews of professional practice. These efforts will be further enhanced through an electronic monitoring system which provides all United Nations medical personnel with immediate access to recommendations and enables them to monitor their performance, and ultimately contributes to continuous improvement in the quality of care.

29B.49 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VI).

Figure 29B.VI
Performance measure: compliance rates with clinical standards or pathways (annual)
(Percentage)



29B.50 Table 29B.10 lists all deliverables of the component.

Table 29B.10
Subprogramme 1, component 3: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Healthcare management and occupational safety and health: credentialing process for healthcare personnel in compliance with the guidelines for technical clearances and the technical skills framework; psychosocial services, including mental health services; medical clearance of 4,000 personnel for recruitment and travel and immunizations of 1,500 personnel; guidance on global occupational health and safety services; advice on workplace accommodation and occupational ergonomics; field health support plans for field duty stations and field missions, upon request; assessment of field hospitals for compliance with healthcare quality and patient safety standards, and training medical personnel on those standards; clinical audits of field healthcare facilities; patient experience surveys; weekly webinars for medical personnel and online courses on women's health and emergency hemotherapy; training on occupational health and safety issues and on medical entitlement for field health case managers; guidance for public health emergencies; assessments on emergency preparedness, including for mass casualty events; and emergency preparedness and response.

Subprogramme 2
Supply chain management

Component 1
Integrated supply chain management

Objective

29B.51 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by United Nations Secretariat client entities.

Strategy

29B.52 To contribute to the objective, the component will:

(a) Improve alignment of the Secretariat's end-to-end supply chain with the 2030 Agenda for Sustainable Development and operationalize 24-month rolling supply chain planning, for continuous monitoring and update of supply chain plans to meet operational requirements and priorities;

(b) Identify and ensure the availability of appropriate sourcing options and solutions, such as global and regional systems contracts, local procurement, letters of assist and memorandums of understanding, or the leveraging of existing stock, integrating practices that are client-centric, effective, efficient and gender-sensitive;

(c) Continue outreach efforts to facilitate diversity and proportionate participation in business opportunities with the United Nations, including through targeted outreach to Member States and the enhanced use of business seminars, in particular for women-owned and disability-inclusive businesses and vendors from developing countries and countries with economies in transition;

(d) Maintain the list of strategic goods and services sourced through Headquarters to improve risk management in procurement, economies of scale and standardization;

(e) Support all entities with the timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements.

29B.53 The above-mentioned work is expected to result in:

(a) The availability of the right goods and services at the right time, while taking into consideration their whole-life cost;

(b) Client entities gaining access to appropriate, effective and efficient sourcing and delivery solutions to implement their mandates;

(c) A more diversified vendor roster for more inclusive and effective international competition.

Programme performance in 2024

Safe deployment and relocation of United Nations personnel to and from Haiti

29B.54 The component supports client entities with timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements. In response to the security situation in Haiti, the component facilitated the deployment or relocation of United Nations staff and personnel to or from Haiti. In March 2024, the component supported the urgent deployment and redeployment of 64 United Nations personnel to and from Haiti. In November 2024, the component facilitated the safe relocation of 24 staff and multinational police advisers from Haiti, utilizing a United Nations contracted aircraft which was temporarily shared by the United Nations Verification Mission in Colombia. The component also established from June 2024 air ambulance services and level 3 hospital services in the Dominican Republic to provide medical support to personnel of the Multinational Security Support Mission in Haiti established by the Security Council in its resolution 2699 (2023).

29B.55 Progress towards the objective is presented in the performance measure below (see table 29B.11).

Table 29B.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Safe deployment and relocation of 88 United Nations staff members and multinational police advisers to and from Haiti

Planned results for 2026

Result 1: reduced environmental footprint through effective supply chain management

Programme performance in 2024 and target for 2026

29B.56 The component's work contributed to client entities having access to seven system contracts, including one for hybrid vehicles and six for turnkey renewable energy solutions for the improvement of camp infrastructure, which met the planned target.

29B.57 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.12).

Table 29B.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Peacekeeping missions have access to guidance on improved fuel utilization	Selection of vendor for turnkey renewable energy solutions	Client entities have access to 7 system contracts, including for hybrid vehicles and turnkey renewable energy solutions for the improvement of camp infrastructure	Peacekeeping missions increase the proportion of energy consumed through renewable sources to 6 per cent	Existing system contracts contribute to a further reduction of the environmental footprint of United Nations operations

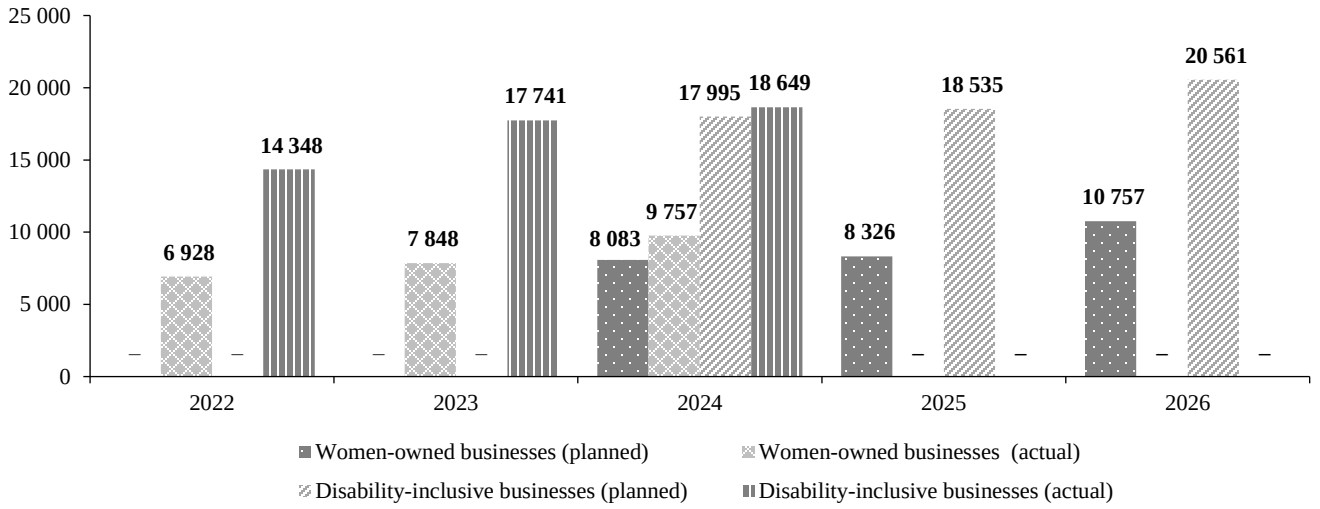
Result 2: diversified participation in United Nations business opportunities

Programme performance in 2024 and target for 2026

29B.58 The component's work contributed to 9,757 women-owned businesses and 18,649 disability-inclusive businesses registered in the United Nations Global Marketplace, which exceeded the planned target of 8,083 and 17,995, respectively.

29B.59 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29B.VII).

Figure 29B.VII
Performance measure: number of women-owned and disability-inclusive businesses registered in the United Nations Global Marketplace (cumulative)



Result 3: increased availability of on-call logistics solutions

Proposed programme plan for 2026

29B.60 The component provides cost-effective, client-oriented and efficient supply chain solutions to client entities. In its efforts to improve client experiences with fit-for-purpose supply chain solutions, the component engages with Member States to establish on-call and standby logistics solutions that further enable the United Nations to rapidly address emergency and surge requirements where speed and agility are critical, and to supplement commercial arrangements.

Lessons learned and planned change

29B.61 The lesson for the component was that the partnership with Member States can enhance the capacity of the United Nations to address critical logistics gaps in areas where commercial services are not easily available when needed and improve the Organization's responsiveness to unforeseen circumstances. In applying the lesson, the component will enhance and strengthen its partnership with Member States in various areas of on-call logistics solutions, where such solutions are available.

29B.62 Expected progress towards the objective is presented in the performance measure below (see table 29B.13).

Table 29B.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	United Nations Secretariat entities have access to logistical solutions through new or existing partnerships with Member States	Agencies, funds and programmes have access to logistical solutions through new or existing partnerships with Member States

Deliverables

29B.63 Table 29B.14 lists all deliverables of the component.

Table 29B.14
Subprogramme 2, component 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	**1**	–
1. Report of the Secretary-General on supply chain activities to the General Assembly (biennial report)	–	–	1	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**54**	**60**	**54**	**54**
2. Seminars on how to do business with the United Nations for suppliers from developing countries and countries with economies in transition	54	60	54	54
C. Substantive deliverables				
Consultation, advice and advocacy: advice on 100 local procurement authority requests from client entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: briefings for 6 international partners, including Member States, on functional arrangements within areas of logistical cooperation in all field missions, system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network; and outreach to vendors.				
Digital platforms and multimedia content: e-catalogue for goods and services; Ariba eTendering platform; supply chain performance management framework; business intelligence reports for all functions in the Secretariat-wide supply chain, including on supply chain performance; dedicated virtual space to encourage innovation and excellence in supply chain management; and annual update of Secretariat procurement statistics.				
E. Enabling deliverables				
Administration: advisory services on procurement matters for 44 client entities, including on optimal acquisition plans, sourcing solutions, system contracts, procurement modalities and other supply chain matters; annual supply chain plan and strategic sourcing; operationalized mutual recognition, in line with the promulgated supply chain operational guidance on cooperation with United Nations organizations; global systems contracts and turnkey contracts, air transportation service contracts and other contracts; vendor registration documents in the 6 official United Nations languages; strategic-level support within the logistics specialist areas; system-wide aviation regulatory framework; guidance on aviation safety, including that related to air service vendors; operational guidance, manuals, contract performance evaluation tools and best practices on supply chain management; and Umoja master data management and data quality assurance.				

Component 2
Uniformed capabilities support

Objective

29B.64 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

Strategy

29B.65 To contribute to the objective, the component will:

(a) Serve as the single point of contact for troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement;

(b) Support the periodic review by the General Assembly of the reimbursement framework associated with uniformed capabilities deployed in formed units, support the negotiation and finalization of memorandums of understanding with troop- and police-contributing countries, expeditiously process applicable reimbursements in line with the decisions of the Assembly and facilitate the strategic integration of relevant performance data related to deployed contingent-owned equipment;

(c) Provide a streamlined reimbursement process involving an enhanced memorandum of understanding and payment processes;

(d) Provide strategic and operational support and foster enhanced partnerships with troop- and police-contributing countries.

29B.66 The above-mentioned work is expected to result in:

(a) Servicing of the General Assembly during the periodic review of the reimbursement framework for formed units and the implementation of all derivative guidance;

(b) Streamlined and timely payments to troop- and police-contributing countries for uniformed personnel and contingent-owned equipment deployed in formed units, letter-of-assist reimbursements, death and disability claims and ad hoc claims;

(c) Increased transparency and accountability of the reimbursement process and the real-time availability of data to Member States, Headquarters and field missions.

Programme performance in 2024

Safe disposal of unserviceable ammunition for the United Nations Multidimensional Integrated Stabilization Mission in Mali

29B.67 In accordance with Security Council resolution 2690 (2023), the component provided extensive support to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) during its drawdown, withdrawal and liquidation. The disposal of the Mission's ammunition emerged as a critical priority since MINUSMA was unable to dispose of ammunition within the mission area. Given the time constraints and complex operational needs, the component was requested to assist, and in response led the drafting and negotiation of a letter of assist and managed the disposal process with an outside service entity, with technical support from the Mine Action Service of the United Nations and logistical support from the Mission's liquidation entity. The component successfully led and managed the safe disposal process that was carried out in another country in November 2024.

29B.68 Progress towards the objective is presented in the performance measure below (see table 29B.15).

Table 29B.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Safe disposal of unserviceable ammunition by the required time frame of November 2024

Planned results for 2026

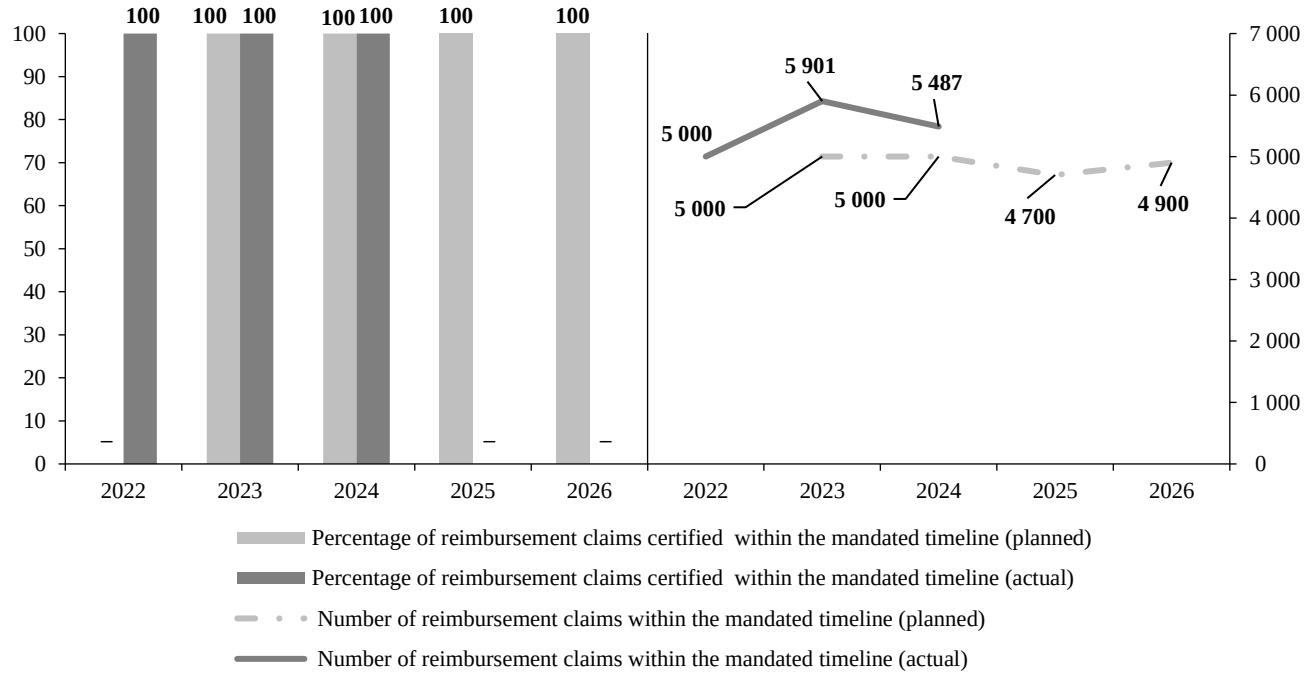
Result 1: single point of contact in the areas of administrative, logistical and financial support for troop- and police-contributing countries for faster reimbursement

Programme performance in 2024 and target for 2026

29B.69 The component's work contributed to the certification of 5,487 reimbursement claims, with 100 per cent of claims certified within the mandated three-month timeline, which exceeded the planned target of 5,000 claims.

29B.70 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29B.VIII).

Figure 29B.VIII
Performance measure: number of reimbursement claims (uniformed personnel and contingent-owned equipment) certified within the mandated three months following the end of the preceding quarter (annual)



Result 2: a secure one-stop-gateway for Member States to submit claims and access information on their deployments to peace operations

Programme performance in 2024 and target for 2026

29B.71 The component's work contributed to the development and testing of new functionalities which were further enhanced to provide more detailed information on the status of death and disability claims, which met the planned target.

29B.72 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.16).

Table 29B.16
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	The Member States Portal for Uniformed Capabilities Support provides basic information and visualizations	Functionalities were further enhanced to provide more detailed information on the status of death and disability claims	Troop- and police-contributing countries use the Member States Portal for Uniformed Capabilities Support to submit claims and securely access memorandums of understanding and reimbursement information	Troop- and police-contributing countries use the Member States Portal for Uniformed Capabilities Support to directly access payment letters, quarterly reimbursement letters and final quarterly contingent-owned equipment verification reports

Result 3: updated policies, procedures, standards and definitions for uniformed personnel and contingent-owned equipment

Proposed programme plan for 2026

29B.73 The General Assembly periodically reviews the standards and rates of reimbursement to uniformed personnel and for contingent-owned equipment. In 2024, the component initiated preparations for the quadrennial survey and the 2026 meeting of the triennial Working Group on Contingent-Owned Equipment, including providing guidance and briefings to Member States and Secretariat focal points.

Lessons learned and planned change

29B.74 The lesson for the component was to ensure prior engagement with the stakeholders and wider dissemination of information, resulting in more effective substantive deliberations during the formal meeting. In applying the lesson, the subprogramme will conduct pre-meeting briefings, as well as informal consultations, with all stakeholders, with the aim of achieving improved results from the quadrennial survey and the 2026 Working Group on Contingent-Owned Equipment.

29B.75 Expected progress towards the objective is presented in the performance measure below (see table 29B.17).

Table 29B.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Pre-sessional bureau of the 2023 Working Group on Contingent-Owned Equipment was convened	Standards and rates of reimbursement for contingent-owned equipment were updated on the basis of the 57 recommendations of the 2023 Working Group on	Member States received guidance on preparing issue papers and national cost data for the 2026 Working Group on Contingent-Owned Equipment	Sample group for the quadrennial survey nominated Completion of the mandated studies from the 2023 Working Group on Contingent-Owned Equipment	General Assembly receives the survey on the standard rate of reimbursement for uniformed personnel deployed in formed units Standards and rates of reimbursement for the Working Group on

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
	Contingent-Owned Equipment		Pre-sessional bureau of the 2026 Working Group on Contingent-Owned Equipment convened	Contingent-Owned Equipment updated on the basis of the recommendations of the 2026 Working Group on Contingent-Owned Equipment

Deliverables

29B.76 Table 29B.18 lists all deliverables of the component.

Table 29B.18
Subprogramme 2, component 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	–	**3**
Reports of the:				
1. 2026 Working Group on Contingent-Owned Equipment	–	–	–	1
2. Secretary-General on the 2026 Working Group on Contingent-Owned Equipment	–	–	–	1
3. Quadrennial survey	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	**5**	**5**	**5**	**5**
4. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**10**	**10**	**20**	**20**
5. Training events on the various aspects of memorandums of understanding and contingent-owned equipment policies and procedures, as well as death and disability compensation claims (for Member States)	10	10	20	20
E. Enabling deliverables				
Administration: reimbursement framework for formed units, including: the quadrennial survey on standard uniformed personnel reimbursements; administration of the Member States Portal for Uniformed Capabilities Support; training for Secretariat entities and all field missions with formed units on the reimbursement framework; new and amended statements of unit requirements, memorandums of understanding, letters of assist and agreements for military and police contingents deployed to field missions or pledged to the rapid deployment level of the Peacekeeping Capability Readiness System and participation in advisory, predeployment, rapid deployment-level, contingent-owned equipment verification and other visits to troop- and police-contributing countries; reimbursements to military and police personnel and for contingent-owned equipment deployed to field missions on memorandums of understanding or letters of assist, including through the calculation of premiums, deductions and death and disability and post-traumatic stress disorder compensation; servicing of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board; and comparative performance analysis and management decision reports.				

Subprogramme 3
Special activities

Objective

29B.77 The objective, to which this subprogramme contributes, is to ensure effective and efficient operational support responses by the Secretariat, including for unique and escalated requirements.

Strategy

29B.78 To contribute to the objective, the subprogramme will:

(a) Lead and coordinate the Secretariat's operational support response to emerging situations and other unique and surge-level requirements, including through planning support and monitoring, shared situational awareness, the provision of surge and specialized capacities and the facilitation of coordinated efforts;

(b) Work with client entities, major service providers in the global operational support architecture and United Nations system entities to improve service delivery, including through facilitation, coordination and the provision of specialist advice and direct support;

(c) Facilitate a robust value-for-money and resource stewardship agenda to inform efficient, effective and responsive operational support functions across the Secretariat;

(d) Coordinate and maintain bilateral and other multiparty relationships with key non-Secretariat partners in operational support, including on the implementation of Security Council resolution 2719 (2023).

29B.79 The above-mentioned work is expected to result in:

(a) Sustainable and multidimensional operational response to escalated situations and unique requirements;

(b) Fit-for-purpose support solutions that leverage existing capacities and expertise across the Secretariat and with United Nations agencies, funds and programmes to enhance efficiency, responsiveness, interoperability and operational continuity;

(c) Mutually beneficial collaboration between Secretariat and non-Secretariat entities, including Member States and regional organizations, that addresses priority needs across Secretariat entities;

(d) Measurable gains in efficiency and responsiveness across the Secretariat operational support architecture, including deepened cooperation in support operations with United Nations agencies, funds and programmes;

(e) Secretariat entities having access to guidance on operational support resourcing priorities and standards that is responsive to evolving requirements.

Programme performance in 2024

Successful drawdown and closure of the United Nations Multidimensional Integrated Stabilization Mission in Mali

29B.80 The subprogramme coordinated the engagement of the Department of Operational Support with the drawdown, withdrawal and liquidation of MINUSMA, which was one of the largest mission closures in recent history. The complexity and challenges inherent in repatriating 12,000 uniformed personnel and their equipment, separating or reassigning more than 4,000 civilian personnel, returning 15 camps to government ownership following environmental remediation and asset disposal and completing the myriad of administrative and logistical issues arising throughout the process required

close coordination of the Department's work. The short time frame available to complete the work and the prevailing security environment exacerbated these challenges. The subprogramme was instrumental in this coordination, engaging the whole Department, the Mission's liquidation entity and strategic partners to ensure alignment of efforts.

29B.81 The closure of MINUSMA offered many lessons for the Department. The importance of contingency planning, the ongoing need for flexible, innovative support solutions and the unique challenges that arise from completing a closure in a non-permissive security environment all influenced the work of the Department. The principal lesson derived from this closure, however, was the need for field entities to ensure their preparation for transition. The limited time available to prepare underscored the need for field entities to address issues throughout the mission life rather than waiting until closure. Despite all these challenges, the drawdown of MINUSMA was successfully achieved. The lessons will be incorporated into forthcoming guidance for field entities facing transition.

29B.82 Progress towards the objective is presented in the performance measure below (see table 29B.19).

Table 29B.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	The drawdown, withdrawal and liquidation of MINUSMA was successfully achieved in the time frame with lessons learned incorporated into guidance materials for entities facing transition

Planned results for 2026

Result 1: mutually beneficial collaboration in support operations through a support partnerships framework

Programme performance in 2024 and target for 2026

29B.83 The subprogramme's work contributed to: (a) the development of the joint African Union-United Nations road map for the operationalization of resolution 2719 (2023), with particular focus on core area (b), on mission support; (b) the development of overall mission design for a proposed successor mission to the African Union Transition Mission in Somalia, in accordance with Security Council resolution 2748 (2024); and (c) strengthened engagement of the African Union, the European Union and other regional organizations, enabling mutual understanding and interoperability on operational support matters, including through the expansion of the knowledge and expertise exchange programme with the African Union and improved coordination to operationalize the Framework Agreement between the European Union and the United Nations for the Provision of Mutual Support in the context of their respective missions and operations in the field, which met the planned target.

29B.84 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.20).

Table 29B.20
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Active engagement of the African Union in the development of a joint United Nations-African Union road map to renew the knowledge and expertise exchange programme Support implications for the proposed reconfiguration of African Union operations in Somalia reviewed by the African Union, the United Nations and other key partners to inform the Security Council's consideration of a future direction	Two operational support framework agreements established with the African Union that provide an overarching framework to promote responsive solutions to operational challenges faced by key partners in security Secretariat entities have access to a central repository of information on operational support framework agreements	Joint African Union-United Nations road map for the operationalization of resolution 2719 (2023) developed and endorsed Overall mission design for a proposed successor mission to the African Union Transition Mission in Somalia developed, in accordance with resolution 2748 (2024) Strengthened engagement of the African Union, the European Union and other regional organizations, enabling mutual understanding and interoperability on operational support matters	Mechanisms in place to enhance collaboration in operational support between the African Union and the United Nations in accordance with resolution 2719 (2023)	Enhanced operational support skills for African Union Commission and United Nations Secretariat staff involved in joint engagements

Result 2: enhanced through-life management of operational support functions by entities undergoing transitions

Programme performance in 2024 and target for 2026

29B.85 The subprogramme's work contributed to MINUSMA utilizing the beta version of the operational support monitoring tool in its work managing the liquidation process, which met the planned target.

29B.86 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.21).

Table 29B.21
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	MINUSMA utilized the beta version of the operational support monitoring tool in its work managing the liquidation process	Operational support monitoring tool and related training available to field entities	Refined operational support monitoring tool and related training is available for field entities

Result 3: efficient and improved service delivery through enhanced support and advisory services

Proposed programme plan for 2026

29B.87 The subprogramme provides direct support to entities in implementing the Secretary-General's vision for improving service delivery and has undertaken efforts to strengthen integration and harmonization across the Secretariat's major service providers, review and optimize entity-specific operational support models, address structural barriers to collaboration with other United Nations system entities and support a client-centric environment and culture.

Lessons learned and planned change

29B.88 The lesson for the subprogramme was that the complexity around the diversity of mandates and entities across the Secretariat requires the strengthening of operational structures and the provision of both cross-cutting advisory support and tailored guidance. In applying the lesson, the subprogramme will develop tools and standards that will allow entities to receive high-quality guidance tailored to their operational needs, while leveraging Secretariat and system-wide partnerships to improve service delivery and deliver effective and efficient operational support solutions. The subprogramme will also develop and roll out a new service provider common performance framework to support entities to identify and leverage shared services from existing Secretariat service providers.

29B.89 Expected progress towards the objective is presented in the performance measure below (see table 29B.22).

Table 29B.22
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Full realization of the United Nations common back office initiative in three countries for all Secretariat entities	Full realization of the United Nations common back office initiative in five additional countries for all Secretariat entities
			Two Secretariat shared services available in an expanded solution across the United Nations system	Two additional Secretariat shared services available in an expanded solution across the United Nations system

Deliverables

29B.90 Table 29B.23 lists all deliverables of the subprogramme.

Table 29B.23
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: 52 regular situational response and awareness reports; standardized procedures for escalated situations and an emerging situation data management platform; deployments of surge and specialized support capacities within 10 days; administration of residual entity liquidation issues; support partnerships, including arrangements that address client priority needs; workshop to review and address barriers to collaborate with agencies, funds and programmes; key performance indicator dashboard module and common client satisfaction survey for common operational performance framework; revised assessment framework for the assignment of service providers to Secretariat entities; assignment of shared service providers to two Secretariat entities; support programme and package to five Secretariat entities entering into United Nations system common back office arrangements; training programme and package on the use of the operational monitoring tool deployed to entities undergoing transitions.

Subprogramme 4
Administration, New York

Objective

29B.91 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistical, information and other services in support of the efficient functioning of the Organization and a public informed of the work of the United Nations.

Strategy

29B.92 To contribute to the objective, the subprogramme will:

(a) Proactively maintain and operate the Headquarters buildings to achieve efficiencies, promote a modern workplace and preserve the property value of the campus, with an emphasis on reviewing building components completed more than 10 years ago and improving accessibility for persons with disabilities and environmental sustainability;

(b) Regularly adjust the long-term planning of office accommodation to support the needs of entities in New York, centred on implementing the recommendations from the mandated assessment of the real estate portfolio (see General Assembly resolution 75/253 C);

(c) Provide efficient, timely and cost-effective services to clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch services, event management, postal administration and catering and other commercial operations;

(d) Provide effective archives and records management services to Secretariat entities globally and strengthen the subprogramme's capacity to manage the accelerated shift from paper to digital archives;

(e) Provide specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for the staff of all Headquarters-based United Nations entities and relevant field locations;

(f) Coordinate and manage commercial insurance policies to mitigate and transfer risk pertaining to property, terrorism and liability programmes, as well as the malicious acts insurance policy, for the Organization, including offices away from Headquarters and peacekeeping and special political missions; adjudicate claims emanated from these insurance programmes and obtain

settlements from the insurers; and provide insurance advice for vendor, memorandum of understanding and pro bono contracts and agreements;

(g) Ensure accurate and timely disbursement of salaries and related allowances for all staff based at United Nations Headquarters and international staff in field missions and all field staff from various entities administered by Headquarters;

(h) Process other disbursements in respect of the financial obligations of the Organization and process the tax reimbursement claims of United States taxpayers.

29B.93 The above-mentioned work is expected to result in:

(a) A highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations;

(b) High client satisfaction and cost-efficiency in the provision of services;

(c) Increased public awareness of the past and current work of the Organization.

Programme performance in 2024

Automation of retiring staff members' pension payments process

29B.94 The United Nations Joint Staff Pension Fund requires the submission of the separation notification form (PF4), which provides all the information that the Fund requires in order for pension payments to be released to separated staff members. The subprogramme has automated the PF4 form, in collaboration with the Umoja team and the Pension Fund. This automation replaces a previously manual, five-step process with a single-click solution in Umoja, significantly reducing processing time and human error. The primary beneficiaries of this initiative are separating and retiring staff members, who will now receive pension payments in a timely and efficient manner. The automation underwent extensive testing for over two years and was initially deployed in New York in September 2024, with full implementation across all payroll offices globally completed by November 2024. This advancement strengthens the integration between the United Nations and the Pension Fund, delivering improved tracking, transparency and reporting and reduced risk of errors.

29B.95 Progress towards the objective is presented in the performance measure below (see table 29B.24).

Table 29B.24
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Retiring and separating staff members received pension payments in a timely and efficient manner through the automation of the separation notification form (PF4)

Planned results for 2026

Result 1: shorter wait time, improved accuracy of estimates and other improvements enabled by simpler and harmonized payroll and accounts payable processes

Programme performance in 2024 and target for 2026

29B.96 The subprogramme's work contributed to an average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and all payroll offices globally; and to

improved accuracy of estimates of resource requirements by client entities based on full adherence to payroll processes, which met the planned target.

29B.97 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.25).

Table 29B.25
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and 3 other payroll offices	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and all payroll offices globally Improved accuracy of estimates of resource requirements by client entities based on full adherence to payroll processes	Offices globally receive automated monthly payroll batch and invoice processing	Continued improvement in payroll and accounts payable processes, including automation of expense reports processing

Result 2: historical records digitally preserved

Programme performance in 2024 and target for 2026

29B.98 The subprogramme's work contributed to the establishment of processes to dispose digital records, in accordance with approved retention schedules, that no longer need to be kept by the United Nations, which met the planned target.

29B.99 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29B.26).

Table 29B.26
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Processes established to dispose digital records, in accordance with approved retention schedules, that no longer need to be kept by the United Nations	A comprehensive inventory of the digital records available to Secretariat entities	Digital records of enduring and permanent value preserved

Result 3: office space aligned with the needs of the Organization

Proposed programme plan for 2026

29B.100 The flexible workplace project has transformed the office environment in the Secretariat Building by introducing new work modalities and facilitating flexible working arrangements while increasing the capacity of the office space. The increased capacity has allowed the Organization to vacate several leases, including the DC-1 Building in March 2023 and the Falchi Building in October 2024, and to realize significant savings. The subprogramme will continue to further optimize the alignment of office space with the evolving needs of the Organization through the implementation of flexible workplace environments, as part of the planned renovation of the DC-2 Building.

Lessons learned and planned change

29B.101 The lesson for the subprogramme was that adjustments to the flexible workplace environment are required to effectively support operational needs, including recommendations from the Office of Internal Oversight Services to implement optimal occupancy levels and address issues of noise and lack of privacy. In applying the lesson, the subprogramme will further monitor office space requirements in order to ensure that the workplace is aligned with the evolving needs of the Organization and its personnel.

29B.102 Expected progress towards the objective is presented in the performance measure below (see table 29B.27).

Table 29B.27
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Office space aligned with the current needs of the Organization by reassigning personnel from the DC-1 Building into remaining buildings, mainly into flexible workplace floors in the Secretariat Building, in preparation for vacating the lease in March 2023	The General Assembly took note of the report of the Secretary-General on the assessment of the workplace at United Nations Headquarters (A/78/325) DC-1 lease vacated	Real estate portfolio further reduced with the lease of the Falchi Building vacated in October 2024	Lease renewal for the DC-2 Building Preparations commence for the renovation of the DC-2 Building, including consultation with occupants to identify workspace requirements	Increased availability of flexible workspaces in the DC-2 Building, as part of phase 1 of the DC-2 renovation project

Deliverables

29B.103 Table 29B.28 lists all deliverables of the subprogramme.

Table 29B.28
Subprogramme 4: deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
External and media relations: information and reception services to visitors, delegates and the general public, including responses to approximately 20,000 enquiries on the current and past work of the United Nations.
Library services: archives, records and information management services to all entities at United Nations Headquarters and field missions; guidance on record-keeping for Secretariat entities; security-screened, catalogued, stored and preserved paper and digital records; and digitized legacy paper archives.
E. Enabling deliverables
Logistics: management and maintenance of the United Nations Headquarters complex and leased premises, related facilities and assets, including gifts; office accommodations provided for Secretariat personnel; completion of approximately 7,000 service requests for facilities and commercial services; conferences and special events logistics; warehousing and transportation services; approximately 27,500 travel requests and travel documents, lump-sum calculations and host country registrations processed; airline agreements; mail services; and processing of approximately 650,000 postal, courier and diplomatic pouch shipment and messenger services.
Administration: administrative support services, including specialized human resources support in the areas of onboarding and the processing of complex entitlements, dependency benefits and rental subsidies for approximately 8,250 staff of all Headquarters-based United Nations entities and relevant field locations; transactions and claims for 6,600 staff members in the area of tax reimbursement; management of 18 commercial insurance programmes covering $2.95 billion in assets under the global property and terrorism insurance policies, 206,000 personnel under the malicious acts policy and 24,800 vehicles of diverse types under the worldwide auto policy, including the adjudication of related claims; insurance advice and review of certificates of insurance for 150 contracts and agreements; payroll for 26,000 staff and retirees, including assignment and separation payments; pension schedules for all entities at United Nations Headquarters and offices away from Headquarters; troop- and contingent-owned equipment reimbursements; payments to vendors, consultants and individual contractors; annual declaration exercise; and annual rental subsidy monitoring exercise.

B. Proposed post and non-post resource requirements for 2026

Overview

29B.104 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 29B.29 to 29B.31.

Table 29B.29
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	40 348.5	45 100.4	–	–	808.4	808.4	1.8	45 908.8
Other staff costs	4 189.0	4 051.6	(7.7)	–	(808.4)	(816.1)	(20.1)	3 235.5
Hospitality	–	2.6	–	–	–	–	–	2.6
Consultants	482.6	399.3	–	–	–	–	–	399.3
Travel of staff	237.4	369.7	–	–	16.3	16.3	4.4	386.0
Contractual services	6 735.2	6 388.9	(61.9)	–	(219.6)	(281.5)	(4.4)	6 107.4
General operating expenses	34 034.6	42 499.8	(470.6)	99.4	661.3	290.1	0.7	42 789.9
Supplies and materials	377.2	542.9	–	–	(28.8)	(28.8)	(5.3)	514.1
Furniture and equipment	808.6	1 057.0	–	–	(14.7)	(14.7)	(1.4)	1 042.3
Improvement of premises	43.3	–	–	–	–	–	–	–
Grants and contributions	395.6	631.7	–	–	–	–	–	631.7
Total	**87 652.1**	**101 043.9**	**(540.2)**	**99.4**	**414.5**	**(26.3)**	**(0.0)**	**101 017.6**

Table 29B.30
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	366	1 USG, 2 ASG, 5 D-2, 6 D-1, 12 P-5, 16 P-4, 16 P-3, 13 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC
Conversion	4	2 P-5 under subprogramme 1, component 3; and 1 P-4 and 1 P-2/1 under subprogramme 3
Proposed for 2026	370	1 USG, 2 ASG, 5 D-2, 6 D-1, 14 P-5, 17 P-4, 16 P-3, 14 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC

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

Table 29B.31
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	5	–	–	–	–	5
D-1	6	–	–	–	–	6
P-5	12	–	–	2	2	14
P-4	16	–	–	1	1	17
P-3	16	–	–	–	–	16
P-2/1	13	–	–	1	1	14
Subtotal	**71**	**–**	**–**	**4**	**4**	**75**
General Service and related						
GS (PL)	16	–	–	–	–	16
GS (OL)	186	–	–	–	–	186
TC	93	–	–	–	–	93
Subtotal	**295**	**–**	**–**	**–**	**–**	**295**
Total	**366**	**–**	**–**	**4**	**4**	**370**

29B.105 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 29B.32 to 29B.34 and figure 29B.IX.

29B.106 As shown in tables 29B.32 (1) and 29B.33 (1), the overall resources proposed for 2026 amount to $101,017,600, reflecting a net decrease of $26,300 compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29B.32
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
A. Executive direction and management	2 156.7	2 039.7	–	–	10.9	10.9	0.5	2 050.6
B. Programme of work								
1. Support operations								
Component 1. Human resources support	3 799.7	3 725.8	–	–	(15.3)	(15.3)	(0.4)	3 710.5
Component 2. Capacity development and operational training	6 079.8	6 970.4	–	–	(8.3)	(8.3)	(0.1)	6 962.1
Component 3. Healthcare management and occupational safety and health	3 327.0	3 606.1	–	–	104.2	104.2	2.9	3 710.3
2. Supply chain management								
Component 1. Integrated supply chain management	3 838.0	5 149.5	(61.9)	–	(20.9)	(82.8)	(1.6)	5 066.7
Component 2. Uniformed capabilities support	322.7	360.2	–	–	(1.8)	(1.8)	(0.5)	358.4
3. Special activities	687.5	1 460.9	–	–	(4.7)	(4.7)	(0.3)	1 456.2
4. Administration, New York	64 401.4	75 558.6	(478.3)	99.4	359.9	(19.0)	(0.0)	75 539.6
Subtotal, B	**83 859.5**	**96 831.5**	**(540.2)**	**99.4**	**413.1**	**(27.7)**	**(0.0)**	**96 803.8**
C. Programme support	1 635.9	2 172.7	–	–	(9.5)	(9.5)	(0.4)	2 163.2
Subtotal, 1	**87 652.1**	**101 043.9**	**(540.2)**	**99.4**	**414.5**	**(26.3)**	**(0.0)**	**101 017.6**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	7 543.1	7 535.9	981.9	13.0	8 517.8
B Programme of work					
1. Support operations					
Component 1. Human resources support	17 057.0	16 180.4	1 727.5	10.7	17 907.9
Component 2. Capacity development and operational training	6 072.2	6 119.4	190.5	3.1	6 309.9
Component 3. Healthcare management and occupational safety and health	3 908.0	3 544.8	276.1	7.8	3 820.9

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
2. Supply chain management					
Component 1. Integrated supply chain management	36 975.8	36 135.2	8 493.7	23.5	44 628.9
Component 2. Uniformed capabilities support	10 970.3	10 850.6	2 109.8	19.4	12 960.4
3. Special activities	7 881.2	9 947.8	1 638.2	16.5	11 586.0
4. Administration, New York	26 258.3	24 550.9	(839.2)	(3.4)	23 711.7
Subtotal, B	**109 122.8**	**107 329.1**	**13 596.6**	**12.7**	**120 925.7**
C. Programme support	2 275.5	2 310.2	105.8	4.6	2 416.0
Subtotal, 2	**118 941.4**	**117 175.2**	**14 684.3**	**12.5**	**131 859.5**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	416.0	7 532.8	(4 732.2)	(62.8)	2 800.6
B. Programme of work					
1. Support operations					
Component 1. Human resources support	1 858.3	2 454.7	(89.0)	(3.6)	2 365.7
Component 2. Capacity development and operational training	793.1	985.4	6.0	0.6	991.4
Component 3. Healthcare management and occupational safety and health	5 876.9	6 747.1	(1 031.8)	(15.3)	5 715.3
2. Supply chain management					
Component 1. Integrated supply chain management	2 017.9	2 303.7	964.9	41.9	3 268.6
Component 2. Uniformed capabilities support	331.7	442.0	(265.6)	(60.1)	176.4
3. Special activities	5 567.6	5 889.8	–	–	5 889.8
4. Administration, New York	50 234.9	47 344.8	(91.0)	(0.2)	47 253.8
Subtotal, B	**66 680.4**	**66 167.5**	**(506.5)**	**(0.8)**	**65 661.0**
C. Programme support	2 183.6	2 656.8	(4.8)	(0.2)	2 652.0
Subtotal, 3	**69 280.1**	**76 357.1**	**(5 243.5)**	**(6.9)**	**71 113.6**
Total (1+2+3)	**275 873.6**	**294 576.2**	**9 414.5**	**3.2**	**303 990.7**

Table 29B.33
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	*2025 approved*	*Changes*				*2026 proposed*
		Technical adjustments	*New/expanded mandates*	*Other*	*Total*	
A. Executive direction and management	9	–	–	–	–	9
B. Programme of work						
1. Support operations						
Component 1 Human resources support	20	–	–	–	–	20
Component 2. Capacity development and operational training	5	–	–	–	–	5
Component 3. Healthcare management and occupational safety and health	16	–	–	2	2	18
2. Supply chain management						
Component 1. Integrated supply chain management	36	–	–	–	–	36
Component 2. Uniformed capabilities support	3	–	–	–	–	3
3. Special activities	3	–	–	2	2	5
4. Administration, New York	260	–	–	–	–	260
Subtotal, B	**343**	**–**	**–**	**4**	**4**	**347**
C. Programme support	14	–	–	–	–	14
Subtotal, 1	**366**	**–**	**–**	**4**	**4**	**370**

(2) *Other assessed*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	36	2	38
B. Programme of work			
1. Support operations			
Component 1. Human resources support	72	11	83
Component 2. Capacity development and operational training	29	–	29
Component 3. Healthcare management and occupational safety and health	17	–	17
2. Supply chain management			
Component 1. Integrated supply chain management	165	49	214
Component 2. Uniformed capabilities support	37	–	37

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
3. Special activities	46	–	46
4. Administration, New York	21	–	21
Subtotal, B	**387**	**60**	**447**
C. Programme support	13	–	13
Subtotal, 2	**436**	**62**	**498**

(3) *Extrabudgetary*

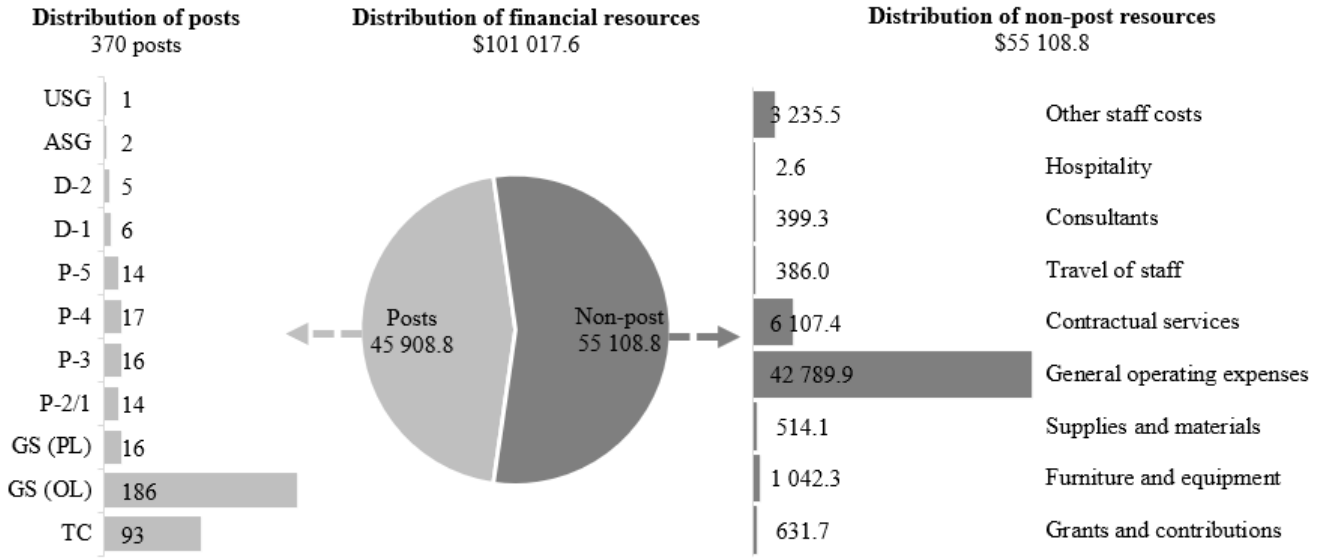
Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	2	(1)	1
B. Programme of work			
1. Support operations			
Component 1. Human resources support	2	–	2
Component 2. Capacity development and operational training	1	–	1
Component 3. Healthcare management and occupational safety and health	16	–	16
2. Supply chain management			
Component 1. Integrated supply chain management	3	–	3
Component 2. Uniformed capabilities support	1	–	1
3. Special activities	11	–	11
4. Administration, New York	49	–	49
Subtotal, B	**83**	–	**83**
C. Programme support	12	–	12
Subtotal, 3	**97**	(1)	**96**
Total (1+2+3)	**899**	**65**	**964**

Table 29B.34
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	40 348.5	45 100.4	–	–	808.4	808.4	1.8	45 908.8
Non-post	47 303.5	55 943.5	(540.2)	99.4	(393.9)	(834.7)	(1.5)	55 108.8
Total	**87 632.1**	**101 043.9**	**(540.2)**	**99.4**	**414.5**	**(26.3)**	**(0.0)**	**101 017.6**

	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
Post resources by category								
Professional and higher		71	–	–	4	4	5.6	75
General Service and related		295	–	–	–	–	–	295
Total		**366**	–	–	**4**	**4**	**1.1**	**370**

Figure 29B.IX
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29B.107 As shown in table 29B.32 (1), resource changes reflect a decrease of $540,200, as follows:

(a) **Subprogramme 2, component 1, Integrated supply chain management**. A decrease of $61,900 under contractual services, relating to the removal of non-recurrent provisions for updating the Procurement Manual in all six official languages in 2025, pursuant to section VI of General Assembly resolution 79/258;

(b) **Subprogramme 4, Administration, New York**. A decrease of $478,300, consisting of: (i) a decrease of $11,000 under other staff costs ($7,700) and general operating expenses ($3,300) relating to the removal of the non-recurrent provision for overtime and maintenance of premises, respectively, in support of the 2025 sessions of the Preparatory Commission for the Entry into Force of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction and the Convening of the First Meeting of the Conference of the Parties to the Agreement, and the first meeting of the Conference of the Parties to the Agreement, pursuant to General Assembly decision 78/560 and resolution 79/258; and (ii) a decrease of

$467,300 under general operating expenses relating to the removal of non-recurrent provisions for office space alterations for 31 posts and temporary positions established in 2025 under section 3, Political affairs, section 9, Economic and social affairs, section 10, Least developed countries, landlocked developing countries and small island developing States, and section 30, Internal oversight, pursuant to General Assembly resolutions 79/257 and 79/258.

New and expanded mandates

29B.108 As shown in table 29B.32 (1), resource changes reflect an increase of $99,400 under subprogramme 4, Administration, New York, for a non-recurrent provision under general operating expenses for office space alterations for seven posts proposed for establishment in New York under section 3, Political affairs, pursuant to General Assembly resolution 79/1, entitled "The Pact for the Future".

Other changes

29B.109 As shown in table 29B.32 (1), resource changes reflect a net increase of $414,500, as follows:

(a) **Executive direction and management**. An increase of $10,900, reflecting the net effect of: (i) an increase of $16,300 under travel of staff, relating to the official travel of the Assistant Secretary-General for Support Operations to participate in meetings of the High-level Committee on Management that address common administrative management issues and promote reforms to enhance services and efficiency across the United Nations system, and (ii) a decrease of $5,400 under contractual services, resulting from reduced rates for information and communications technology (ICT) services;

(b) **Subprogramme 1, component 1, Human resources support**. A decrease of $15,300 under contractual services ($14,200) and general operating expenses ($1,100), reflecting lower rates for ICT services;

(c) **Subprogramme 1, component 2, Capacity development and operational training**. A net decrease of $8,300, consisting of: (i) a decrease of $17,700 under contractual services ($16,300) and general operating expenses ($1,400), reflecting lower rates for ICT services; and (ii) an increase of $9,400 under furniture and equipment, attributable to increased requirements for specialized e-learning tools and licences in support of the design, development and delivery of training and capacity development programmes. The types of tools required depend on the nature and design of the learning activity and consequently vary from year to year and enable the incorporation of new features, such as artificial intelligence capability, into e-learning licences in support of the design, development and/or delivery of various programmes;

(d) **Subprogramme 1, component 3, Healthcare management and occupational safety and health**. The net increase of $104,200 consists of the following:

(i) An increase under posts ($451,200), offset by a decrease under other staff costs ($451,200) relating to the proposed cost-neutral conversion of two P-5 temporary positions to established posts, as explained in annex II;

(ii) A decrease of $14,700 under contractual services, reflecting lower rates for ICT services;

(iii) An increase of $171,800 under general operating expenses, reflecting additional requirements for the maintenance and support of the EarthMed medical records system due to an enhancement of a safety module incorporated into the system to capture additional information ($26,200); and for the Secretariat share of the cost of administering the United Nations occupational health and safety mechanism by the World Health Organization (WHO) ($145,600). The purpose of the mechanism is to streamline and enhance the management of occupational health and safety across the United Nations system. Such a centralized mechanism would improve the coordination of occupational health and safety and well-being initiatives, reduce fragmentation and strengthen the response capabilities of the United Nations to occupational health and safety risks. The

mechanism will support United Nations system entities in fulfilling their responsibilities and obligations of providing and continually improving the occupational health and safety and the well-being of United Nations personnel. Furthermore, the mechanism will be at the forefront of efforts to assist United Nations entities in the establishment and communication of risk-based guidance in addressing emerging global occupational health and safety hazards, providing a mechanism that would enable United Nations personnel to effectively deliver the Organization's mandates while ensuring alignment with human rights standards, international labour standards and WHO recommendations;

(iv) A decrease of $28,800 under supplies and materials, attributable to lower requirements for operational supplies, due to reduced demand for influenza vaccines, the digitization of medical reports, and reduced materials and supplies for training, as the majority of courses are offered online;

(v) A decrease of $24,100 under furniture and equipment, attributable to reduced demand for the basic course licences for medical emergency preparedness training, as the component is organizing more advanced in-person courses for safety and healthcare personnel;

(e) **Subprogramme 2, component 1, Integrated supply chain management**. A decrease of $20,900 under contractual services ($19,200) and general operating expenses ($1,700), reflecting reduced rates for ICT services, including personal computing and telephone services;

(f) **Subprogramme 2, component 2, Uniformed capabilities support**. A decrease of $1,800 under general operating expenses, reflecting reduced rates for ICT services;

(g) **Subprogramme 3, Special activities**. A decrease of $4,700, consisting of the following:

(i) An increase under posts ($357,200), offset by a decrease under other staff costs ($357,200) relating to the proposed cost-neutral conversion of two temporary positions (1 P-4 and 1 P-2/1) to established posts, as explained in annex II;

(ii) A decrease of $4,700 under contractual services, relating to reduced rates for ICT services, including personal computing services;

(h) **Subprogramme 4, Administration, New York**. An increase of $359,900 reflects the net effect of:

(i) A decrease of $135,400 under contractual services, relating to reduced rates for ICT services, including personal computing services;

(ii) An increase of $495,300 under general operating expenses, relating to a non-recurrent provision for office space alterations for the post of Special Envoy of the Secretary-General for Future Generations (Under-Secretary-General), proposed under section 1, Overall policymaking, direction and coordination (A/80/6 (Sect. 1)) ($77,800), and an increase in the costs of cleaning and custodial services, based on a contractual clause for an annual escalation rate of 4.2 per cent ($433,000), offset in part by a decrease relating to lower rates for ICT services, including telephone services ($15,500);

(i) **Programme support**. A decrease of $9,500 under contractual services ($7,900) and general operating expenses ($1,600), relating to lower rates for ICT services, including personal computing and telephone services.

Other assessed resources

29B.110 As reflected in tables 29B.32 (2) and 29B.33 (2), other assessed resources under the support account for peacekeeping operations amount to $131,859,500. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783).

Extrabudgetary resources

29B.111 As reflected in tables 29B.32 (3) and 29B.33 (3), extrabudgetary resources amount to $70,951,700. The resources would complement regular budget resources and would be used mainly to provide for 96 posts (5 P-5, 16 P-4, 14 P-3, 7 P-2, 14 General Service (Principal level), 37 General Service (Other level) and 3 Trades and Crafts) and non-post resources. The resources would be used to:

(a) Strengthen capacities for renewable energy in peacekeeping operations;

(b) Provide support and services to agencies, funds and programmes in human resources, capacity development and healthcare management in the following areas: language proficiency examinations, language and communications programmes and the administration of special exams; and the facilitation of rostering and medical consultations, travel health advisories, immunizations and other medical administrative matters, such as medical clearances, sick leave certification and recommendations for medical evacuations/repatriations. Extrabudgetary resources support the client offices funded from extrabudgetary sources in the areas of facilities management and office space, travel and transportation and pouch and mail services, human resources services for processing separations, onboarding and complex entitlements, operational and transactional functions consisting of payroll, accounts payable and commercial insurance, and the processing of tax advances and settlements of federal and state taxes for United States citizens and residents employed by the United Nations and its agencies, funds and programmes;

(c) Support procurement actions in the areas of corporate support services for field and Headquarters operations and continuation of the project to implement gender-sensitive designs for infrastructure;

(d) Support the triangular partnership programme, a capacity-building model aimed at training uniformed personnel in the peacekeeping-enabling capacity through collaboration among Member States with expertise and resources, troop-contributing countries and the Secretariat.

29B.112 In addition, following the decision of the General Assembly to transfer the improved service delivery team from the Department of Management Strategy, Policy and Compliance to the Department of Operational Support (see resolution 79/257, para. 63), financial resources from central support costs would fund the extrabudgetary share of the improved service delivery team in the Resource Planning, Analysis and Improved Delivery Service (renamed from the Resource Planning and Analysis Section, in order to better reflect the work undertaken by this entity) in the Division for Special Activities, where the team will be integrated. Financial resources from central support costs would also fund the extrabudgetary resources share of Umoja business support resources.

29B.113 The extrabudgetary resources under the present section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

29B.114 The executive direction and management component comprises the Offices of the Under-Secretary-General, the Assistant Secretary-General for Support Operations and the Assistant Secretary-General for Supply Chain Management.

29B.115 The main responsibilities of the executive direction and management component include:

(a) The overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work, including co-chairing of the Management Client Board by the Under-Secretary-General, jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance;

(b) Provision of leadership management, including on strategic planning, and data analytics. The component coordinates, develops and prepares responses to oversight body reports and follows up on the recommendations of boards of inquiry;

(c) Provision of leadership and direction to support clients across the Secretariat, through guidance and advisory services in their exercise of authorities for the successful implementation of mandates relating to human resources, healthcare management and occupational health and safety, as well as capacity development and operational training;

(d) Provision of leadership and direction, as well as the overall administration and management, of all activities relating to the organizational entities, which together form the integrated supply chain and uniformed capabilities support.

29B.116 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. The Department will provide technical guidance and advisory support to peacekeeping operations and field-based special political missions to facilitate and implement The Way Forward: Environment Strategy for Peace Operations 2023–2030, the environmental management of the United Nations campus and facilities, and environmental initiatives in the area of supply chain management.

29B.117 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29B.35.

29B.118 The Department has improved its compliance rate by conducting presentations for senior leadership and staff on the implementation of the administrative instruction on official travel (ST/AI/2013/3/Rev.1) and providing clear directives on the exercise of discretionary authority for travel requests submitted less than 21 days in advance. The Department continues to monitor its compliance rate, ensures the timely scheduling of meetings and emphasizes travel policy requirements to all meeting participants. In addition, the Department has established service-level agreements with the Regional Service Centre in Entebbe, Uganda, and the Economic and Social Commission for Asia and the Pacific, leveraging local support to facilitate travel for external participants attending training in Asia and Africa.

Table 29B.35
Compliance rate
(Percentage)

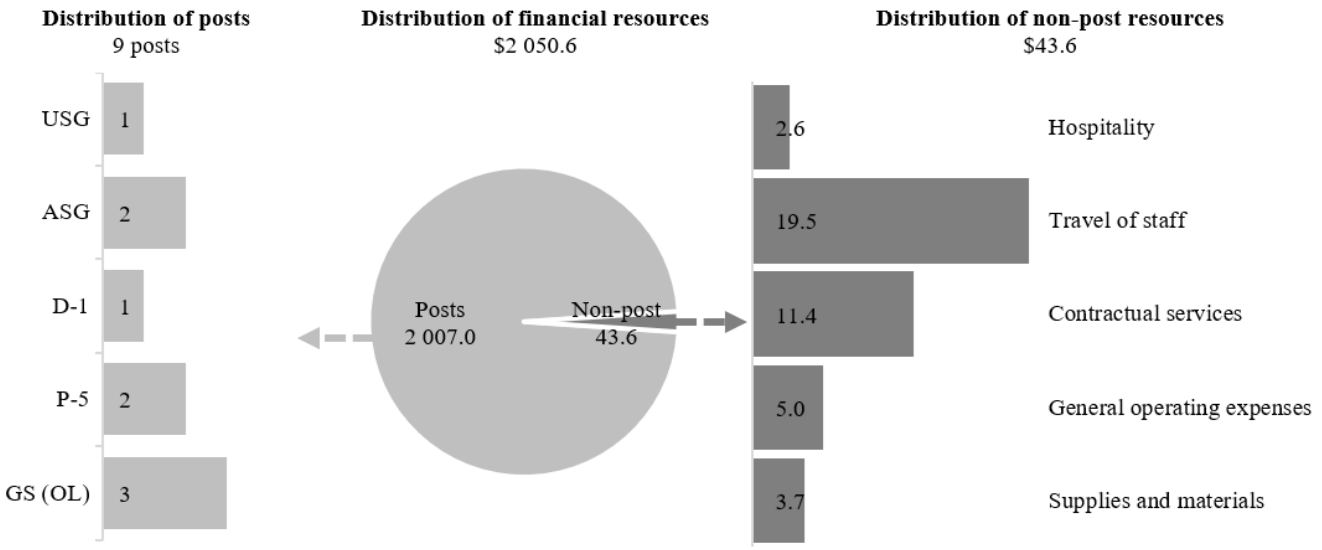
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	46	80	90	100	100

29B.119 The proposed regular budget resources for 2026 amount to $2,050,600 and reflect a net decrease of $10,900 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (a) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.36 and figure 29B.X.

Table 29B.36
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 115.1	2 007.0	–	–	–	–	–	2 007.0
Non-post	41.6	32.7	–	–	10.9	10.9	33.3	43.6
Total	**2 156.7**	**2 039.7**	**–**	**–**	**10.9**	**10.9**	**0.5**	**2 050.6**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 29B.X
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Support operations

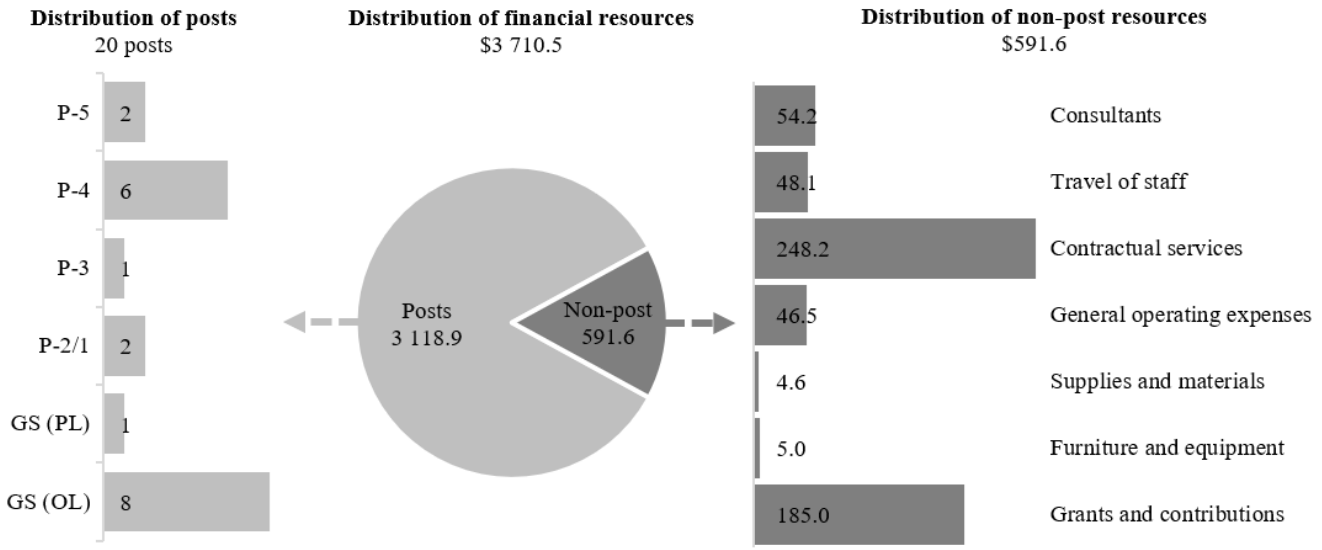
Component 1
Human resources support

29B.120 The proposed regular budget resources for 2026 amount to $3,710,500 and reflect a decrease of $15,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (b) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.37 and figure 29B.XI.

Table 29B.37
Subprogramme 1, component 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 293.6	3 118.9	–	–	–	–	–	3 118.9
Non-post	506.1	606.9	–	–	(15.3)	(15.3)	2.5	591.6
Total	**3 799.7**	**3 725.8**	–	–	**(15.3)**	**(15.3)**	**(0.4)**	**3 710.5**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		9	–	–	–	–	–	9
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 29B.XI
Subprogramme 1, component 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



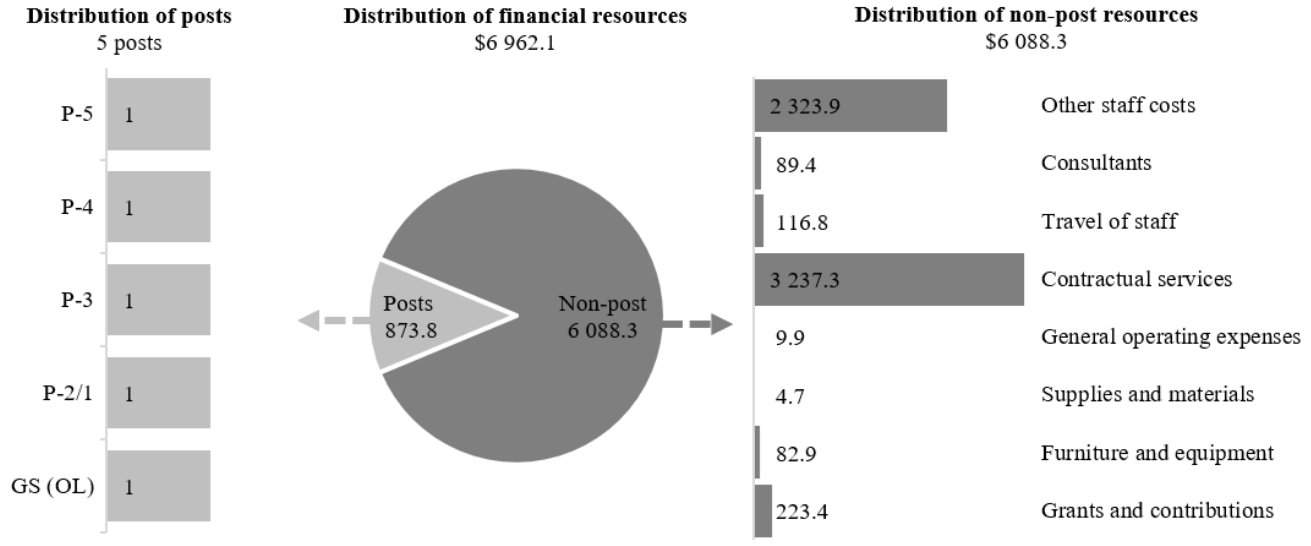
Component 2
Capacity development and operational training

29B.121 The proposed regular budget resources for 2026 amount to $6,962,100 and reflect a net decrease of $8,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (c) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.38 and figure 29B.XII.

Table 29B.38
Subprogramme 1, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	677.5	873.8	–	–	–	–	–	873.8
Non-post	5 402.3	6 096.6	–	–	(8.3)	(8.3)	(0.1)	6 088.3
Total	**6 079.8**	**6 970.4**	**–**	**–**	**(8.3)**	**(8.3)**	**(0.1)**	**6 962.1**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		1	–	–	–	–	–	1
Total		**5**	–	–	–	–	–	**5**

Figure 29B.XII
Subprogramme 1, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



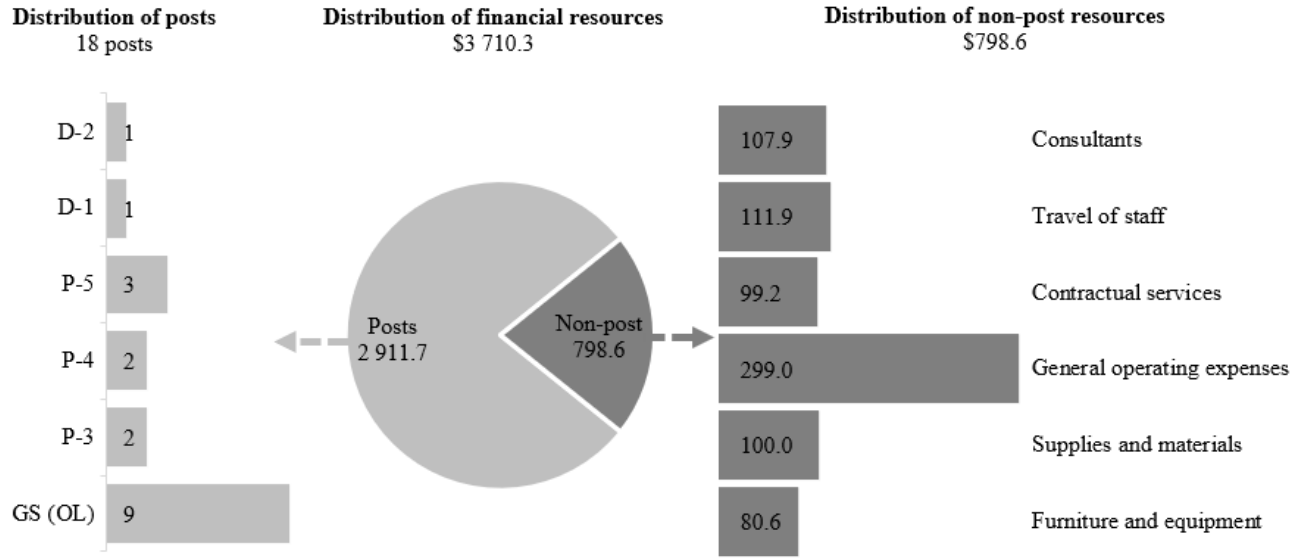
Component 3
Healthcare management and occupational safety and health

29B.122 The proposed regular budget resources for 2026 amount to $3,710,300 and reflect a net increase of $104,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (d) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.39 and figure 29B.XIII.

Table 29B.39
Subprogramme 1, component 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 321.6	2 460.5	–	–	451.2	451.2	18.3	2 911.7
Non-post	1 005.5	1 145.6	–	–	(347.0)	(347.0)	(30.3)	798.6
Total	**3 327.0**	**3 606.1**	–	–	**104.2**	**104.2**	**2.9**	**3 710.3**
Post resources by category								
Professional and higher		7	–	–	2	2	28.6	9
General Service and related		9	–	–	–	–	–	9
Total		**16**	**–**	**–**	**2**	**2**	**12.5**	**18**

Figure 29B.XIII
Subprogramme 1, component 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 2
Supply chain management

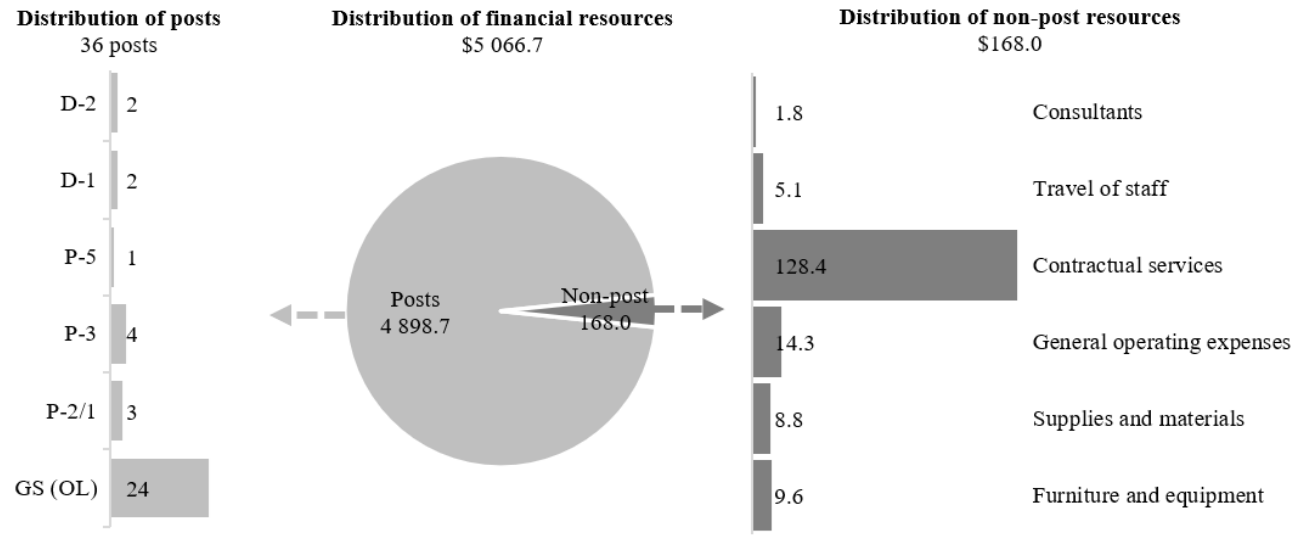
Component 1
Integrated supply chain management

29B.123 The proposed regular budget resources for 2026 amount to $5,066,700 and reflect a decrease of $82,800 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29B.107 (a) and 29B.109 (e) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.40 and figure 29B.XIV.

Table 29B.40
Subprogramme 2, component 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 668.8	4 898.7	–	–	–	–	–	4 898.7
Non-post	169.1	250.8	(61.9)	–	(20.9)	(82.8)	(33.0)	168.0
Total	**3 838.0**	**5 149.5**	**(61.9)**	**–**	**(20.9)**	**(82.8)**	**(1.6)**	**5 066.7**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		24	–	–	–	–	–	24
Total		**36**	**–**	**–**	**–**	**–**	**–**	**36**

Figure 29B.XIV
Subprogramme 2, component 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



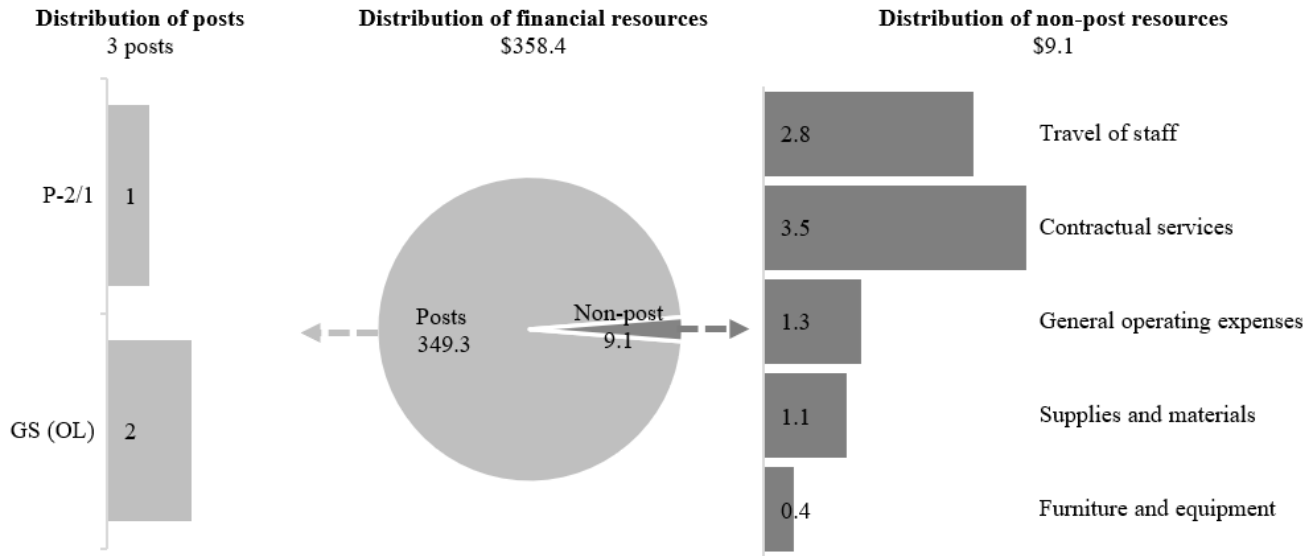
Component 2
Uniformed capabilities support

29B.124 The proposed regular budget resources for 2026 amount to $358,400 and reflect a decrease of $1,800 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (f) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.41 and figure 29B.XV.

Table 29B.41
Subprogramme 2, component 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	314.8	349.3	–	–	–	–	–	349.3
Non-post	7.9	10.9	–	–	(1.8)	(1.8)	(16.5)	9.1
Total	**322.7**	**360.2**	**–**	**–**	**(1.8)**	**(1.8)**	**(0.5)**	**358.4**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		2	–	–	–	–	–	2
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 29B.XV
Subprogramme 2, component 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



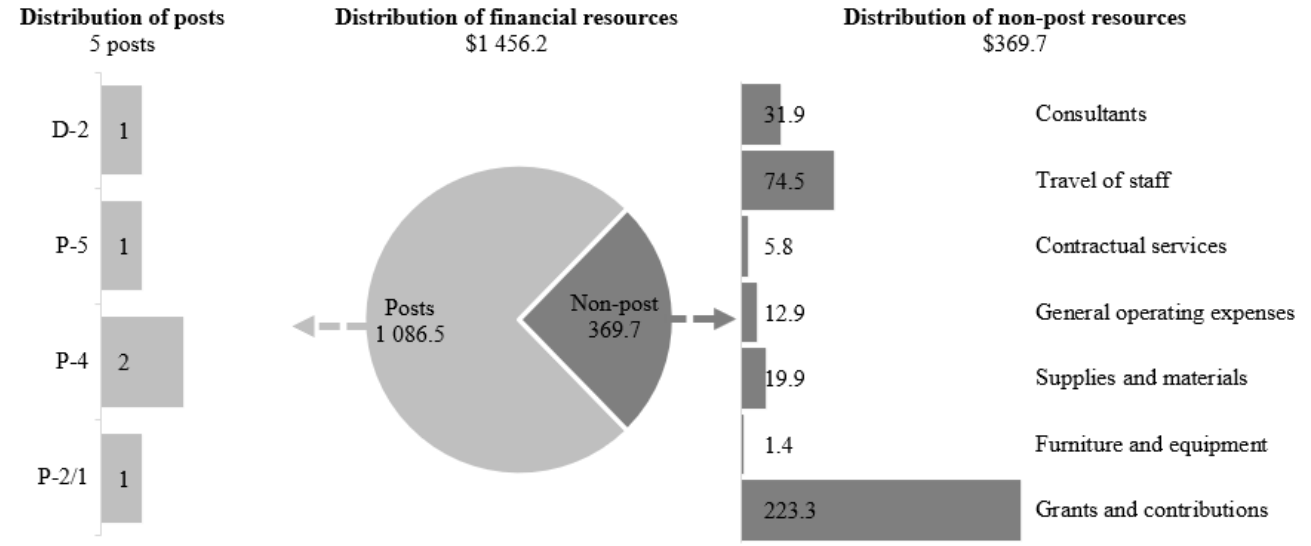
Subprogramme 3
Special activities

29B.125 The proposed regular budget resources for 2026 amount to $1,456,200 and reflect a decrease of $4,700 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (g) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.42 and figure 29B.XVI.

Table 29B.42
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	411.7	729.3	–	–	357.2	357.2	49.0	1 086.5
Non-post	275.8	731.6	–	–	(361.9)	(361.9)	49.5	369.7
Total	**687.5**	**1 460.9**	–	–	**(4.7)**	**(4.7)**	**(0.3)**	**1 456.2**
Post resources by category								
Professional and higher		3	–	–	2	2	66.7	5
General Service and related		–	–	–	–	–	–	–
Total		**3**	**–**	**–**	**2**	**2**	**66.7**	**5**

Figure 29B.XVI
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



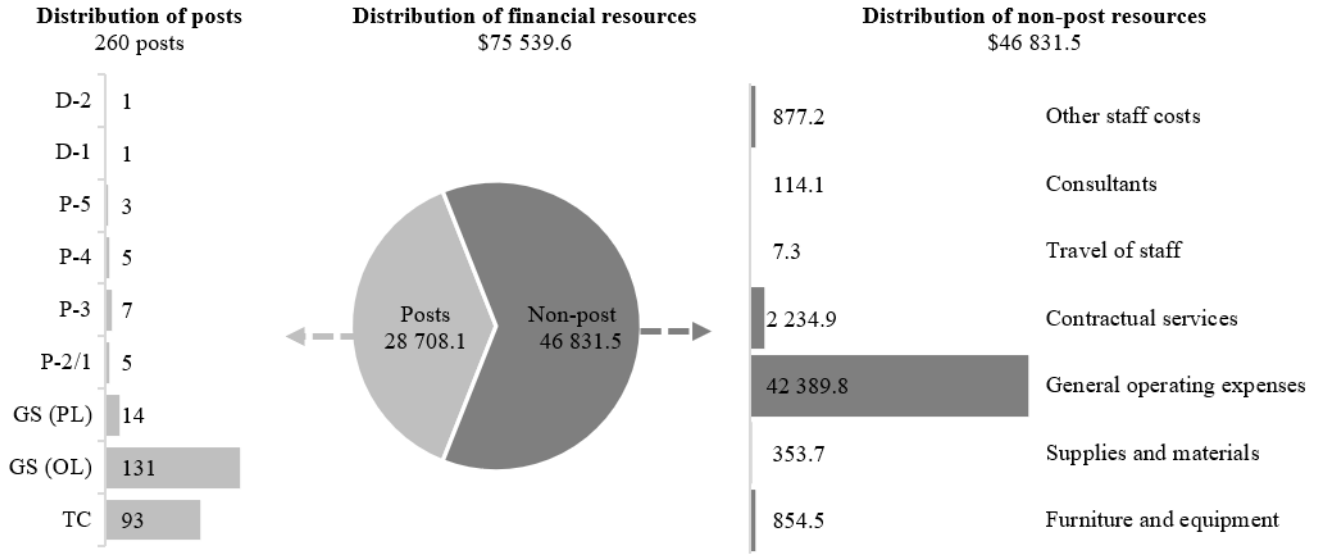
Subprogramme 4
Administration, New York

29B.126 The proposed regular budget resources for 2026 amount to $75,539,600 and reflect a net decrease of $19,000 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29B.107 (b), 29B.108 and 29B.109 (h) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.43 and figure 29B.XVII.

Table 29B.43
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	25 942.3	28 708.1	–	–	–	–	–	28 708.1
Non-post	39 862.4	46 850.5	(478.3)	99.4	359.9	(19.0)	(0.0)	46 831.5
Total	**65 804.7**	**75 558.6**	**(478.3)**	**99.4**	**359.9**	**(19.0)**	**(0.0)**	**75 539.6**
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		238	–	–	–	–	–	238
Total		**260**	**–**	**–**	**–**	**–**	**–**	**260**

Figure 29B.XVII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



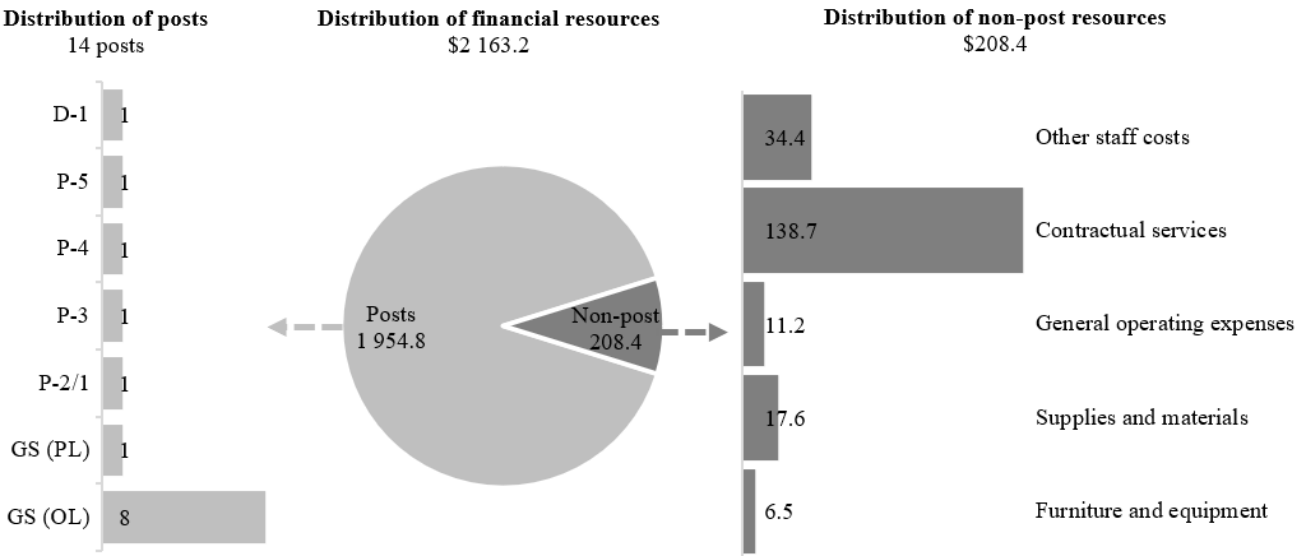
Programme support

29B.127 The proposed regular budget resources for 2026 amount to $2,163,200 and reflect a decrease of $9,500 compared with the approved budget for 2025. The proposed change is explained in paragraph 29B.109 (i) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29B.44 and figure 29B.XVIII.

Table 29B.44
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

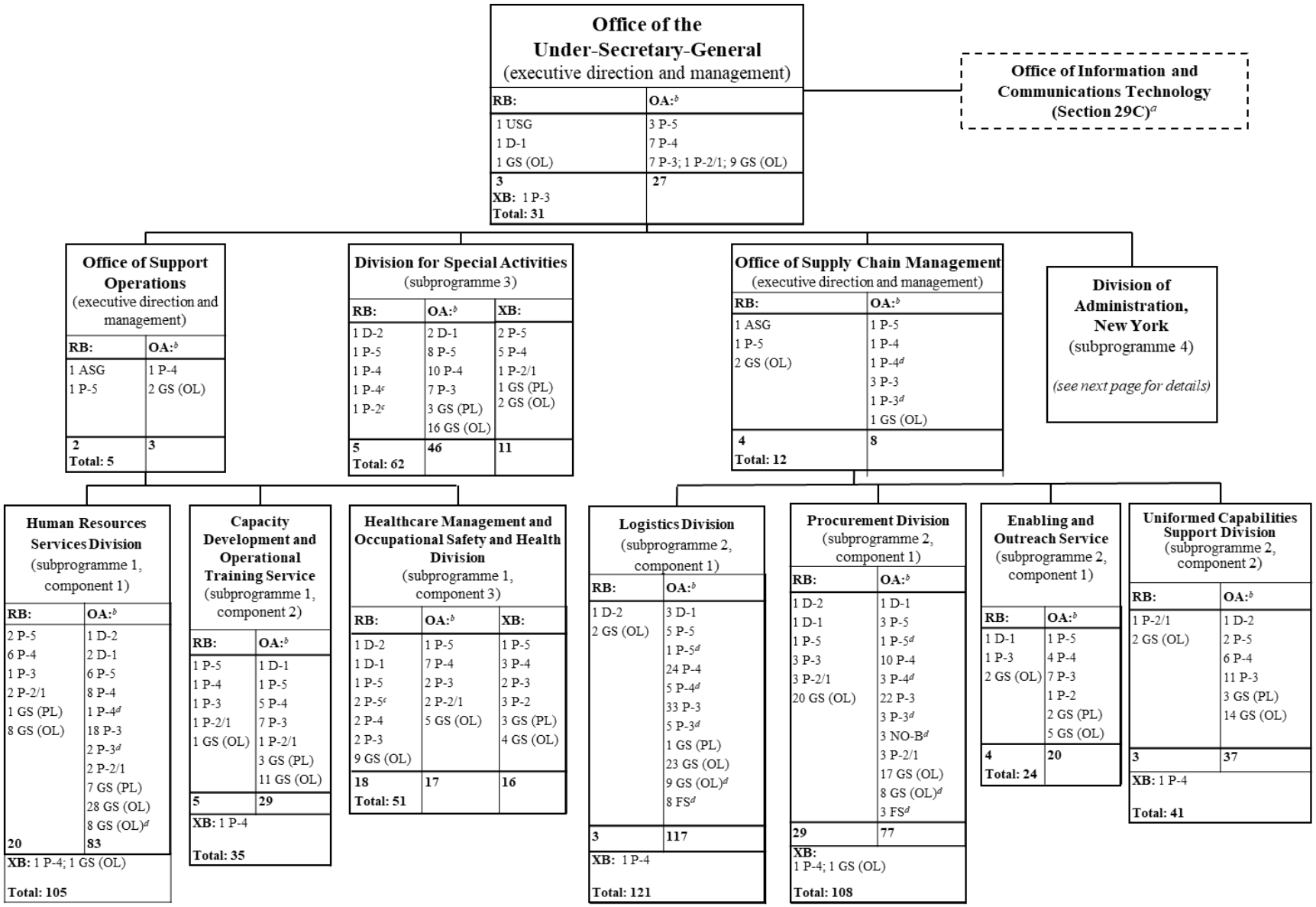
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 603.1	1 954.8	–	–	–	–	–	1 954.8
Non-post	32.8	217.9	–	–	(9.5)	(9.5)	(4.4)	208.4
Total	**1 635.9**	**2 172.7**	–	–	**(9.5)**	**(9.5)**	**(0.4)**	**2 163.2**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		9	–	–	–	–	–	9
Total		**14**	**–**	**–**	**–**	**–**	**–**	**14**

Figure 29B.XVIII
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)

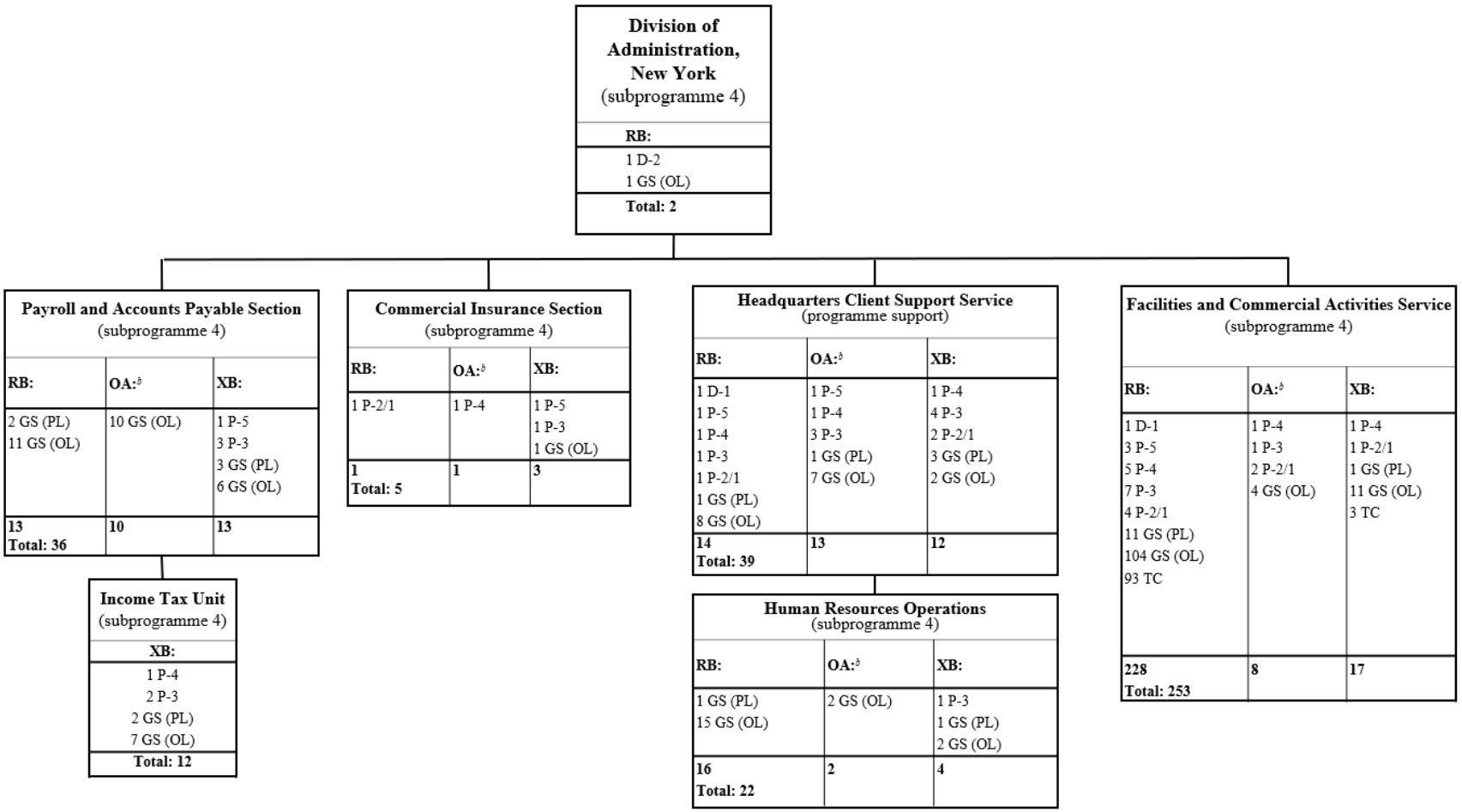


Annex I

Organizational structure and post distribution for 2026



Organizational structure and post distribution for 2026 (continued)



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NO-B, National Professional Officer, level B; OA, other assessed; RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Dual reporting to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support.

[b] Other assessed resources are based on those proposed for the period 2025/26 (see A/79/783).

[c] Conversion.

[d] Redeployment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 1, component 3, Healthcare management and occupational safety and health	2	P-5	**Conversion** of two temporary positions (one Senior Medical Officer – Public health crises, and one Senior Medical Officer – Emergency preparedness and response to mass casualty events) to established posts	The proposed cost-neutral conversion of four general temporary assistance positions (2 P-5, 1 P-4 and 1 P-2/1) to established posts would provide long-term stability in the execution of essential functions in support of the work of the Healthcare Management and Occupational Safety and Health Division and the Division for Special Activities. These positions were created in 2009 and 2010, more than 10 years ago, and their conversion is proposed given the long-term and core nature of the functions performed by the incumbents of these positions, including, as indicated below: Senior Medical Officer – Public health crises (P-5): the incumbent advises the Administration on all matters and standards related to public health relevant to staff of the United Nations, including peacekeeping missions worldwide, the New York-based United Nations agencies and programmes and military contingent personnel under the Department of Peace Operations; oversees and provides health education and health promotion programmes through the development, coordination and implementation of preventive and response activities to public emergencies at duty stations with a United Nations presence; develops, reviews and revises various medical standards and guidelines on preventive measures to mitigate public health risks; provides leadership in the continuous assessment of needs, planning, development, implementation, monitoring, evaluation and/or updating policies, procedures, standards, protocols, guidelines and emergency plans in response to outbreaks of communicable diseases; monitors and analyses worldwide outbreak patterns of communicable diseases and provides strategic leadership in the development and implementation of the United Nations response to outbreaks; recommends a course of action to the Medical Director, including a communication strategy and preventive measures, in response to actual or imminent outbreak scenarios affecting the United Nations community; supervises nurses; and ensures availability of drugs and medical supplies during public health emergencies and outbreaks. The above-mentioned functions and work are critical and continuing in nature for public health crises and infectious disease outbreaks and for the coordination of health promotion and preventive health programmes for United Nations personnel globally.

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				Senior Medical Officer – Emergency preparedness and response to mass casualty events (P-5): over the last decade, medical crisis management has moved from a general capacity to a specific domain of expertise. As the volatility of the geopolitical sphere increases and in view of the impacts of climate change, converting the Senior Medical Officer role to an established post would promote stability, effectiveness and accountability in the emergency medical response efforts of the United Nations, aligning with broader goals of humanitarian aid and medical crisis management. The scope of the position encompasses all aspects related to emergency care and medical crisis management, from single casualty and CASEVAC to mass casualty incident management, and the development of a casualty tracking system. The post would cover all United Nations entities with overarching advisory, monitoring and support and training functions to improve global medical resilience, fostering coordination, engagement and pursuance of mandates.
Subprogramme 3 Special activities	1	P-4	**Conversion** of one temporary position of Programme Management Officer to an established post	The Programme Management Officer (P-4) functions reflect a continuous requirement of a dedicated capacity to support the provision of essential services and the organization of duty of care to United Nations personnel affected by critical emergency events (including malicious acts and natural disasters). The Programme Management Officer (P-4) carries out functions in the Client Support and Special Situations Section, which serves as a dedicated capacity to support the delivery of a full range of human resources expertise in mission start-ups, surges and transitions, including crisis preparedness and response. The Programme Management Officer leads the preparedness and coordination of a rapid, comprehensive and coordinated response to critical incidents, as well as the provision of continuous support to personnel and families, before, during and after a crisis.
	1	P-2	**Conversion** of one temporary position of Associate Administrative Officer to an established post	The Associate Administrative Officer (P-2/1) functions are a continuous requirement to enable the Secretariat to have a dedicated capacity to support the provision of essential services and the organization of duty of care to United Nations personnel affected by critical emergency events (including malicious acts and natural disasters). The Associate Administrative Officer supports the work of the Programme Management Officer (P-4) in the Client Support and Special Situations Section in the coordination of preparedness and rapid response to critical incidents and in the development of training programmes to build capacity closest to where critical incidents may arise.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VIII
Common support services

Section 29C
Office of Information and Communications Technology

Programme 25
Management and support services

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

29C.1 The Office of Information and Communications Technology is responsible for the direction, strategy and delivery of information and communications technology (ICT) in the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 63/262 and 72/266 B.

Strategy and external factors for 2026

29C.2 In 2026, the Office will continue to implement programmes that support the ICT strategic outcomes of ensuring an environment in which ICT allows the Organization to deliver efficiencies, facilitating coherent and integrated mandate implementation, ICT is leveraged as a critical operational and strategic enabler for the work of the United Nations and the Organization is protected from rapidly escalating threats to ICT security.

29C.3 The Office remains committed to providing resilient and secure global network and ICT systems, platforms and applications that enable collaboration and communication across the Secretariat and throughout the wider United Nations common system. Service availability and the reliability of centrally provided enterprise services and solutions necessitates upgrades and modernization efforts, where feasible and cost-effective. Operational efficiency will be enhanced through key performance indicators and reengineering processes on the basis of data insights, ensuring that ICT operational capabilities are preserved, secured, resilient and fit-for-purpose to support mandate delivery by Secretariat entities.

29C.4 The transformative potential of technology, including cloud-based platforms, enables United Nations personnel to collaborate and connect seamlessly. The Office will continue its strategic shift of leveraging hybrid cloud-based services and strengthen ICT security while maintaining enterprise on-premise solutions for legitimate business cases, such as compliance with specific resolutions and mandates. This hybrid multi-cloud strategy ensures flexibility in meeting diverse organizational needs and the agility to leverage strengths of multiple cloud providers, and further enhances operational resiliency while mitigating vendor lock-in.

29C.5 In the context of ICT security, challenges continue to grow in scale, pervasiveness and complexity. In response, the Office will centralize ICT security capacity, enhance the use of shared services of proactive threat-hunting capabilities and replace the reactive intrusion detection systems. The centralization of ICT security services will strengthen internal capacity, while a clear focus is kept on United Nations operations. Other key initiatives are also under way, including continuous improvements in networks, which is instrumental in containing threats and limiting the impact of successful attacks, the upgrade of various security solutions to detect issues of security concern and to protect end-user devices, digital identities and cloud-based services, and increased interactive awareness campaigns.

29C.6 The Office continues to support efforts to digitally transform the Organization into one that more effectively uses data and information to support decision-making and inform strategic direction. This work will be aligned with the ICT strategy (see A/77/489 and A/79/339) and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. The effective use of data across the Secretariat requires cross-cutting efforts, with the Office leading any such efforts relating to technology and the establishment of services and capacities that support the management and use of data. The Office continues to leverage technology enablers that support the exchange, reconciliation, storage and governance of data. Analytics and data solutions will also continue to be implemented, and associated standards and architecture will be formulated to achieve a consistent approach to data. Efforts will be made to address the growing demand for frontier technologies such as artificial intelligence. The Office will also support areas such as policy formulation and the governance of information management, including the use and adoption of artificial intelligence.

29C.7 In support of innovation, the Office will continue to provide access to technologies that can support a wide range of needs across the United Nations. Frontier technologies, in particular artificial intelligence, will support the work of the Organization and mandate delivery globally. Conversational artificial intelligence continues to be deployed to ensure more intuitive and efficient access to information. These solutions are designed to be foundational to ensure that they can be integrated into the various systems in use across the Organization.

29C.8 The Office will further advance its work in digital transformation, strengthening business relationships between the Office's service providers and United Nations Secretariat entities by facilitating clear communication, managing demands effectively and ensuring effective problem resolution. The Office will also continue to serve as a centralized function for global enterprise ICT project governance through the project management team, ensuring that projects comply with the project management methodology, achieving desired outcomes and aligning with strategic objectives. It will also ensure that overall Secretariat ICT budget proposals are technically reviewed by the business relationship management team.

29C.9 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with agencies, funds and programmes to agree on minimum standards of ICT security and communities of practice to discuss opportunities and challenges at the inter-agency level. This will be done through the United Nations System Chief Executives Board for Coordination Digital and Technology Network, which is co-chaired by the Assistant Secretary-General/Chief Information Technology Officer and serves as a mechanism to collaborate on, harmonize and explore possibilities for better use of shared ICT services. The Office will also continue to ensure access to Secretariat platforms for personnel from United Nations agencies, funds and programmes in order to facilitate collaboration and will strategize on the mitigation of cost increases and minimizing duplication across the United Nations common system to support coherence in mandate delivery.

29C.10 With regard to the external factors, the Office considered applicable risks identified in its risk register, and, accordingly, the overall plan for 2026 is based on the planning assumption that there will be adequate voluntary contributions through effective partnering to complement regular budget resources to carry out the activities of the Office.

29C.11 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Office will continue to coordinate and host events, both virtual and in-person, to promote women in technology within the Secretariat and to highlight the contributions of women to mandate delivery across all programmes.

29C.12 In line with the United Nations Disability Inclusion Strategy, the Office will continue to improve the accessibility of enterprise applications and public information websites for persons with disabilities, including by adding functionality to, remediating or configuring existing websites and applications in accordance with the established accessibility guidelines for United Nations websites.

Legislative mandates

29C.13 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity
69/262, sect. II	Questions relating to the programme budget for the biennium 2014–2015: information and communications technology in the United Nations
70/248 A, sect. V	Special subjects relating to the proposed programme budget for the biennium 2016–2017: information and communications technology in the United Nations
71/272 B, sect. III	Special subjects relating to the programme budget for the biennium 2016–2017: status of implementation of the information and communications technology strategy for the United Nations
72/262 C, sect. I	Special subjects relating to the programme budget for the biennium 2018–2019: status of implementation of the information and communications technology strategy for the United Nations
78/243	Information and communications technology strategy

Deliverables

29C.14 Table 29C.1 lists all cross-cutting deliverables of the programme.

Table 29C.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**–**	**1**
1. Report of the Secretary-General on the refined elements of the information and communications technology strategy for the United Nations	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	**5**	**5**	**3**	**5**
Meetings of:				
2. The Fifth Committee	2	2	1	2
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	2	2	1	2

Evaluation activities

29C.15 The joint evaluation by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office on ICT security, which began in 2024, will continue and be completed in 2026. The evaluation entails the analysis of completed mandatory ICT security training, performance of fake phishing exercises and ICT security incidents affecting end users.

Programme of work

Subprogramme 1
Strategy and technology innovation

Objective

29C.16 The objective, to which this subprogramme contributes, is to enhance an innovative, secure, unified digital space for the United Nations.

Strategy

29C.17 To contribute to the objective, the subprogramme will continue to focus on the establishment of strategies, policies and governance, including support for the efficiency agenda, the development of technology strategies aligned with the Organization's priorities, the establishment of technical procedures and guidelines, and a review of standards and architecture. Specifically, the subprogramme will:

(a) Provide advice covering data, analytics, artificial intelligence, innovation and information management;

(b) Develop technology standards and road maps to envisage and define how United Nations technologies should be implemented in support of the core mandates of the United Nations (see General Assembly resolution 69/262, sect. II, third preambular paragraph), taking into account organizational needs, as well as strategic direction and innovation;

(c) Work closely with United Nations clients to identify their key data, information and technology requirements or challenges and, in close collaboration with internal and external partners,

design innovative, integrated and security resilient technology solutions, leveraging artificial intelligence, and facilitate an enabling environment to meet clients' needs;

(d) Support United Nations entities in assessing and reducing the level of risk to the image, resources, data, operations and safety of the personnel and ICT assets of the United Nations and ensure that ICT security risks do not hamper efforts to implement United Nations mandates or adversely affect support to Member States, through the provision of specific ICT security guidance, the performance of system security reviews and the conduct of ICT security awareness training;

(e) Reinforce the centralized capacity for ICT security in the Enterprise Data Centre in Valencia, Spain, to more effectively address the continuous growth of the global threats affecting the Secretariat and the evolution of technology and ICT security operations, enabling efficient adaptation to rapidly changing and expanded ICT security risks and strengthening core capacity for proactive vulnerability and threat and incident management Secretariat-wide, as presented in the report of the Secretary-General on capital investment planning (A/77/519);

(f) Promote ICT security campaigns, the use of advanced security features, implementation and support of security measures, strengthening vulnerability management, operational resilience and proactive threat management capabilities;

(g) Promote the effective use of data, facilitate access to data across the Organization by leveraging modern technology, strengthen data literacy by co-leading the implementation of the Data Strategy of the Secretary-General and govern information and data management.

29C.18 The above-mentioned work is expected to result in:

(a) Better awareness of and access to innovation techniques and new technologies, and increased capacity for Secretariat entities to deliver on mandates;

(b) Strengthened operational resilience of the Organization, better end user awareness of ICT security threats and reduced exposure of the digital data and infrastructure of the United Nations to various security threats;

(c) Reinforced and centralized ICT security with core capacity for proactive vulnerability management and threat and incident management, while ensuring global Secretariat coordination on ICT security matters, including compliance;

(d) Integrated, secure and innovative use of information and data by United Nations entities;

(e) A coherent ICT landscape in the Secretariat through compliance with policies, procedures and guidelines, as well as common standards, strategies and architecture.

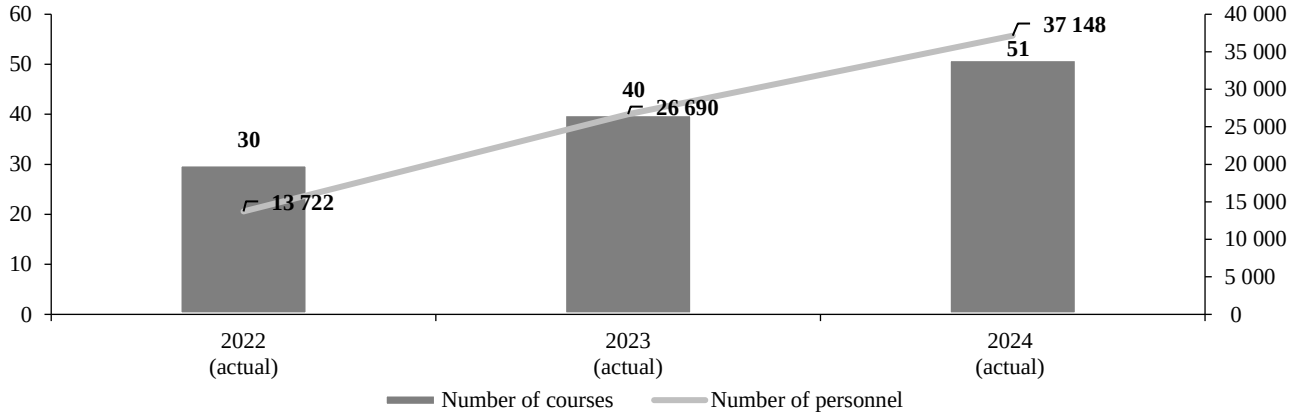
Programme performance in 2024

Unite Academy: strengthened data literacy for informed decisions

29C.19 As the United Nations becomes ever more data-driven, data literacy is critically important for improving both individual performance and achieving the mandates of the United Nations. Data literacy skills equip United Nations personnel with the acumen to navigate data landscapes, seek meaningful insights and confidently share those findings. Over time, this foundation fuels evidence-driven decisions, enhancing the quality and impact of the Organization's initiatives. The subprogramme promotes data literacy through the Unite Academy training platform. Since its launch in 2021, biannual sessions have been run offering foundational courses and more advanced and specialized courses covering a wide range of topics, from data analysis and engineering to data governance, as well as ethics and responsibility surrounding the use of new and emerging technologies, such as artificial intelligence. In 2024, the programme offered 11 new courses. The training programme is intended to enable every United Nations staff member, from any position or technical background, with the insight and skill sets necessary to leverage data for improved decision-making.

29C.20 Progress towards the objective is presented in the performance measure below (see figure 29C.I).

Figure 29C.I
Performance measure: number of United Nations personnel with improved data literacy (cumulative)



Planned results for 2026

Result 1: advance mandate implementation through partnerships on innovative technology

Programme performance in 2024 and target for 2026

29C.21 The subprogramme's work contributed to strengthened response and reduction in technological gaps for the just transitions in vulnerable places project, through an artificial intelligence-based tool that assists cities in improving data accessibility and automating land-mapping processes, which met the planned target.

29C.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29C.2).

Table 29C.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Member States have access to financial intelligence through the strengthening by United Nations entities of their ability to collect, analyse and share intelligence Innovators from the general public submitted concepts on open-source software solutions for Sustainable Development Goals 4 and 11 through open innovation competitions in partnership with the European Commission	The Joint United Nations Programme on HIV/AIDS makes use of two new technology solutions developed by young innovators to raise awareness of HIV/AIDS Strengthened engagement across the United Nations system through a joint declaration with the International Telecommunications Union on digital transformation and innovation issues	Strengthened response and reduction in technological gaps for the just transitions in vulnerable places project through an artificial intelligence-based tool that assists cities in improving data accessibility and automating land-mapping processes	Member States, the Secretariat, innovators and open-source leaders share knowledge and best practices on the use of open-source technologies for sustainable development	Innovators in the United Nations Secretariat and Member States contribute to solving global challenges by developing open-source technology solutions

Result 2: enhanced effectiveness in mandate delivery by leveraging generative artificial intelligence

Programme performance in 2024 and target for 2026

29C.23 The subprogramme's work contributed to three entities processing documents more efficiently through the use of generative artificial intelligence: the Office of Human Resources for analysing new generic job profiles and administrative law matters; the Department of Economic and Social Affairs for processing public information related to the Sustainable Development Goals and publications; and the United Nations Operations and Crisis Centre for the analysis of crisis and situation reports, which met the planned target.

29C.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29C.3).

Table 29C.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Staff have access to initial guidance on and training on generative artificial intelligence	Office of Human Resources, the Department of Economic and Social Affairs and the United Nations Operations and Crisis Centre have prototype solutions that process information more efficiently through the use of generative artificial intelligence for strengthened mandate delivery	Five additional entities process documents more efficiently through the use of generative artificial intelligence for strengthened mandate delivery	Five additional entities process documents more efficiently through the use of generative artificial intelligence for strengthened mandate delivery

Result 3: ethical and responsible use of artificial intelligence

Proposed programme plan for 2026

29C.25 In its resolution 78/132, the General Assembly stressed the need to better realize the benefits and address the challenges of artificial intelligence. The subprogramme has been at the forefront of artificial intelligence governance initiatives and the provision of technologies in support of entities in their implementation of artificial intelligence, including generative artificial intelligence solutions.

Lessons learned and planned change

29C.26 The lesson for the subprogramme was the need for a comprehensive and effective artificial intelligence management mechanism that could be applied across the Organization. Clear, comprehensive guidance to regulate the development and deployment of artificial intelligence can help to minimize ethical risks. In addition, high-quality, secure data are a prerequisite for the effective and reliable use of artificial intelligence. In applying the lesson, the subprogramme will develop a robust and comprehensive artificial intelligence management framework that can be applied across the Organization. It will include clear policies, procedures and standards for the responsible and ethical implementation of artificial intelligence. This approach will promote

consistency, accountability and transparency in artificial intelligence practices and foster trust in data and artificial intelligence processes across the Organization.

29C.27 Expected progress towards the objective is presented in the performance measure below (see table 29C.4).

Table 29C.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Staff have access to guidelines on the responsible use of publicly available generative artificial intelligence tools	Availability of a framework for a system-wide model policy on artificial intelligence	Selected Secretariat entities pilot a standardized model for the systematic use and adoption of artificial intelligence	Reference model for artificial intelligence management mechanisms and related instruments are accessible to all Secretariat entities

Deliverables

29C.28 Table 29C.5 lists all deliverables of the subprogramme.

Table 29C.5
Subprogramme 1: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Information and communications technology: ICT and information management policies and standards; enterprise architecture, ICT risks and compliance oversight mechanism; analytics and innovation guidelines for oversight and accountability; analytics and frontier technology solutions accessible to Secretariat entities; repeatable technology solutions and conversational artificial intelligence solutions; expert advice to Secretariat entities on information management; technical guidance on controls and tools to support policies and procedures for data privacy; disaster recovery plan for critical systems; and information security framework across Secretariat entities, comprising a framework document on information security and security assessment of systems and entities.

Subprogramme 2
Operations support

Objective

29C.29 The objective, to which this subprogramme contributes, is to achieve an optimized ICT infrastructure and technology environment for all United Nations entities, within which the Organization's global technology solutions, systems and applications are used securely and in an intuitive manner.

Strategy

29C.30 To contribute to the objective, the subprogramme will continue to implement and upgrade enterprise systems and infrastructure to enable the Secretariat and Member States to effectively deliver on the Organization's work. Specifically, the subprogramme will:

(a) Implement global enterprise solutions that provide users with a single place to meet, communicate, share files and collaborate within the larger United Nations common system;

(b) Enable enterprise systems and infrastructure to support the Secretariat in operationalizing data, innovation and digital transformation through artificial intelligence-driven systems and self-service analytics;

(c) Implement key initiatives, such as the Unite Aware technology platform, which will continue to be rolled out globally and will support data-informed decision-making by senior management in peace operations and enable situational awareness;

(d) Promote and extend the utilization of geographic information systems services;

(e) Implement a hybrid multi-cloud strategy to leverage the best-in-breed solutions available in the market and the United Nations-managed systems and enterprise data centre to mitigate single vendor risks and ensure reliability, cost-effectiveness and environmental sustainability;

(f) Enhance the enterprise service desk to deliver comprehensive support for global ICT services and enterprise applications such as Umoja, Inspira and Unite Mail;

(g) Provide broadcast, audiovisual and conferencing technologies to support intergovernmental meetings and the work of Secretariat entities.

29C.31 The above-mentioned work is expected to result in:

(a) The facilitation of mandate delivery by Secretariat entities by means of modern, resilient and secure global ICT infrastructure and services;

(b) Greater collaboration across the United Nations common system that supports the Secretariat in the execution of its mandates with greater agility;

(c) A modern and secure technology environment that provides simplified access to the Organization's data and serves as the foundation for the Data Strategy of the Secretary-General;

(d) A highly capable workforce that is familiar with the systems and processes and derives insights and information that support data-driven decision-making;

(e) Timely resolution of incidents and service requests, with users expressing increased satisfaction with ICT enterprise services;

(f) Improved access to intergovernmental meetings, including in respect of remote participation, the access of Secretariat services to verbatim report-writing and translation, and the access of other audiences to interpretation, broadcasting and webcasting capabilities.

Programme performance in 2024

Enhanced collaboration and resilience through a hybrid multi-cloud strategy

29C.32 The Secretariat's adoption of a hybrid multi-cloud strategy enables seamless collaboration and real-time coordination while preventing vendor lock-in. This diversified approach enhances organizational resilience through distributed hosting and provides access to specialized services across platforms.

29C.33 To strengthen these capabilities, the subprogramme implemented a comprehensive cloud governance framework that optimizes workloads, standardizes security protocols and enhances cost management across platforms. Through active participation in the Digital and Technology Network and close coordination with United Nations entities, the Organization leveraged shared technical expertise and implemented proven best practices. This systematic collaboration enables the Secretariat to readily adopt emerging technologies to respond to evolving organizational needs.

29C.34 Progress towards the objective is presented in the performance measure below (see table 29C.6).

Table 29C.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Majority of enterprise users actively use cloud productivity tools Improved cloud service compliance rating	Increased use of cloud services and reduced cloud storage through optimization	Increased multi-cloud resource utilization across the Organization

Planned results for 2026

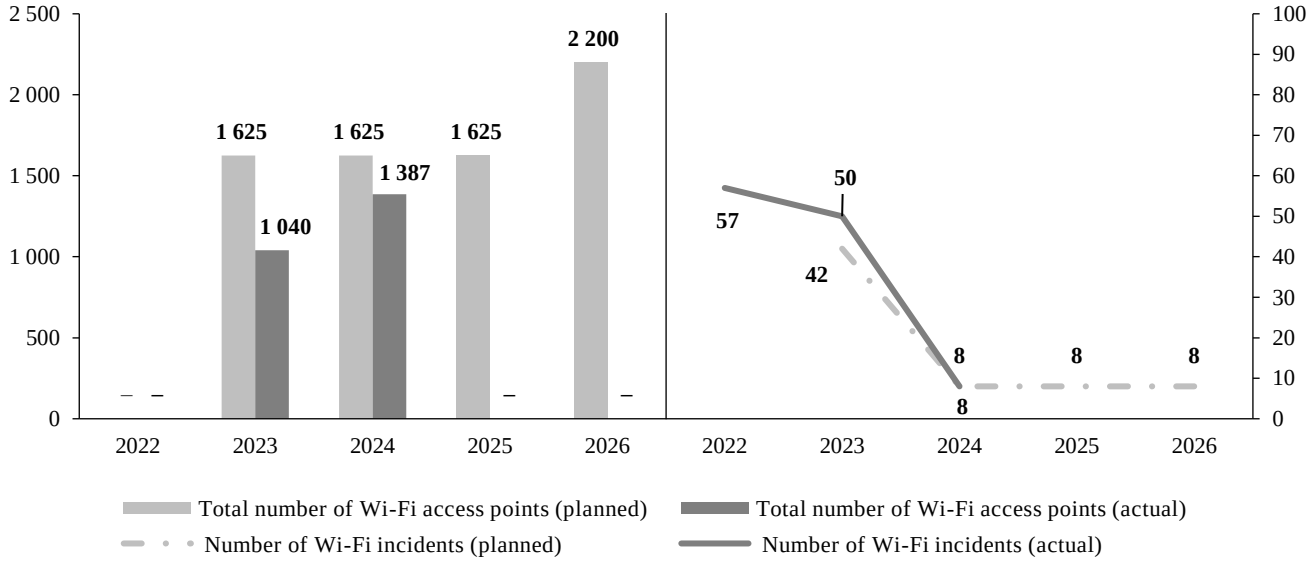
Result 1: improved wireless infrastructure coverage for delegates and staff at United Nations Headquarters

Programme performance in 2024 and target for 2026

29C.35 The subprogramme's work contributed to a reduction in Wi-Fi incidents to eight, which met the planned target, and the installation of 347 Wi-Fi access points, for a cumulative total of 1,387, which did not meet the planned target of 1,625. The target was not met owing to the measures imposed by the Secretariat to manage the liquidity situation.

29C.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29C.II).

Figure 29C.II
Performance measure: increased number of Wi-Fi access points results in a decrease in the number of Wi-Fi incidents



Result 2: strengthened governance of technologies that support intergovernmental meetings

Programme performance in 2024 and target for 2026

29C.37 The subprogramme's work contributed to the working group completing the broadcast and conferencing interoperability guidelines, which establish the global architecture and standards for technology investment in the domain of broadcast and conferencing, which met the planned target.

29C.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29C.7).

Table 29C.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Each entity seeks technical clearance from the Office for non-standard local technology purchases	Secretariat entities nominate members for the working group on broadcasting and conferencing interoperability	The working group completed the broadcast and conferencing interoperability guidelines, which established the global architecture and standards on broadcasting and conferencing to guide future technology investment	Broadcast and conferencing technologies are standardized, interoperable and resilient as Secretariat entities adhere to the global architecture and framework for all technology investment in broadcasting and conferencing	Working group recommendations and lessons learned inform updates to the guidelines

Result 3: reduced risks through cloud-based authentication for secure access

Proposed programme plan for 2026

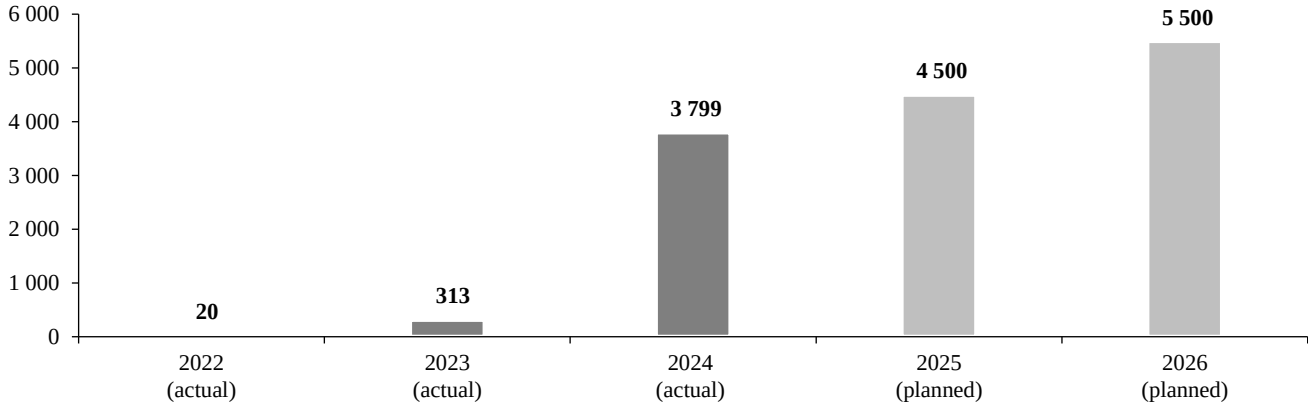
29C.39 Migrating user workstations to a cloud-based active directory to streamline workstation management, enforce policies, ensure proper configuration and maintain compliance is critical for the Secretariat to enhance its information security and operational resilience. The subprogramme has already begun to migrate workstations to the cloud through a structured project designed to minimize disruption while enhancing security, compliance and operational efficiency.

Lessons learned and planned change

29C.40 The lesson for the subprogramme was that, without ongoing modernization, the Organization remained exposed to significant risks, owing in particular to the reliance on outdated on-premise infrastructure to manage workstations. In applying the lesson, the subprogramme will take a more proactive approach to adopting cloud-based solutions, ensuring that user workstations are properly managed through security policies. By modernizing workstation management and making the transition to a cloud-based solution, the subprogramme reduces risks associated with outdated on-premise infrastructure and increases the resilience of the Organization's ICT systems.

29C.41 Expected progress towards the objective is presented in the performance measure below (see figure 29C.III).

Figure 29C.III
Performance measure: number of user workstations in United Nations Headquarters that have been migrated to cloud-based authentication (cumulative)



Deliverables

29C.42 Table 29C.8 lists all deliverables of the subprogramme.

Table 29C.8
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)[a]	**12 700**	**13 930**	**12 700**	**16 651**
Meetings of intergovernmental and expert bodies	12 700	13 930	12 700	16 651
E. Enabling deliverables				
Information and communications technology: hardware and infrastructure, and software and applications.				

[a] The Broadcast and Conference Support Section of the Office of Information and Communications Technology facilitates meeting services for intergovernmental meetings in New York only.

Subprogramme 3
Enterprise solutions

Objective

29C.43 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of programmatic mandates by Secretariat entities.

Strategy

29C.44 To contribute to the objective, the subprogramme will:

(a) Continue to develop bespoke software solutions that support mandate delivery and the Sustainable Development Goals by partnering with Secretariat entities and leveraging emerging technologies to meet evolving challenges and mandates;

(b) Actively support the digital transformation of the Secretariat by designing process automation and knowledge management solutions for departments and offices;

(c) Implement the Data Strategy of the Secretary-General by delivering technical solutions for data exchange between systems through an enterprise platform;

(d) Enhance digital transformation by integrating artificial intelligence into ICT solutions;

(e) Enhance identity management by leveraging cloud technology, upgrade service management solutions, enhance talent management, manage the United Nations safety and security information systems, and design and operate the enterprise web content management platform.

29C.45 The above-mentioned work is expected to result in:

(a) Contribution to the Sustainable Development Goals through technology solutions, as articulated in programmatic mandates;

(b) Introduction of artificial intelligence to complement human expertise;

(c) Increased automation of administrative support processes;

(d) Expanded data-sharing between and among the Organization's stakeholders, coordination and cooperation within and across the Secretariat and the broader United Nations system;

(e) Improved recruitment processes for the Secretariat through implementation of the new staff selection programme;

(f) Increased availability of information for professional security officers to perform their duties of protecting United Nations personnel across the United Nations system;

(g) Public information websites compliant with the Secretariat's standards.

Programme performance in 2024

Data-driven decision-making across the Organization

29C.46 The subprogramme designed and built a platform for application programme interface management to enhance system interoperability and support low-code application development. Application programme interface management enables departments and offices to gain access to real-time, up-to-date data from a single source rather than duplicating it across multiple applications. This improved data efficiency streamlines information-sharing and accelerates the development of digital solutions with low programming efforts. By facilitating more seamless data exchange, application programme interface management enables departments and offices to more easily engage in data-driven decision-making, advancing the Organization's digital transformation efforts.

29C.47 Progress towards the objective is presented in the performance measure below (see table 29C.9).

Table 29C.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Departments and offices are enabled in order to gain access to real-time, up-to-date data from a single source, share information more easily and engage in more data-driven decision-making

Planned results for 2026

Result 1: process automation and knowledge management solutions to support the digital transformation of the Secretariat

Programme performance in 2024 and target for 2026

29C.48 The subprogramme's work contributed to three automated business processes of the Secretariat, namely, the case management hub for the Office of Internal Oversight Services, the tracker of requests for support to the Department of Operational Support and upgraded technology of the Official Document System to a modern and sustainable standard, which met the planned target.

29C.49 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29C.10).

Table 29C.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
	Centralized official status file in use by the Department of Operational Support and the United Nations Office at Nairobi Bot to analyse and send notifications of job openings to target candidates in use by hiring managers Accurate computation of commercial vendor telecommunication bills in use by field missions and at Headquarters	Case management hub in use by the Office of Internal Oversight Services Tracker of request for support in use by the Department of Operational Support Official Document System technology upgrade in use by internal users of the United Nations and external users	Three additional process automation or knowledge management solutions in place, in which departments make use of process automation tools to reduce processing time and paperwork and simplify workflows	Three additional process automation or knowledge management solutions in place, in which departments make use of process automation tools to reduce processing time and paperwork and simplify workflows

Result 2: timely custom information technology solutions for mandate delivery

Programme performance in 2024 and target for 2026

29C.50 The subprogramme's work contributed to three custom solutions, namely, a civil society platform for the Department of Global Communications, a global points of contact directory on ICT security for the Office of Disarmament Affairs and an ageing policies database for the Economic Commission for Europe, which met the planned target.

29C.51 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29C.11).

Table 29C.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Disaster risk resilience scorecard in use by the United Nations Office for Disaster Risk Reduction Security Council resolution 2589 (2021) knowledge base in use by the Department of Peace Operations Plastic pollution CounterMEASURE II in use by the United Nations Environment Programme	Online solution for information and networking among uniformed women in use by the Department of Peace Operations and the Department of Political and Peacebuilding Affairs Assessment tool to evaluate performance of private-public partnership projects in use by the Economic Commission for Europe, and an application to accelerate customs procedures across borders Information management centre to report, validate and analyse programmatic activities in use by the Department of Global Communications	Civil society platform in use by the civil society organizations, managed by the Department of Global Communications Global points of contact directory on ICT security in use by the Member States, managed by the Office of Disarmament Affairs Ageing policies database in use by the Member States, managed by the Economic Commission for Europe	Three additional custom information technology solutions available to support mandate delivery by Secretariat entities	Three additional custom information technology solutions available to support mandate delivery by Secretariat entities

Result 3: information and communications technology solutions integrate artificial intelligence to assist in decision-making

Proposed programme plan for 2026

29C.52 Advancements in artificial intelligence and machine learning, including generative and multimodal artificial intelligence, have unlocked unprecedented capabilities and opportunities. These innovations have transformative potential for the daily work of United Nations personnel and the way in which the Organization serves its constituencies.

Lessons learned and planned change

29C.53 The lesson for the subprogramme was the critical relationship and interdependence between data access, quality and preparation for successful artificial intelligence integration and solution development. Effective artificial intelligence models rely on high-quality, well-prepared data for rapid

and efficient machine learning. In applying the lesson, the subprogramme will facilitate data access by operating the enterprise application programme interface management platform, which enables the secure and efficient sharing of data with artificial intelligence-featured applications. In addition, data quality will be improved through enforced data governance practices and clear data ownership.

29C.54 Expected progress towards the objective is presented in the performance measure below (see table 29C.12).

Table 29C.12
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Artificial intelligence solution to analyse resumes in use by the Economic and Social Commission for Asia and the Pacific	Generative artificial intelligence to build course content for training available for all departments and offices using iLearn	Generative artificial intelligence to process Indigenous languages in use by the Regional Service Centre in Entebbe, Uganda	Two additional ICT solutions integrating artificial intelligence	Two additional ICT solutions integrating artificial intelligence

Deliverables

29C.55 Table 29C.13 lists all deliverables of the subprogramme.

Table 29C.13
Subprogramme 3: deliverables for2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Information and communications technology: content management solutions for the Secretariat; ongoing enhancement and support for the enterprise website content management platform, including security, standards, accessibility and multilingualism compliance, used by Secretariat entities, field missions and permanent missions; enterprise talent management solutions; Umoja support, including the uniformed capabilities management solution with the enhanced conduct and discipline cases module, new force abandonment calculations and standardized reporting; improvement in the memorandum of understanding module and support for the Member State portal interface with the uniformed capabilities management solution; support for service management solutions for approximately 45,000 users; safety and security solutions for 122,700 users; significant functional enhancements, in accordance with Security Council resolution 2605 (2021), to strengthen the national police recruitment system; upgrade of the misconduct and sexual exploitation and abuse system; application programme interface management platform to foster process automation and system interoperability; data reporting and analytics tools to support strategic planning; and custom solutions to support mandate delivery of programmatic entities.

B. Proposed post and non-post resource requirements for 2026

Overview

29C.56 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 29C.14 to 29C.16.

Table 29C.14
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	25 440.8	26 804.8	–	–	(13.9)	(13.9)	(0.1)	26 790.9
Other staff costs	1 374.0	1 874.7	–	–	(33.0)	(33.0)	(1.8)	1 841.7
Consultants	113.2	111.3	–	–	–	–	–	111.3
Travel of staff	109.2	154.1	–	–	–	–	–	154.1
Contractual services	15 832.8	14 551.7	(144.3)	249.3	1 035.1	1 140.1	7.8	15 691.8
General operating expenses	6 176.4	10 296.5	–	–	(1 205.5)	(1 205.5)	(11.7)	9 091.0
Supplies and materials	145.9	63.6	–	–	1.4	1.4	2.2	65.0
Furniture and equipment	3 669.0	1 532.9	–	–	103.6	103.6	6.8	1 636.5
Improvement of premises	0.3	–	–	–	–	–	–	–
Grants and contributions	7.2	–	–	–	–	–	–	–
Total	**52 868.8**	**55 389.6**	**(144.3)**	**249.3**	**(112.3)**	**(7.3)**	**–**	**55 382.3**

Table 29C.15
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	178	1 ASG, 1 D-2, 6 D-1, 16 P-5, 23 P-4, 35 P-3, 9 P-2/1, 16 GS (PL), 69 GS (OL), 2 LL
Redeployment (geographical)	2	2 P-4 under subprogramme 1
Proposed for 2026	178	1 ASG, 1 D-2, 6 D-1, 16 P-5, 23 P-4, 35 P-3, 9 P-2/1, 16 GS (PL), 69 GS (OL), 2 LL

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

Table 29C.16
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
ASG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	6	–	–	–	–	6
P-5	16	–	–	–	–	16
P-4	23	–	–	–	–	23
P-3	35	–	–	–	–	35
P-2/1	9	–	–	–	–	9
Subtotal	**91**	**–**	**–**	**–**	**–**	**91**
General Service and related						
GS (PL)	16	–	–	–	–	16
GS (OL)	69	–	–	–	–	69
LL	2	–	–	–	–	2
Subtotal	**87**	**–**	**–**	**–**	**–**	**87**
Total	**178**	**–**	**–**	**–**	**–**	**178**

29C.57 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 29C.17 to 29C.19 and figure 29C.IV.

29C.58 As shown in tables 29C.17 (1) and 29C.18 (1), the overall resources proposed for 2026 amount to $55,382,300, reflecting a net decrease of $7,300 (or 0.01 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29C.17
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	3 078.7	3 434.3	–	–	(98.4)	(98.4)	(2.9)	3 335.9
B. Programme of work								
1. Strategy and technology innovation	10 446.0	10 938.2	–	–	(69.5)	(69.5)	(0.6)	10 868.7
2. Operations support	24 449.9	25 022.5	(144.3)	249.3	–	105.0	0.4	25 127.5
3. Enterprise solutions	14 894.1	15 994.6	–	–	55.6	55.6	0.3	16 050.2
Subtotal, 1	**52 868.7**	**55 389.6**	**(144.3)**	**249.3**	**(112.3)**	**(7.3)**	**–**	**55 382.3**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	37.5	46.4	–	–	46.4
B. Programme of work					
1. Strategy and technology innovation	2 253.1	1 710.6	70.6	4.1	1 781.2
2. Operations support	17 873.3	18 481.2	428.8	2.3	18 910.0
3. Enterprise solutions	14 688.8	14 030.5	280.4	2.0	14 310.9
Subtotal, 2	**34 852.7**	**34 268.8**	**779.7**	**2.3**	**35 048.5**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	3 339.6	2 732.5	(159.4)	(5.8)	2 573.1
B. Programme of work					
1. Strategy and technology innovation	2 553.0	2 790.0	(924.6)	(33.1)	1 865.4
2. Operations support	50 846.1	48 616.2	(3 619.5)	(7.4)	44 996.7
3. Enterprise solutions	20 643.4	15 582.6	(1 406.2)	(9.0)	14 176.4
Subtotal, 3	**77 382.3**	**69 721.3**	**(6 109.6)**	**(8.8)**	**63 611.7**
Total (1+2+3)	**165 001.5**	**159 379.6**	**(5 337.1)**	**(3.3)**	**154 042.5**

Table 29C.18
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	19	–	–	–	–	19
B. Programme of work						
1. Strategy and technology innovation	35	–	–	–	–	35
2. Operations support	71	–	–	–	–	71
3. Enterprise solutions	53	–	–	–	–	53
Subtotal, 1	**178**	**–**	**–**	**–**	**–**	**178**

(2) *Other assessed*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategy and technology innovation	4	–	4
2. Operations support	27	–	27
3. Enterprise solutions	21	–	21
Subtotal, 2	**52**	**–**	**52**

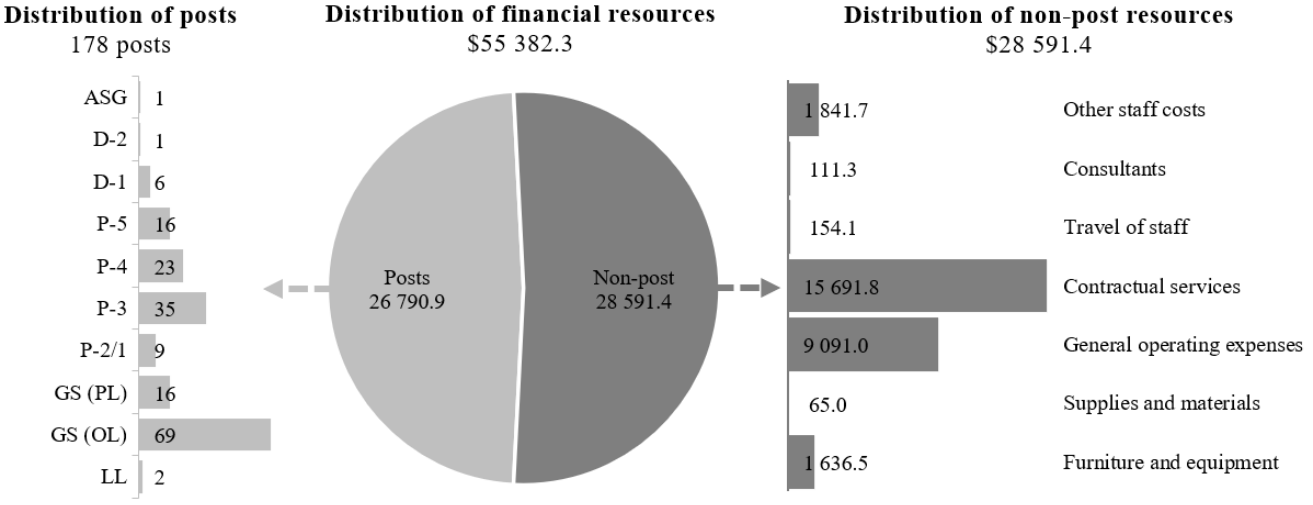
(3) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategy and technology innovation	–	–	–
2. Operations support	13	–	13
3. Enterprise solutions	–	–	–
Subtotal, 3	**13**	**–**	**13**
Total (1+2+3)	**243**	**–**	**243**

Table 29C.19
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	25 440.8	26 804.8	–	–	(13.9)	(13.9)	(0.1)	26 790.9
Non-post	27 428.0	28 584.8	(144.3)	249.3	(98.4)	6.6	–	28 591.4
Total	**52 868.8**	**55 389.6**	**(144.3)**	**249.3**	**(112.3)**	**(7.3)**	**–**	**55 382.3**
Post resources by category								
Professional and higher		91	–	–	–	–	–	91
General Service and related		87	–	–	–	–	–	87
Total		**178**	**–**	**–**	**–**	**–**	**–**	**178**

Figure 29C.IV
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29C.59 As shown in table 29C.17 (1), resource changes reflect a decrease of $144,300 under subprogramme 2, Operations support. The decrease, under contractual services, relates to the removal of non-recurrent provisions for conference services for 2025 in support of: (a) the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, pursuant to Assembly resolution 78/272 ($50,800); (b) transparency in armaments, pursuant to Assembly resolution 77/69 ($15,400); (c) further modalities of the Fourth International Conference on Financing for Development, pursuant to Assembly resolution 78/271 ($25,700); (d) through-life conventional ammunition management, pursuant to Assembly resolution 78/47 ($8,400); (e) follow-up to and implementation of the outcomes of the International Conferences on Financing for Development, pursuant to Assembly resolution 79/199 ($35,900); and (f) Assembly resolution 79/237 on the open-ended working group on security of and in the use of information and communications technologies 2021–2025 established pursuant to General Assembly resolution 75/240 ($8,100).

New and expanded mandates

29C.60 As shown in table 29C.17 (1), resource changes reflect an increase of $249,300 under subprogramme 2, Operations support. The increase relates to additional requirements under contractual services for conference services in support of: (a) promotion of inclusive and effective international tax cooperation at the United Nations, pursuant to Assembly resolution 79/235 ($94,900); (b) nuclear war effects and scientific research, pursuant to Assembly resolution 79/238 ($47,500); (c) the United Nations Conference of Plenipotentiaries on Prevention and Punishment of Crimes against Humanity, pursuant to Assembly resolution 79/122 ($29,900); (d) comprehensive study of the question of nuclear-weapon-free zones in all its aspects, pursuant to Assembly resolution 79/241 ($35,800); (e) the illicit trade in small arms and light weapons in all its aspects, pursuant to Assembly resolution 79/40 ($20,200); (f) protection of persons in the event of disasters, pursuant to Assembly resolution 79/128 ($15,000); and (g) sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments, pursuant to Assembly resolution 79/145 ($6,000).

Other changes

29C.61 As shown in table 29C.17 (1), resource changes reflect a decrease of $112,300, as follows:

(a) **Executive direction and management.** A decrease of $98,400 under general operating expenses is attributable to updated centralized standard service-level agreement rates for ICT costs mainly for staff and non-staff personnel based in New York. In addition, the resources include a cost-neutral redeployment in the amount of $319,400 from general operating expenses to contractual services, to better align with expenditure patterns;

(b) **Subprogramme 1, Strategy and technology innovation.** A decrease of $69,500 is due to:

(i) The redeployment of two existing P-4 posts from Nairobi and Bangkok to Valencia, Spain, to enable reinforcement of the centralized capacity for ICT security in the Enterprise Data Centre in Valencia ($13,900);

(ii) The outward redeployment to subprogramme 3 of the resources related to the application interfaces programme and information management services, based on an internal reassessment of the activity and deliverables that determined that, as an application development activity, it was better aligned with the services delivery and programme of the Enterprise Solutions Service under subprogramme 3 ($55,600);

(c) **Subprogramme 2, Operations support.** The resources include a cost-neutral redeployment in the amount of $715,700 from general operating expenses to contractual services. The increase under contractual services is required to obtain expert advice on and technical assistance with the resolution of complex issues related to the Microsoft Unified platform. The decrease under general operating expenses is the result of lower telecommunication costs owing to the migration of telephony services to a more cost-efficient provider;

(d) **Subprogramme 3, Enterprise solutions.** An increase of $55,600 is due to the inward redeployment from subprogramme 1 of the resources related to the application interfaces programme and information management services.

Other assessed resources

29C.62 As reflected in tables 29C.17 (2) and 29C.18 (2), other assessed resources amount to $35,048,500. The resources would complement regular budget resources and provide for the requirements indicated in report A/79/783.

Extrabudgetary resources

29C.63 As reflected in tables 29C.17 (3) and 29C.18 (3), extrabudgetary resources amount to $63,611,700. The resources would complement regular budget resources and would be used mainly to provide for 13 posts (1 P-4, 1 P-3, 2 General Service (Principal level) and 9 General Service (Other level)) to perform mainly the functions of ICT services support. In addition, non-post resources would be used to provide ICT services such as a personal computing core package, collaboration and communication tools, network access, telephone service, service desk support for computers, and desktop and enterprise applications. Services would include the development and deployment of tailored technology solutions to support mandate delivery by substantive departments and offices, such as solutions that help to ensure the safety and security of United Nations system personnel, the training of uniformed personnel, rapid deployment, and public broadcasting and data analysis capabilities.

29C.64 The extrabudgetary resources under the present section are subject to the oversight of the Office of Information and Communications Technology, under its authority subdelegated from the Under-Secretaries-General of the Department of Operational Support and the Department of Management Strategy, Policy and Compliance, who in turn both have delegated authority from the Secretary-General.

Executive direction and management

29C.65 The executive direction and management component comprises the Office of the Assistant Secretary-General for Information and Communications Technology and the Enterprise Programme Management Section. In General Assembly resolutions 69/262, 70/248 and 71/272 B, the central authority of the Chief Information Technology Officer was reaffirmed and strengthened with regard to information security and the overall direction and performance of ICT activities within the Organization.

29C.66 The main responsibilities of the executive direction and management component include:

(a) Provision of overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT;

(b) Planning and coordination of ICT activities Secretariat-wide, including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and funds, programmes and specialized agencies of the Organization;

(c) Provision of overall strategic planning and management and coordination of the work of the internal organizational units.

29C.67 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office of Information and Communications Technology is integrating environmental management practices into its operations. The Office will continue to provide departments and offices with solutions to support the achievement of the Goals and will continue to reduce its infrastructure footprint in data centres by moving to the cloud, thus reducing its environmental impact.

29C.68 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29C.20. The Office continues to make efforts to fully comply with the advance purchase policy directive and has taken a number of steps to ensure that air travel is booked as early as possible. Travel requests that do not meet the two-week timeline are directed to the Head of Office for validation of mitigating circumstances before final review and approval. Owing in part to the implementation of such measures, the rate of compliance has constantly increased since 2022.

Table 29C.20
Compliance rate
(Percentage)

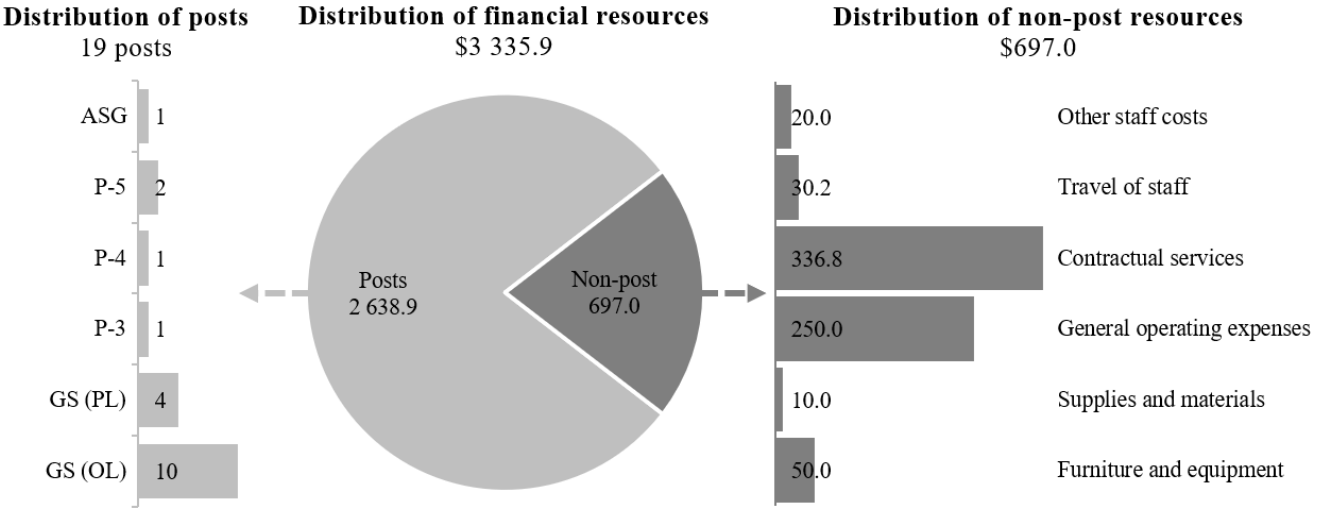
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	n/a	n/a	100	n/a	100
Air tickets purchased at least two weeks before the commencement of travel	72	84	96	100	100

29C.69 The proposed regular budget resources for 2026 amount to $3,335,900 and reflect a decrease of $98,400 compared with the approved budget for 2025. The proposed change is explained in paragraph 29C.61 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29C.21 and figure 29C.V.

Table 29C.21
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 334.9	2 638.9	–	–	–	–	–	2 638.9
Non-post	743.8	795.4	–	–	(98.4)	(98.4)	(12.4)	697.0
Total	**3 078.7**	**3 434.3**	**–**	**–**	**(98.4)**	**(98.4)**	**(2.9)**	**3 335.9**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		14	–	–	–	–	–	14
Total		**19**	**–**	**–**	**–**	**–**	**–**	**19**

Figure 29C.V
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

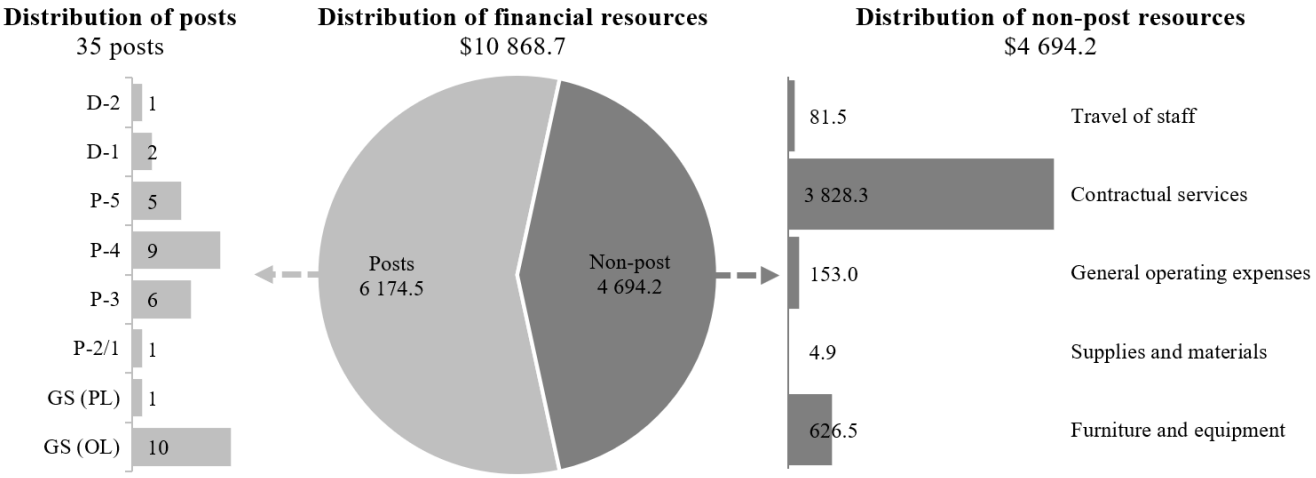
Subprogramme 1
Strategy and technology innovation

29C.70 The proposed regular budget resources for 2026 amount to $10,868,700 and reflect a decrease of $69,500 compared with the approved budget for 2025. The proposed change is explained in paragraph 29C.61 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29C.22 and figure 29C.VI.

Table 29C.22
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 894.8	6 188.4	–	–	(13.9)	(13.9)	(0.2)	6 174.5
Non-post	4 551.2	4 749.8	–	–	(55.6)	(55.6)	(1.2)	4 694.2
Total	**10 446.0**	**10 938.2**	**–**	**–**	**(69.5)**	**(69.5)**	**(0.6)**	**10 868.7**
Post resources by category								
Professional and higher		24	–	–	–	–	–	24
General Service and related		11	–	–	–	–	–	11
Total		**35**	**–**	**–**	**–**	**–**	**–**	**35**

Figure 29C.VI
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



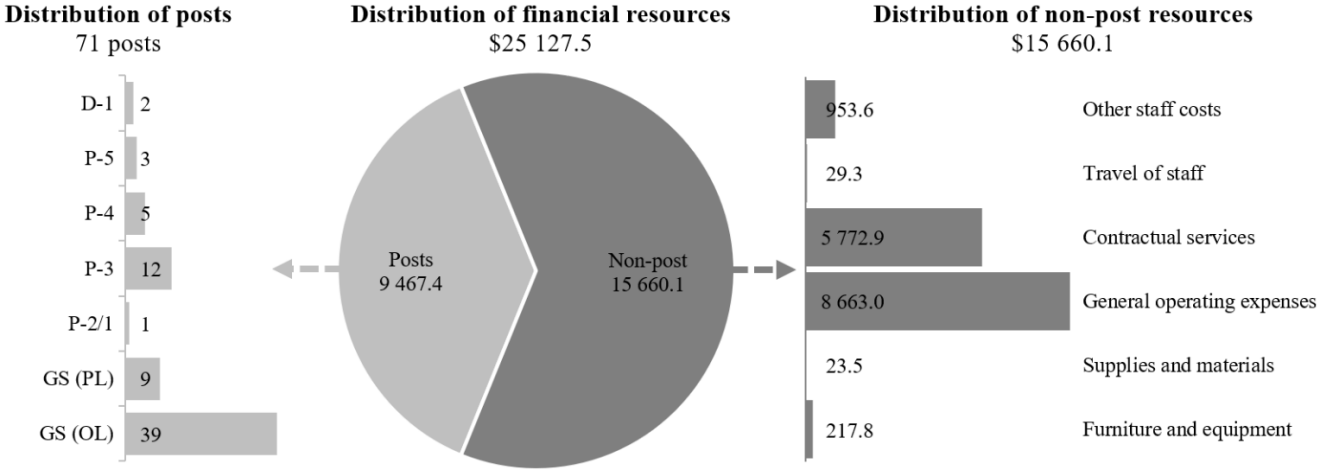
Subprogramme 2
Operations support

29C.71 The proposed regular budget resources for 2026 amount to $25,127,500 and reflect a net increase of $105,000 compared with the approved budget for 2025. The proposed change is explained in paragraphs 29C.59 and 29C.60. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29C.23 and figure 29C.VII.

Table 29C.23
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 681.2	9 467.4	–	–	–	–	–	9 467.4
Non-post	14 768.6	15 555.1	(144.3)	249.3	–	105.0	0.7	15 660.1
Total	**24 449.8**	**25 022.5**	**(144.3)**	**249.3**	**–**	**105.0**	**0.4**	**25 127.5**
Post resources by category								
Professional and higher		23	–	–	–	–	–	23
General Service and related		48	–	–	–	–	–	48
Total		**71**	**–**	**–**	**–**	**–**	**–**	**71**

Figure 29C.VII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 3
Enterprise solutions

29C.72 The proposed regular budget resources for 2026 amount to $16,050,200 and reflect an increase of $55,600 compared with the approved budget for 2025. The proposed change is explained in paragraph 29C.61 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29C.24 and figure 29C.VIII.

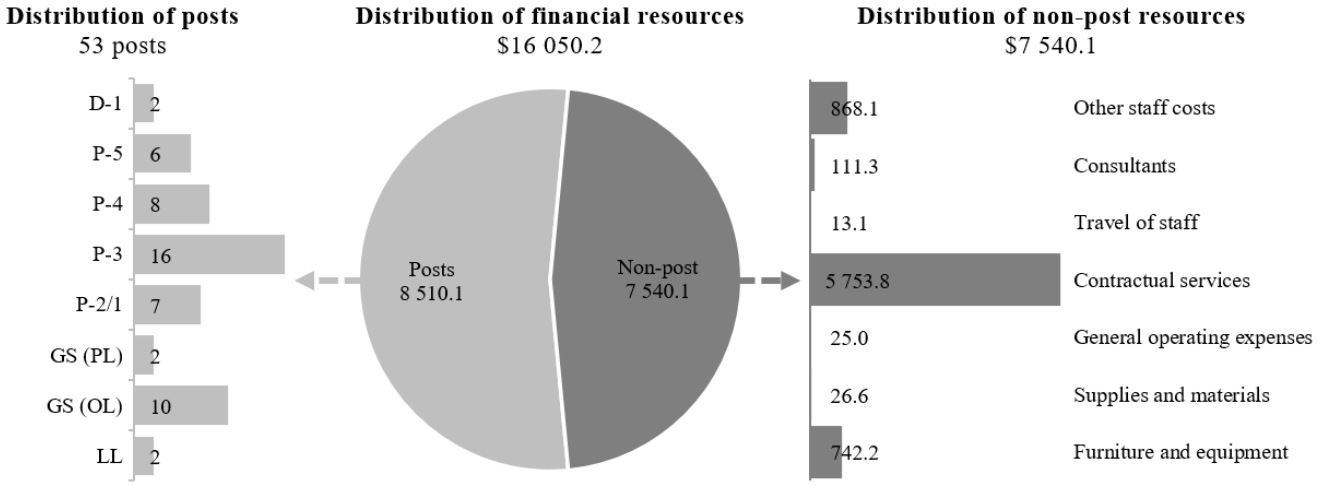
Table 29C.24
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 529.7	8 510.1	–	–	–	–	–	8 510.1
Non-post	7 364.3	7 484.5	–	–	55.6	55.6	0.7	7 540.1
Total	**14 894.0**	**15 994.6**	**–**	**–**	**55.6**	**55.6**	**0.3**	**16 050.2**
Post resources by category								
Professional and higher		39	–	–	–	–	–	39
General Service and related		14	–	–	–	–	–	14
Total		**53**	**–**	**–**	**–**	**–**	**–**	**53**

Figure 29C.VIII

Subprogramme 3: distribution of proposed resources for 2026

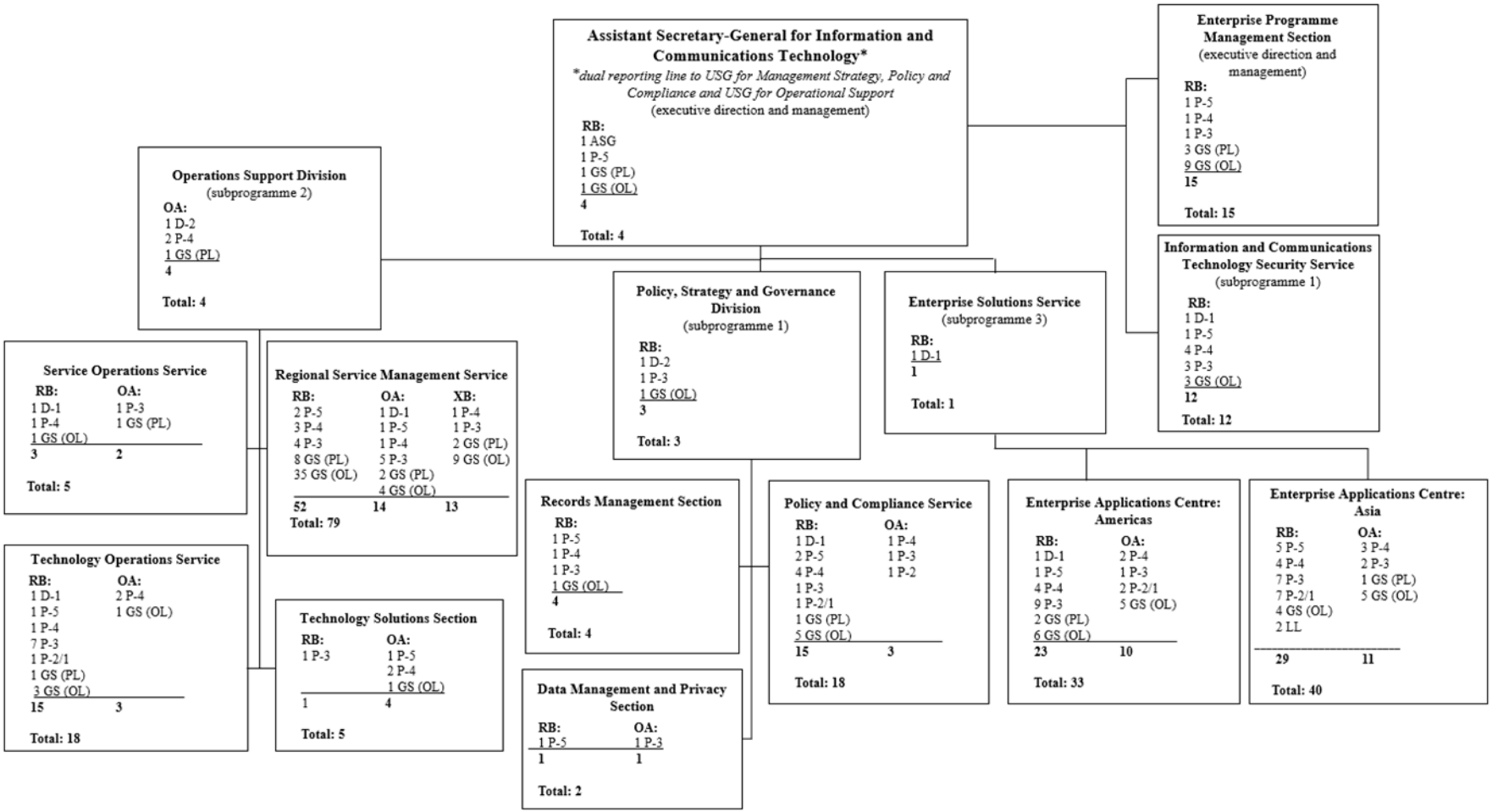
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026

Office of Information and Communications Technology



Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 1, Strategy and technology innovation	2	P-4	**Redeployment** (geographical) of two posts of Cyber Security Officer from Nairobi and Bangkok to Valencia, Spain	It is proposed that two existing P-4 posts be redeployed from Nairobi and Bangkok to Valencia. Consolidating some of the ICT security positions in one location would enable reinforcement of the centralized capacity for ICT security in the Enterprise Data Centre in Valencia in order to more effectively address both the continuous growth of the global threats affecting the Secretariat and the evolution of technology and cybersecurity operations. This would also enable efficient adaptation to a rapidly changing and expanded ICT security risk map and strengthen core capacity for proactive vulnerability and threat and incident management Secretariat-wide. Local ICT security operations in Nairobi and Bangkok would continue to be supported by the remaining existing ICT security capacity at those locations.

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VIII
Common support services

Section 29D
Administration, Nairobi

Programme 25
Management and support services

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

29D.1 The United Nations Office at Nairobi was established by the Secretary-General on 1 January 1996 as a successor to the United Nations Common Services Unit at Nairobi and the two separate divisions of administration of the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat). In its resolution 53/242, the General Assembly requested the Secretary-General to strengthen the Office and encouraged the Director-General of the United Nations Office at Nairobi to take steps to increase the level of utilization of the Office. The Office was established to strengthen the United Nations presence in Nairobi and to achieve economies of scale, and provides management, information and communications technology (ICT) and administrative services to the United Nations complex in Nairobi. Under a memorandum of understanding and specific service arrangements, the Office provides the Nairobi-based headquarters and globally dispersed offices of UNEP and UN-Habitat with a full range of administrative and other support services. As a designated global and regional service provider, the Office provides human resources administration, payroll and finance services, international travel, recruitment of consultants and procurement services to the resident coordinator system and to Secretariat offices with a regional presence, such as the Office of the United Nations High Commissioner for Human Rights (OHCHR), the International Residual Mechanism for Criminal Tribunals, the United Nations information centres in the Africa region and the International Court of Justice. In total, the Office provides services to United Nations entities in 166 countries. With the introduction of the Kenya Common Back Office, the United Nations Office at Nairobi provides administrative, ICT, local procurement and local recruitment services to more than 80 offices of United Nations agencies, funds and programmes operating in or from Kenya and other United Nations system entities, including special political missions and peacekeeping support operations operating from Kenya. In 2024, the United Nations Children's Fund initiated a relocation of some of its staff with global functions to Nairobi from New York, the United Nations Office for Project Services relocated its Regional Office for Africa from Copenhagen to Nairobi and OHCHR strengthened its presence in Nairobi.

Strategy and external factors for 2026

29D.2 In 2026, the Office will support its clients within the existing inter-agency and governance frameworks, increase its client portfolio and forge stronger partnerships in the region. It will advance its engagement in promoting the principles of the Pact for the Future, the efficiency agenda, including in common back office, common premises and the global shared services architecture, working closely with the Department of Operational Support. The Office will increase its level of utilization through partnerships with other United Nations entities.

29D.3 For 2026, the Office will maintain optimal service delivery and strengthen monitoring of key performance indicators. To increase the efficiency and effectiveness of its services, the Office will strengthen its financial management, internal control systems, risk framework and communication strategy, including through regular key performance indicator reporting, qualitative surveys and a client relations management platform.

29D.4 The United Nations Joint Medical Service will serve United Nations personnel and other patients, and the Office will provide medical and logistical support, including for evacuations, to United Nations entities in the region.

29D.5 The major infrastructure project on the conference facilities remains high on the programme agenda, with the project main works projected to commence in 2026. The Office will make greater use of the 142-acre Gigiri compound through increased use of outdoor and new office space. The efficient management of the increased number of United Nations entities and personnel in Nairobi will require sustainable funding

for the common premises and adequate expertise in engineering, sustainability and technology after completion of the replacement of office blocks A–J at the United Nations Office at Nairobi.

29D.6 The Office will deepen its engagement with the host country Government in support of its mandate and the clients that it serves, representing all United Nations entities operating in or from Kenya. As the main interlocutor with the Government of Kenya, the Office will play a key coordination role in the establishment of humanitarian hubs for United Nations entities in the region.

29D.7 With regard to inter-agency coordination and liaison, the Office will continue to work with the United Nations system organizations based in Nairobi, including through the common back office governance framework, in support of the efficiency agenda that is part of the reform of the United Nations development system.

29D.8 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:

(a) Nairobi-based organizations of the United Nations common system maintain a commitment to collaborate with the United Nations Secretariat on ongoing activities;

(b) The extrabudgetary funding situation of client offices continues to allow for planning and implementation of the Office's activities.

29D.9 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It continues to support the Secretary-General's system-wide strategy on gender parity, provides guidance to clients on how to integrate gender parity throughout the recruitment process and keeps client entities informed of the impact of selection decisions. The Office also works to promote geographical representation and diversity, including by providing client entities with information on Member States that are unrepresented or underrepresented.

29D.10 In line with the United Nations Disability Inclusion Strategy, the Office will ensure that all major repairs and replacements at the United Nations complex in Nairobi consider and address accessibility concerns. The Office will strengthen an inclusive organizational culture that is supportive of staff members with disabilities and staff who have dependants with disabilities, offering regular training opportunities on disability inclusion, organizing awareness-raising events and communicating available benefits and entitlements with regard to disabilities. These activities will be pursued with the active involvement of persons with disabilities and their representative organizations.

Legislative mandates

29D.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements	79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
77/280	Progress towards an accountability system in the United Nations Secretariat	79/258	Special subjects relating to the proposed programme budget for 2025

Subprogramme 1
Programme planning, finance and budget

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	42/211	Implementation of General Assembly resolution 41/213
77/267	Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle		

Subprogramme 2
Human resources management

General Assembly resolutions

59/164	Improvement of the status of women in the United Nations system	78/275	Amendments to the Staff Regulations and Rules
73/281	Shifting the management paradigm in the United Nations	79/252 A–B	United Nations common system
77/278	Human resources management	79/254	Administration of justice at the United Nations

Subprogramme 3
Support services

General Assembly resolution

69/273	Procurement

Subprogramme 4
Information and communications technology operations

General Assembly resolutions

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	69/262	Questions relating to the programme budget for the biennium 2014–2015 (sect. II, Information and communications technology in the United Nations)
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters	71/272 B	Special subjects relating to the programme budget for the biennium 2016–2017 (Sect. III, Status of implementation of the information and communications technology strategy for the United Nations)
		78/243	Information and communications technology strategy

Deliverables

29D.12 Table 29D.1 lists all cross-cutting deliverables of the programme.

Table 29D.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**7**	**7**	**7**	**7**
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	3	3	3	3
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	3	3	3	3

Evaluation activities

29D.13 An evaluation by the Office of subprogramme 2, Human resources management (Joint Medical Service) is planned for 2026.

Programme of work

Subprogramme 1
Programme planning, finance and budget

Objective

29D.14 The objective, to which this subprogramme contributes, is to ensure the sound, effective and efficient financial management and reporting by client offices.

Strategy

29D.15 To contribute to the objective, the subprogramme will:

(a) Oversee the financial management and internal control of the regular budget and extrabudgetary funds of the programme and that of its clients;

(b) Streamline the financial procedures and workflows of client offices and ensure strict adherence to the Financial Regulations and Rules of the United Nations, including through assurance and visibility of United Nations resources management, monitored by improved financial dashboards for the programme and client entities;

(c) Maintain the financial accounts of its clients, improve the financial integrity of data, prepare the financial statements in compliance with the International Public Sector Accounting Standards (IPSAS), support the internal and external audit processes, produce accurate and timely financial reports for donors and manage funding arrangements with implementing partners;

(d) Support client offices on results-based management and to implement the enhanced delegation of authority framework;

(e) Establish appropriate service rates and service requirements and monitor service statistics and client satisfaction;

(f) Monitor and manage the financial risks of reform initiatives mandated to the United Nations Office at Nairobi.

29D.16 The above-mentioned work is expected to result in:

(a) Operational efficiency and improved stewardship of donor funds and other resources, through increased transparency and accountability, in accordance with the enhanced delegation of authority framework;

(b) An unqualified audit opinion of the Board of Auditors for UNEP and UN-Habitat;

(c) Enhanced visibility for Member States on the impact of their contributions to the programme and the project implementation of client entities.

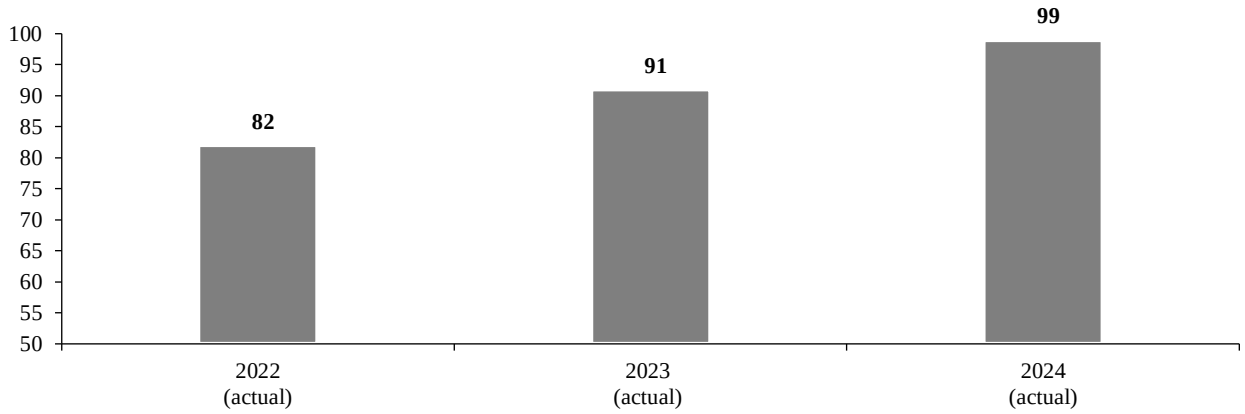
Programme performance in 2024

Closure of pass-through grants

29D.17 Since the implementation of the Umoja Extension 2 Grantor Management module, all new implementing partner agreements have been processed and managed in this module. However, a significant number of partner agreements continue to be managed by the Office's client entities using the pass-through grants modality in an older module. The closure of all pass-through grants will ensure better management of grantor agreements from inception to closure within a unified platform, while providing transparency regarding the performance of these partnerships. By processing implementing partner agreements through the Grantor Management module, entities can have better management and oversight of the grantor agreements. The subprogramme assisted client entities with the closure of 7,570 pass-through grants, representing the closure of 99 per cent of all pass-through grants.

29D.18 Progress towards the objective is presented in the performance measure below (see figure 29D.I).

Figure 29D.I
Performance measure: percentage of pass-through grants closed (cumulative)



Planned results for 2026

Result 1: improved management of resources and operational efficiency of clients through the provision of dashboards

Programme performance in 2024 and target for 2026

29D.19 The subprogramme's work contributed to clients using improved dashboards integrated with Umoja Analytics, including dashboards related to grants, accounts payable and payroll and separation payments, and contributed to increased transparency and accuracy through an automated billing system that generates the billing data of the Kenya Common Back Office, which met the planned target.

29D.20 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29D.2).

Table 29D.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Clients use the status of position funding dashboard	Grants and accounts payable key performance indicator dashboards developed but client access not yet provisioned	Clients use improved dashboards integrated with Umoja Analytics and additional key performance indicators on payroll and separation payments Increased transparency and accuracy through automation in billing statistics collection and processes	Improved reporting on facility projects and assets of the United Nations Office at Nairobi through dashboards integrated with Umoja Analytics (phase 2)	Improved reporting on cost recovery of the United Nations Office at Nairobi through dashboards integrated with Umoja Analytics

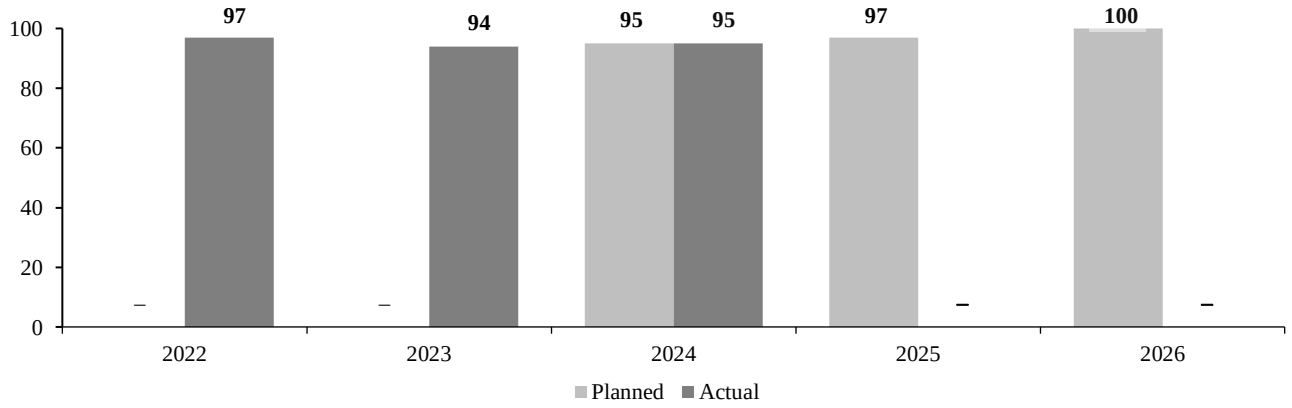
Result 2: improved assets accounting for United Nations Office at Nairobi buildings, facilities and infrastructure

Programme performance in 2024 and target for 2026

29D.21 The subprogramme's work contributed to the recording of 95 per cent of capitalizable assets, which met the planned target.

29D.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29D.II).

Figure 29D.II
Performance measure: comprehensiveness of recording of capitalizable assets under construction in the financial statements
(Percentage of capitalizable assets recorded)



Result 3: improved timeliness in the resolution of rejected and returned payments

Proposed programme plan for 2026

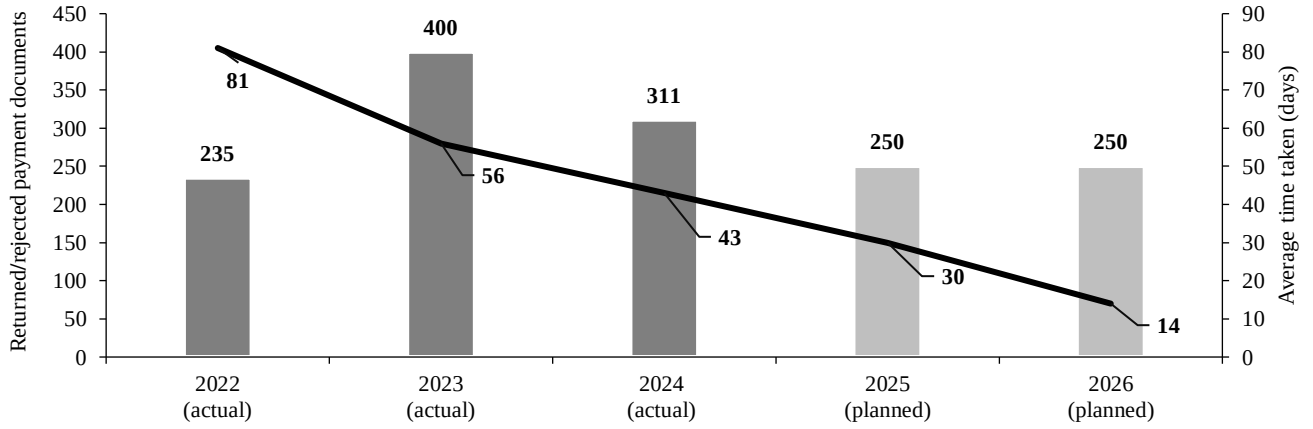
29D.23 The United Nations Office at Nairobi is responsible for processing over 80,000 payments annually from multiple bank accounts on behalf of its clients. An analysis of payments for Office clients from the period 2022–2024 showed that there was a need to further improve the timeliness of the reissuance of payments returned from the global banking system due to various bank errors and challenges.

Lessons learned and planned change

29D.24 The lesson for the subprogramme was the importance of establishing a mechanism for tracking, investigating and recalling funds, and reprocessing payments. In applying the lesson, the subprogramme, in close collaboration with the United Nations Treasury network, will enhance its investigative capacity to address rejected and returned payments, including by obtaining access to banking system investigative tools and developing an internal tracking system. The subprogramme will also further streamline its internal processes and procedures for review and investigation to enable the prompt reprocessing of payments and ensure that service providers and vendors are not adversely affected by the non-receipt or late receipt of payments.

29D.25 Expected progress towards the objective is presented in the performance measure below (see figure 29D.III).

Figure 29D.III
Performance measure: average time taken for resolution of rejected and returned payments (annual)



Deliverables

29D.26 Table 29D.3 lists all deliverables of the subprogramme.

Table 29D.3
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**30**	**29**	**30**	**20**
1. Training events on financial topics	30	29	30	20
Publications (number of publications)	**2**	**12**	**2**	**12**
2. Publications on financial statement volumes for UNEP and UN-Habitat	2	12	2	12
D. Communication deliverables				
Digital platforms and multimedia content: quarterly Programme Planning, Finance and Budget Section newsletter for client offices.				
E. Enabling deliverables				
Administration: financial management, including risk management, preparation and implementation of budgets and resource proposals; management of posts and 22,000 grants; financial reporting and accounting, including 1,700 donor reports; cash and revenue management; accounting services; cost recovery services; payment services; payroll and disbursements for 4,250 personnel; guidance on all financial matters; management of after-service health insurance claims for approximately 400 staff and their dependants and beneficiaries.				

Subprogramme 2
Human resources management

Objective

29D.27 The objective, to which this subprogramme contributes, is to ensure the acquisition, development and retention of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency and integrity.

Strategy

29D.28 To contribute to the objective, the subprogramme will:

(a) Facilitate the recruitment process of personnel for its clients, ensuring fair and competitive recruitment processes;

(b) Develop and refine tools to streamline the recruitment process and assist hiring managers in their evaluation of candidates, in collaboration with United Nations Headquarters and other offices away from Headquarters;

(c) Foster greater interest from women and applicants from unrepresented and underrepresented countries, including through guidance to client entities to promote the selection of qualified candidates from these categories;

(d) Develop and implement diverse training programmes for staff skills and competencies, in collaboration with other United Nations entities and external partners through jointly held training sessions;

(e) Implement outreach programmes for all staff members, through briefings and intranet platforms, on benefits and entitlements and the related authorization processes;

(f) Deliver a comprehensive health and well-being programme, including through promotion and awareness-raising on staff mental health and physical well-being, health assessments and advice.

29D.29 The above-mentioned work is expected to result in:

(a) Increased knowledge and skills of staff members;

(b) Standardized services for clients across geographically dispersed locations;

(c) Improved ability of client entities to respond to their shifting operational requirements;

(d) Increased staff productivity.

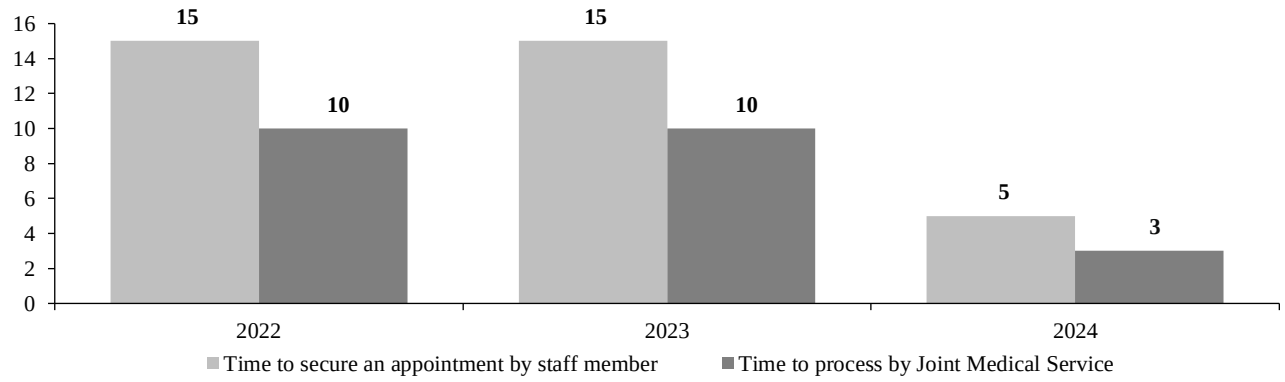
Programme performance in 2024

Increased efficiency in access to health and well-being services

29D.30 With a continued focus on improving client access to services, in 2024 the subprogramme rolled out a new platform for in-person and online access to health and well-being services. The new platform went live in May 2024 at the medical services located in Nairobi, Kakuma and Dadaab. This has led to increased simplicity for clients and higher speed of access to health services, and transparency in the different operations that the subprogramme supports in Kenya. The platform, which is also available as a mobile application, has enhanced clinical services visibility and accessibility for personnel and has improved the client experience, reducing the time spent booking appointments and subsequently reducing waiting time as appointment times are slotted according to doctor and nurse availability, with clinical operations adjusted to ensure efficiency.

29D.31 Progress towards the objective is presented in the performance measure below (see figure 29D.IV).

Figure 29D.IV
Performance measure: average time taken to secure and process appointments
(Minutes)



Planned results for 2026

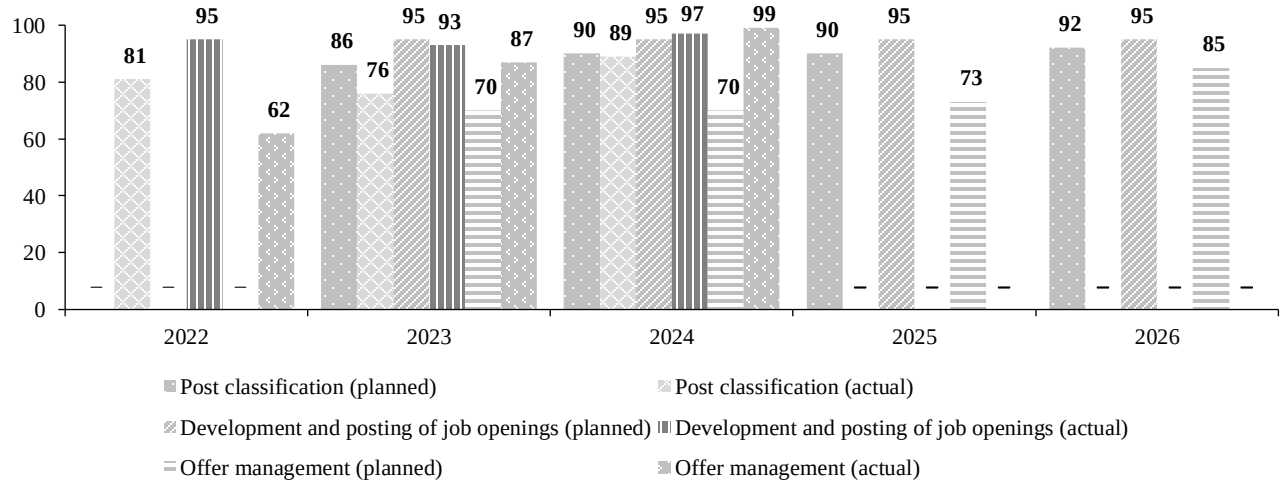
Result 1: increased effectiveness and efficiency of the staff recruitment process

Programme performance in 2024 and target for 2026

29D.32 The subprogramme's work contributed to the timely completion of 99 per cent of offer management processes and 97 per cent of processes for the development and posting of job openings, which exceeded the planned targets of 70 and 95 per cent, respectively. The subprogramme's work also contributed to the timely completion of 89 per cent of post classification processes, which did not meet the planned target of 90 per cent. The target was not met because of the complexity of some of the requests. However, the subprogramme introduced changes in the process and the training sessions offered to clients have resulted in improvement compared with 2023.

29D.33 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29D.V).

Figure 29D.V
Performance measure: percentage of recruitment processes completed within established timelines



Note: The established timelines are 15 days for post classification; 15 days for development and posting of job openings; and 31 days for offer management.

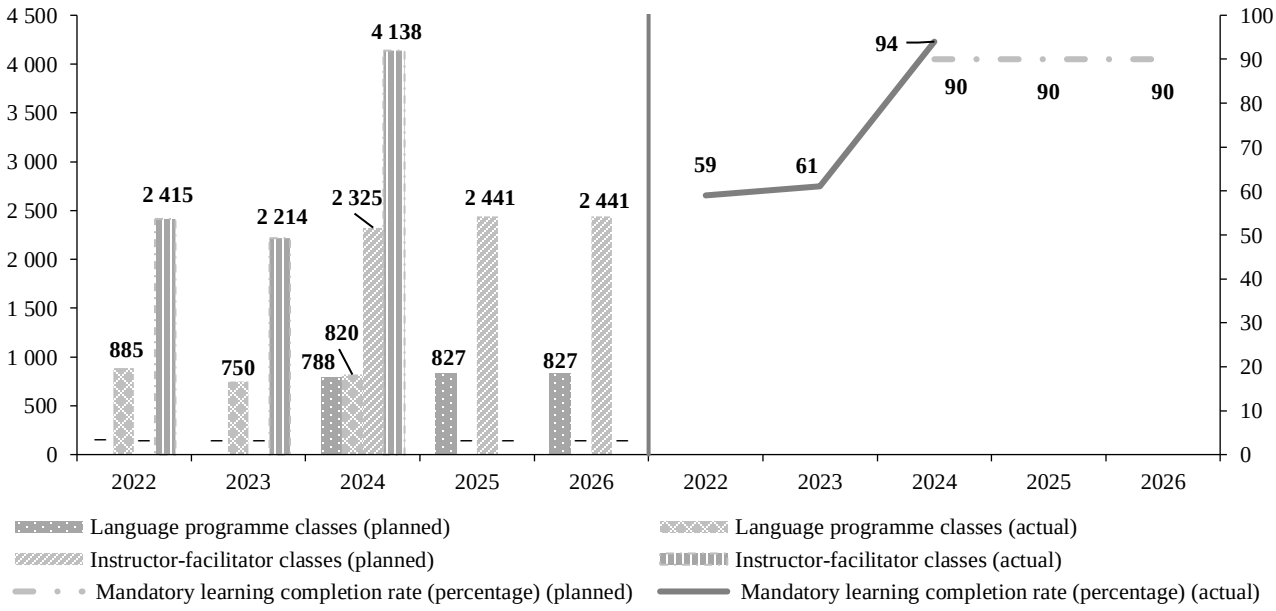
Result 2: staff and personnel acquire new knowledge and skills to improve organizational effectiveness

Programme performance in 2024 and target for 2026

29D.34 The subprogramme's work contributed to a mandatory learning completion rate of 94 per cent among personnel in Nairobi, which exceeded the planned target of 90 per cent. The subprogramme's work also contributed to the completion of language programmes by 820 personnel and of instructor-facilitated classes by 4,138 personnel, which exceeded the planned targets of 788 and 2,325 participations, respectively.

29D.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29D.VI).

Figure 29D.VI
Performance measure: number of personnel completing instructor-facilitated classes and language programmes, and mandatory course compliance rate (annual)



Result 3: improved timeliness of staff benefits and entitlements services for all clients

Proposed programme plan for 2026

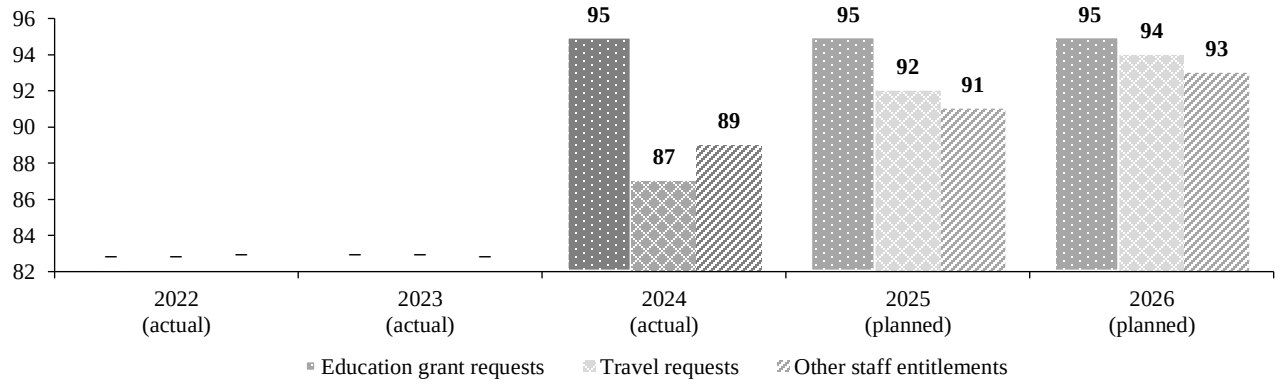
29D.36 Accurate and timely delivery of staff benefits and entitlements services is critical for the global clientele of the United Nations Office at Nairobi.

Lessons learned and planned change

29D.37 The lesson for the subprogramme was that a comprehensive key performance indicator system can help to ensure sustained improvements in service delivery for its clients. In applying the lesson, the subprogramme has developed a new key performance indicator system and a quality assurance system for clients' records to ensure transparency and accountability in service delivery. The subprogramme will collaborate closely with stakeholders to implement the new systems, which are expected to improve adherence to established timelines for the processing of staff benefits and entitlements.

29D.38 Expected progress towards the objective is presented in the performance measure below (see figure 29D.VII).

Figure 29D.VII
Performance measure: percentage of staff benefits and entitlements processes completed within established timelines



Note: The established timelines are 30 days for the education grant; 5 days for travel; and 15 days for other staff entitlements.

Deliverables

29D.39 Table 29D.4 lists all deliverables of the subprogramme.

Table 29D.4
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: first-level review in administration of justice process; training and career development made available to 7,192 United Nations common system staff; performance management; inter-agency learning coordination of Nairobi-based entities; administration of 85 tests; 25 health campaigns; expert advice and guidance on staff selection processes and staff and non-staff hiring; annual staff survey on local salaries; administration of staff benefits and entitlements; outreach activities and guidance on human resources policies; administration of onboarding and separation from service; contract management; medical consultations; staff counselling services.

Subprogramme 3
Support services

Objective

29D.40 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, host country services, asset management, travel and transportation, mail and pouch services, commercial activities and procurement services, as well as archives and records management.

Strategy

29D.41 To contribute to the objective, the subprogramme will:

(a) Provide sustainable and efficient solutions with a specific focus on the management of waste, energy, water and wastewater in accordance with International Organization for Standardization (ISO) 14001; and maintain the Office's environmental management system, including requisite ISO 14001 pre-certification external audit and post-certification annual surveillance activities, training and awareness;

(b) Manage clients' changing workspace needs by optimizing usage and working conditions in the available office space, including through redesign, in consultation with client entities, and through revisions of office space standards, to support the operational requirements of each tenant;

(c) Provide staff transport solutions through an efficient distribution between internal and external transport service providers;

(d) Provide immediate and effective travel services, especially leading up to major scheduled meetings;

(e) Provide client-centric and solution-oriented procurement services to client entities and continuously strive to maximize value for money with due consideration to whole-life costs and effective international competition.

29D.42 The above-mentioned work is expected to result in:

(a) Improved physical infrastructure, optimized use of space and enhanced environmental management to support a sustainable, safe and flexible working environment;

(b) Efficient and convenient host country services for all clients, including remote service options to keep clients and staff safe;

(c) Efficient and convenient transport solutions in use by all clients;

(d) Efficient and convenient procurement services available virtually to all global clients.

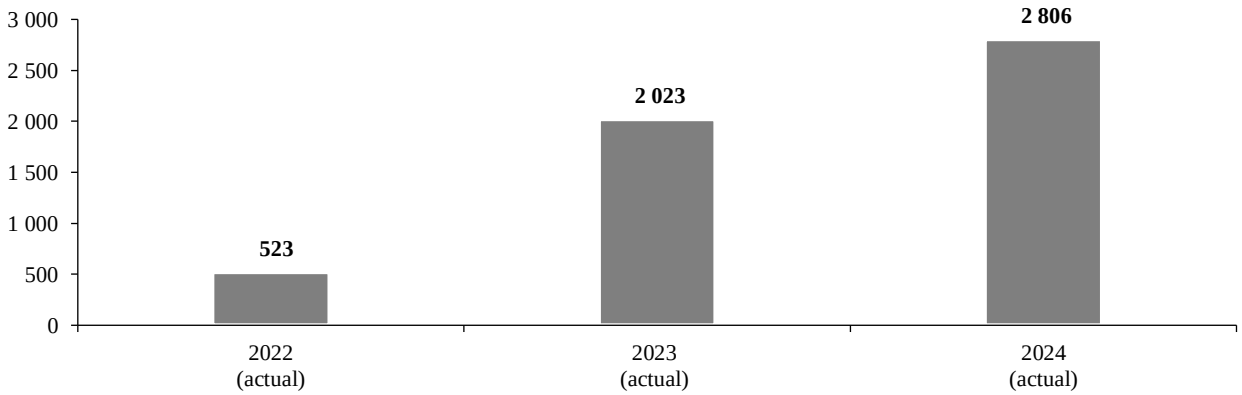
Programme performance in 2024

Reforestation of the United Nations complex in Nairobi

29D.43 The subprogramme undertook a key initiative aimed at reforesting large parts of the United Nations Office at Nairobi complex. As part of the subprogramme's reforestation strategy, the original dry upland forest environment is being restored in as much of the complex as possible through the planting of over 34 species of indigenous biodiversity-supporting trees. This reforestation strategy has already reached the milestone of 2,806 trees planted by 2024. The strategy also simplifies the maintenance of the 140-acre complex, as large lawned areas require extensive irrigation during dry seasons and mowing during and after rainy seasons. Moreover, experience has shown that shade from trees is far more effective at protecting and cooling outdoor areas, staff, vehicles and buildings, and that moisture in the soil is retained for longer in shaded areas.

29D.44 Progress towards the objective is presented in the performance measure below (see figure 29D.VIII).

Figure 29D.VIII
Performance measure: number of trees planted (cumulative)



Planned results for 2026

Result 1: improved energy efficiency of the United Nations premises in Nairobi

Programme performance in 2024 and target for 2026

29D.45 The subprogramme's work contributed to completion of the construction and installation of solar photovoltaic systems as part of the new office blocks comprising six office blocks and four logistics blocks, which met the planned target. The planned target of two blocks in the annex (logistics building) confirmed as energy-neutral following a full year of operation was not met, as that building is still being used as a temporary space in the context of the ongoing office renovation. Although the building is producing solar energy, its energy neutrality can be confirmed only once it reverts to its designed purpose as a logistics and security operations building, anticipated in mid-2025.

29D.46 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29D.5).

Table 29D.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Solar photovoltaic installation completed on the new annex (logistics building)	Annex (logistics building) with solar photovoltaic systems in operation and used temporarily as swing space	Complete construction/ installation of solar photovoltaic systems as part of the new office blocks comprising six office blocks and four logistics blocks	Full operation of newly constructed office blocks and refurbished blocks using solar photovoltaic systems	New office blocks (six office blocks and four logistics blocks) confirmed as energy-neutral following a full year of operation

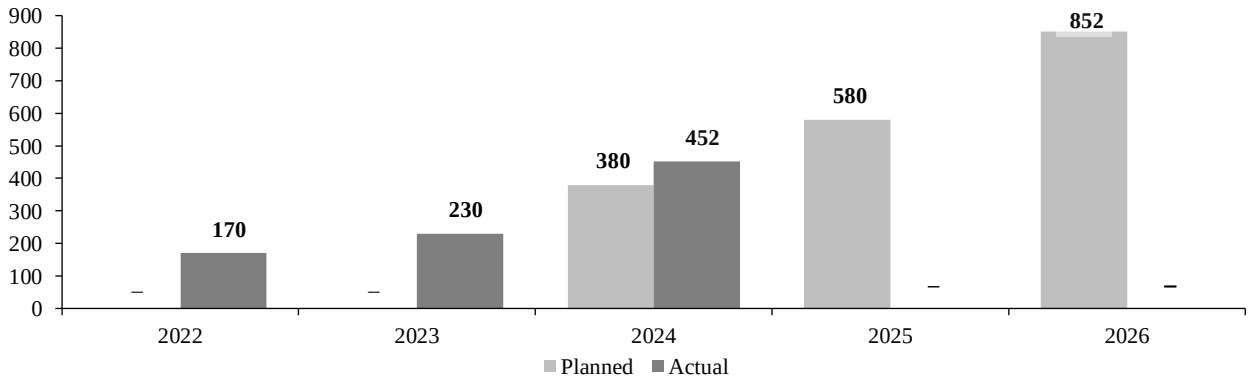
Result 2: new meeting and collaboration areas for delegates, staff and personnel

Programme performance in 2024 and target for 2026

29D.47 The subprogramme's work contributed to the availability of an additional 222 seats for meetings and collaboration, for a total of 452 additional seats, which exceeded the planned target of 380 seats.

29D.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29D.IX).

Figure 29D.IX
Performance measure: number of additional seats available for meeting and collaboration (cumulative)



Result 3: United Nations personnel in Kenya and the region receive smooth and efficient host country services

Proposed programme plan for 2026

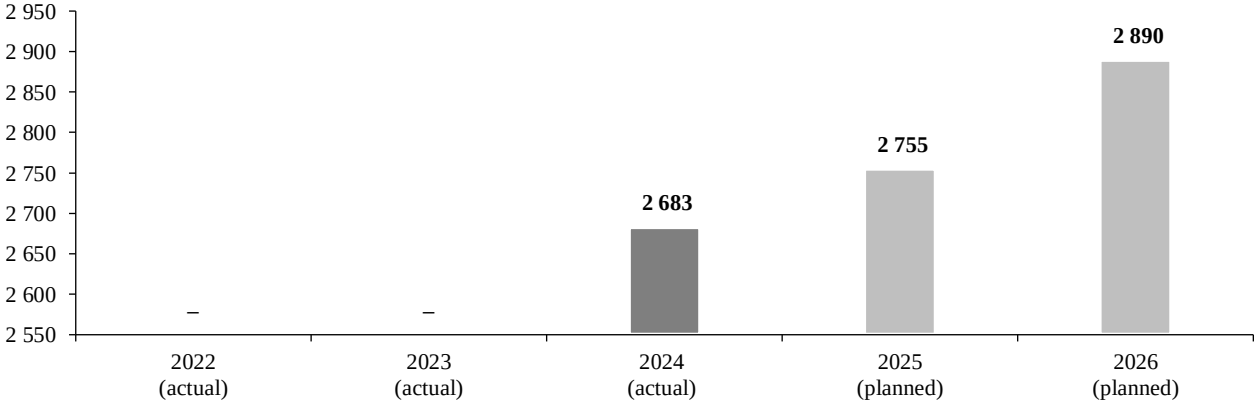
29D.49 The subprogramme provides a range of residency-related services to all personnel of United Nations agencies, funds and programmes working in Kenya and across the region. This facilitates the smooth and efficient residency of new personnel in Kenya, ensuring they have all required documentation to reside and work legally in Kenya. The number of personnel being provided with such services is expected to increase based on growth of existing regional, Kenya and headquarters functions and expanded services agreed upon with the host country to enable personnel working in hardship locations to reside in Kenya.

Lessons learned and planned change

29D.50 The lesson for the subprogramme was the need to address the needs of a number of client entities based in and working from across the region that require staff and dependants to be based in Kenya. In applying the lesson, the subprogramme is working with the host country to identify mechanisms to allow for residency for these personnel.

29D.51 Expected progress towards the objective is presented in the performance measure below (see figure 29D.X).

Figure 29D.X
Performance measure: number of United Nations personnel who receive efficient provision of host country services when onboarding in Kenya and the region (annual)



Deliverables

29D.52 Table 29D.6 lists all deliverables of the subprogramme.

Table 29D.6
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: management and maintenance of United Nations-owned land/buildings (142 acres), including its newly built 6 office blocks and 4 logistics blocks, 11 refurbished M–X office blocks and 8 office blocks for the UNEP and UN-Habitat facilities, totalling 75 office floors, and 14 conference rooms; management of office space and redesign of office layouts and configurations to serve the needs of the United Nations offices, other Secretariat departments and offices of other entities in Nairobi.
Logistics: receipt and inspection for 11 United Nations entities; issuance of 400 laissez-passer and 18,000 travel requests; travel arrangements for staff and meeting participants; handling of privileges and immunities for 71 United Nations entities; procurement, sourcing and issuance support of 5,000 lines of purchase orders; inventory advice, warehousing and disposal for 15 United Nations entities; shipment of official property, bulk consignments including for conferences, and the removal of personal effects; mail, pouch, distribution, registry and archiving services.

Subprogramme 4
Information and communications technology operations

Objective

29D.53 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through innovative technology solutions, while maintaining secure, coherent and resilient technology services and infrastructure backbone.

Strategy

29D.54 To contribute to the objective, the subprogramme will:

(a) Develop proposals for end-to-end software and hardware solutions in consultation with client entities and provide advice and technical support on the implementation of new technologies;

(b) Support the roll-out of the Kenya Common Back Office and establish and maintain business relationships with clients to manage needs and requests;

(c) Develop and enhance existing innovative processes to enable testing and adoption of new technologies and solutions while supporting the accessibility, reliability, consistency and sustainability of those solutions;

(d) Collaborate closely with the Department for General Assembly and Conference Management in Nairobi, and with other subprogrammes to align and centralize under this subprogramme the end-to-end responsibilities of technical audiovisual services, engineering support and ICT infrastructure services for conference services at the Office.

29D.55 The above-mentioned work is expected to result in:

(a) Fulfilment of client entities' business needs through the agile implementation of new and innovative technologies;

(b) Empowerment of client entities to make effective decisions through access to more timely and responsive services;

(c) Effective and efficient implementation of client entities' substantive programmes.

Programme performance in 2024

Network optimization aligned with relocation and flexible workspace requirements

29D.56 The subprogramme implemented an optimized system of campus-wide cabled LAN (local area network) and Wi-Fi network coverage to meet the evolving business requirements of flexible working spaces and accommodate the new entities moving in. This improvement facilitates quicker technology configurations, aligned with the movement of agencies, funds and programmes, new clients and co-located United Nations agencies. The project's scale was substantial, with a 42 per cent reduction in cabling across the premises, and it enabled enhanced mobility across the Gigiri campus and significantly reduced the time needed to relocate clients.

29D.57 Progress towards the objective is presented in the performance measure below (see table 29D.7).

Table 29D.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Improvements in the campus-wide Wi-Fi network and virtual routing and forwarding enabled clients to relocate in just 3 days (compared with 14 days in previous years). Thirty-six United Nations agencies were successfully relocated within the campus

Planned results for 2026

Result 1: strengthened security of information and communications technology for the Office and its clients

Programme performance in 2024 and target for 2026

29D.58 The subprogramme's work contributed to clients adopting best practices to improve ICT security, leading to a 45 per cent reduction in information security-related risk and breaches, which exceeded the planned target of 10 per cent.

29D.59 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29D.8).

Table 29D.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Nairobi-based ICT systems' security maturity strengthened by several security maturity level assessments and addressing the related critical recommendations	Nairobi-based ICT systems further strengthened by implementing the remaining recommendations and findings from 2022	The Office's ICT clients adopted information security best practices, resulting in a 45 per cent reduction in information security-related risk and breaches	Information technology governance, information security and enterprise risk management are fully aligned with Secretariat security standards, policies, procedures and guidelines	The Office's technology processes and people comply with Secretariat security policies and standards, resulting in a reduction of at least 50 per cent in information security-related risk and breaches

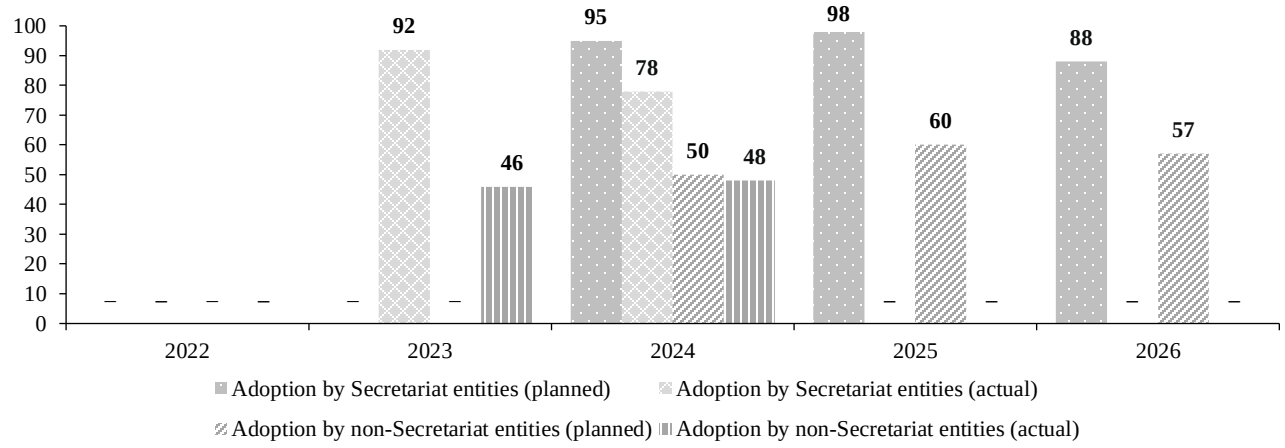
Result 2: improved alignment of information and communications technology policies and practices in the United Nations

Programme performance in 2024 and target for 2026

29D.60 The subprogramme's work contributed to onboarding 69 United Nations offices under the common back office, with 78 per cent of Secretariat entities and 48 per cent of non-Secretariat entities adopting common back office ICT service lines, which did not meet the planned targets of 95 and 50 per cent, respectively. The targets were not met due to the use of different cloud technology platforms and limited administrative rights, as well as the need to adopt a phased approach in order to provide adequate time for entities to transition from existing contracts.

29D.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29D.XI).

Figure 29D.XI
Performance measure: percentage of Nairobi-based United Nations Secretariat and non-Secretariat entities adopting all standard information and communications technology service lines



Result 3: smooth intergovernmental deliberations through upgrade and maintenance of conference technology

Proposed programme plan for 2026

29D.62 The subprogramme, in collaboration with the Department for General Assembly and Conference Management in Nairobi, provides technical audiovisual services, engineering support and ICT infrastructure services for calendar and non-calendar conference services at the Office.

Lessons learned and planned change

29D.63 The lesson for the subprogramme was the need for a reliable interim conference management system that will support conferencing until the Office's Gigiri master plan project is operational in 2029. Current conference technology has reached end-of-life and end-of-support status, which presents a significant risk for the servicing of meetings over the next four years. In applying the lesson, the subprogramme will work towards a limited technology solution that is cost-effective, easy to maintain and timely before the next major event, while the Gigiri master plan project is working out a future-proof, state-of-the-art technology solution. As a short-term risk mitigation measure aimed at ensuring business continuity, conference room 1 will undergo a partial technology upgrade in 2025, and the equipment released from this project will be used to maintain the other large conference rooms before the next major event, the seventh session of the United Nations Environment Assembly, and the numerous other conferences taking place until 2029.

29D.64 Expected progress towards the objective is presented in the performance measure below (see table 29D.9).

Table 29D.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Business continuity risk for conference operations identified	Conference room 1 technology upgrade project initiated	Calendar and non-calendar meetings, including the seventh session of the United Nations Environment Assembly, successfully held without technological disruptions, through planned upgrades	Calendar and non-calendar meetings successfully held without technological disruptions, through ongoing maintenance

Deliverables

29D.65 Table 29D.10 lists all deliverables of the subprogramme.

Table 29D.10
Subprogramme 4: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Information and communications technology: technical support to over 3,700 end users; personal computing, voice, Internet, data and communication services for 3,663 users; information security compliance, software distribution and printing services for over 2,783 users; network connectivity services support to over 70 entities campus-wide through Wi-Fi and/or LAN (local area network) ports; cloud and data centre hosting services covering 232 physical server units and 152 virtual machines; preventive maintenance for 1,477 devices and equipment; operation and maintenance of 21 application systems in a secure cloud environment; 11 outreach campaigns to clients.

B. Proposed post and non-post resource requirements for 2026

Overview

29D.66 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 29D.11 to 29D.13.

Table 29D.11
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	11 878.5	13 087.9	–	–	280.0	280.0	2.1	13 367.9
Other staff costs	255.6	496.7	–	–	(280.0)	(280.0)	(56.4)	216.7
Contractual services	329.6	512.0	–	14.4	4.7	19.1	3.7	531.1
General operating expenses	3 495.3	4 719.7	–	–	–	–	–	4 719.7
Supplies and materials	56.2	69.4	–	–	–	–	–	69.4
Furniture and equipment	206.6	18.3	–	–	–	–	–	18.3
Improvement of premises	19.0	92.1	–	–	–	–	–	92.1
Grants and contributions	2 861.4	4 516.2	(4 516.2)	–	–	(4 516.2)	(100.0)	–
Total	**19 102.2**	**23 512.3**	**(4 516.2)**	**14.4**	**4.7**	**(4 497.1)**	**(19.1)**	**19 015.2**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 29D.12
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	112	1 D-2, 4 D-1, 7 P-5, 9 P-4, 17 P-3, 7 P-2/1, 1 NPO, 66 LL
Conversion from general temporary assistance	2	1 P-4 and 1 LL in executive direction and management
Proposed for 2026	114	1 D-2, 4 D-1, 7 P-5, 10 P-4, 17 P-3, 7 P-2/1, 1 NPO, 67 LL

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 29D.13
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	–	–	–	–	–	–
ASG	–	–	–	–	–	–
D-2	1	–	–	–	–	1
D-1	4	–	–	–	–	4
P-5	7	–	–	–	–	7
P-4	9	–	–	1	1	10
P-3	17	–	–	–	–	17
P-2/1	7	–	–	–	–	7
Subtotal	**45**	**–**	**–**	**1**	**1**	**46**
General Service and related						
FS	–	–	–	–	–	–
NPO	1	–	–	–	–	1
GS (PL)	–	–	–	–	–	–
GS (OL)	–	–	–	–	–	–
LL	66	–	–	1	1	67
Subtotal	**67**	**–**	**–**	**1**	**1**	**68**
Total	**112**	**–**	**–**	**2**	**2**	**114**

29D.67 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 29D.14 to 29D.16 and figure 29D.XII.

29D.68 As shown in tables 29D.14 (1) and 29D.15 (1), the overall resources proposed for 2026 amount to $19,015,200, reflecting a net decrease of $4,497,100 (or 19.1 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates and other changes, and are further explained in paragraphs 29D.69 to 29D.71. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29D.14
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management	922.7	1 132.5	–	–	0.2	0.2	0.0	1 132.7
B. Programme of work								
1. Programme planning, finance and budget	3 543.0	3 781.4	–	–	1.3	1.3	0.0	3 782.7
2. Human resources management	3 061.2	3 397.6	–	–	0.9	0.9	0.0	3 398.5

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
3. Support services	9 734.2	13 069.5	(4 516.2)	–	1.8	(4 514.4)	(34.5)	8 555.1
4. Information and communications technology operations	1 841.1	2 131.3	–	14.4	0.5	14.9	0.7	2 146.2
Subtotal, B	**18 179.5**	**22 379.8**	**(4 516.2)**	**14.4**	**4.7**	**(4 497.3)**	**(20.0)**	**17 882.7**
Subtotal, 1	**19 102.2**	**23 512.3**	**(4 516.2)**	**14.4**	**4.7**	**(4 497.1)**	**(19.1)**	**19 015.2**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Executive direction and management	463.5	468.3	–	–	468.3
B. Programme of work					
1. Programme planning, finance and budget	6 990.2	7 438.8	–	–	7 438.8
2. Human resources management	6 489.9	7 244.8	–	–	7 244.8
3. Support services	9 884.0	10 761.2	–	–	10 761.2
4. Information and communications technology operations	4 090.1	4 647.0	–	–	4 647.0
Subtotal, B	**27 454.2**	**30 091.8**	**–**	**–**	**30 091.8**
Subtotal, 2	**27 917.7**	**30 560.1**	**–**	**–**	**30 560.1**
Total (1+2)	**47 019.9**	**54 072.4**	**(4 497.1)**	**(8.3)**	**49 575.3**

Table 29D.15
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Executive direction and management	3	–	–	2	2	5
B. Programme of work						
1. Programme planning, finance and budget	31	–	–	–	–	31
2. Human resources management	23	–	–	–	–	23
3. Support services	43	–	–	–	–	43
4. Information and communications technology operations	12	–	–	–	–	12
Subtotal, B	**109**	**–**	**–**	**–**	**2**	**109**
Subtotal, 1	**112**	**–**	**–**	**2**	**2**	**114**

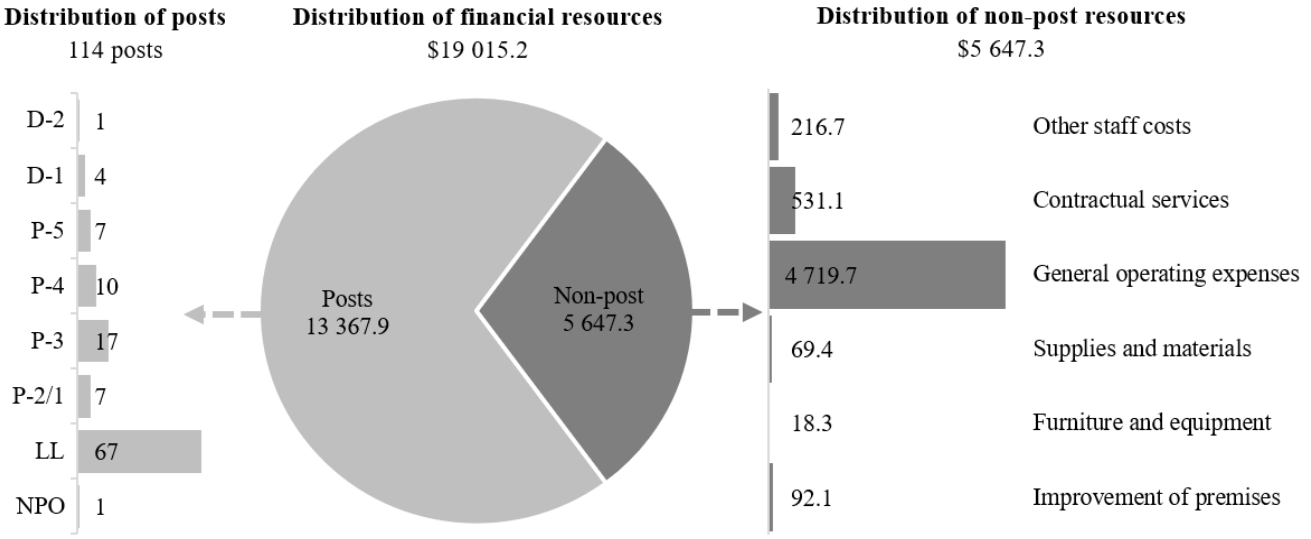
(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	4	–	4
B. Programme of work			
1. Programme planning, finance and budget	96	–	96
2. Human resources management	78	–	78
3. Support services	83	–	83
4. Information and communications technology operations	38	–	38
Subtotal, B	**295**	**–**	**295**
Subtotal, 2	**299**	**–**	**299**
Total (1+2)	**411**	**2**	**413**

Table 29D.16
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	11 878.5	13 087.9	–	–	280.0	280.0	2.1	13 367.9
Non-post	7 223.7	10 424.4	(4 516.2)	14.4	(275.3)	(4 777.1)	(45.8)	5 647.3
Total	**19 102.2**	**23 512.3**	**(4 516.2)**	**14.4**	**4.7**	**(4 497.1)**	**(19.1)**	**19 015.2**
Post resources by category								
Professional and higher		45	–	–	1	1	2.2	46
General Service and related		67	–	–	1	1	1.5	68
Total		**112**	**–**	**–**	**2**	**2**	**1.8**	**114**

Figure 29D.XII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29D.69 As shown in table 29D.14 (1), resource changes reflect a decrease of $4,516,200, as follows:

Subprogramme 3, Support services (decrease of $4,516,200). This decrease relates to the removal of non-recurrent requirements approved for 2025 by the General Assembly in its resolution 79/258 relating to the provision for project management costs of the major construction projects for: (a) the replacement of office blocks A to J ($906,100); and (b) addressing the deteriorating conditions and limited capacity of the conference services facilities ($3,610,100). The related requirements for 2026 will be presented later in the year as part of the progress reports on the construction projects.

New and expanded mandates

29D.70 As shown in table 29D.14 (1), resources changes reflect an increase of $14,400, as follows:

Subprogramme 4, Information and communications technology operations (increase of $14,400). This increase relates to additional requirements under contractual services pursuant to General Assembly resolution 79/235.

Other changes

29D.71 As shown in table 29D.14 (1), resource changes reflect a net increase of $4,700, as follows:

(a) **Executive direction and management** (net increase of $200). An increase under post costs ($280,000) is offset by a decrease under other staff costs ($280,000) relating to the proposed cost-neutral conversions of one temporary position of Programme Management Officer (P-4) and one temporary position of Administrative Assistant (LL) to posts (see annex II). An increase under contractual services ($200) reflects higher ICT rates;

(b) **Subprogramme 1, Programme planning, finance and budget** (increase of $1,300). An increase of $1,300 under contractual services reflects higher ICT rates;

(c) **Subprogramme 2, Human resources management** (increase of $900). An increase of $900 under contractual services reflects higher ICT rates;

(d) **Subprogramme 3, Support services** (increase of $1,800). An increase of $1,800 under contractual services reflects higher ICT rates;

(e) **Subprogramme 4, Information and communications technology operations** (increase of $500). An increase of $500 under contractual services reflects higher ICT rates.

Extrabudgetary resources

29D.72 As reflected in tables 29D.14 (2) and 29D.15 (2), extrabudgetary resources amount to $30,560,100. The resources would complement regular budget resources and would be used mainly to provide for 299 posts (1 P-5, 9 P-4, 15 P-3, 10 National Professional Officer and 264 Local level) and non-post resources that would be used to perform administrative support, facilities management, common services, commercial operations and conference technology support for the United Nations Secretariat entities, agencies, funds and programmes operating in or from Kenya, UNEP, UN-Habitat and the resident coordinator system.

29D.73 The extrabudgetary resources under the present section are subject to the oversight of the Director-General of the Office, who has delegated authority from the Secretary-General.

Executive direction and management

29D.74 The executive direction and management component comprises the Office of the Director of Administration and the Organizational Resilience Management Unit.

29D.75 The main responsibilities of the executive direction and management component include the overall direction, supervision and management of administrative and related support services provided by the Office to its client organizations. It is also responsible for ensuring resilience, business continuity and risk mitigation for the Office, and conference technology support services in Nairobi.

29D.76 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office broadened its waste management and recycling management initiatives by obtaining ISO 14001:2015 certification in environmental management systems in January 2023. The certification is focused on operations such as energy, water, wastewater and waste management in relation to facilities, safety, catering, medical, conferencing, printing and publication services on which the Office will continue to focus from an environmental sustainability perspective.

29D.77 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29D.17. Apart from factors such as medical evacuations or urgent requirements, the Office continues to enforce official travel planning and monitoring to fully comply with the advance booking policy for air travel. The Office did not submit parliamentary documents to the Department for General Assembly and Conference Management and does not plan to submit any such reports in 2026.

Table 29D.17
Compliance rate
(Percentage)

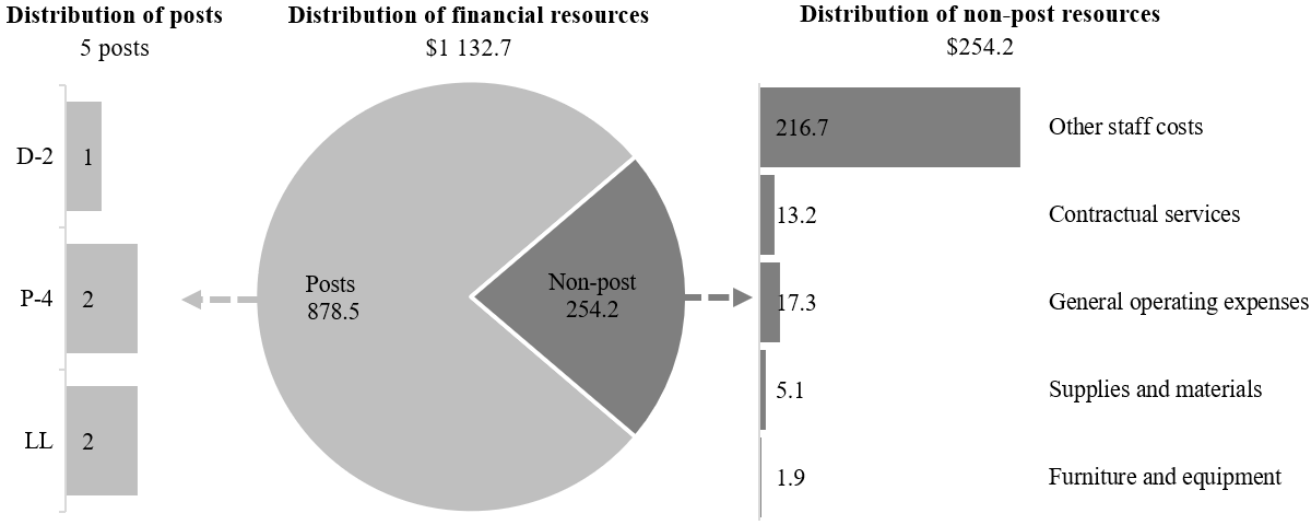
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Air tickets purchased at least 2 weeks before the commencement of travel	62	60	79	100	100

29D.78 The proposed regular budget resources for 2026 amount to $1,132,700 and reflect a net increase of $200 compared with the approved budget for 2025. The proposed increase is explained in paragraph 29D.71 (a) and in table 29D.18 and figure 29D.XIII.

Table 29D.18
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	634.6	598.5	–	–	280.0	280.0	46.8	878.5
Non-post	288.1	534.0	–	–	(279.8)	(279.8)	(52.4)	254.2
Total	**922.7**	**1 132.5**	**–**	**–**	**0.2**	**0.2**	**0.0**	**1 132.7**
Post resources by category								
Professional and higher		2	–	–	1	1	50.0	3
General Service and related		1	–	–	1	1	100.0	2
Total		**3**	**–**	**–**	**2**	**2**	**66.7**	**5**

Figure 29D.XIII
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

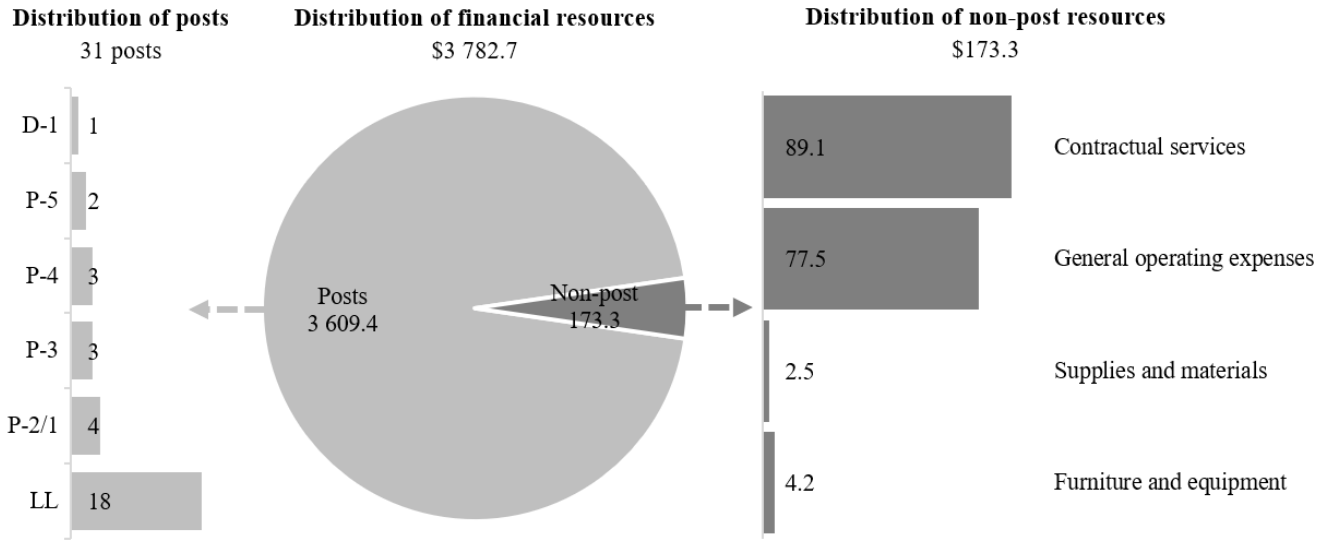
Subprogramme 1
Programme planning, finance and budget

29D.79 The proposed regular budget resources for 2026 amount to $3,782,700 and reflect an increase of $1,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 29D.71 (b) and in table 29D.19 and figure 29D.XIV.

Table 29D.19
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 427.3	3 609.4	–	–	–	–	–	3 609.4
Non-post	115.6	172.0	–	–	1.3	1.3	0.8	173.3
Total	**3 543.0**	**3 781.4**	**–**	**–**	**1.3**	**1.3**	**0.0**	**3 782.7**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		18	–	–	–	–	–	18
Total		**31**	**–**	**–**	**–**	**–**	**–**	**31**

Figure 29D.XIV
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



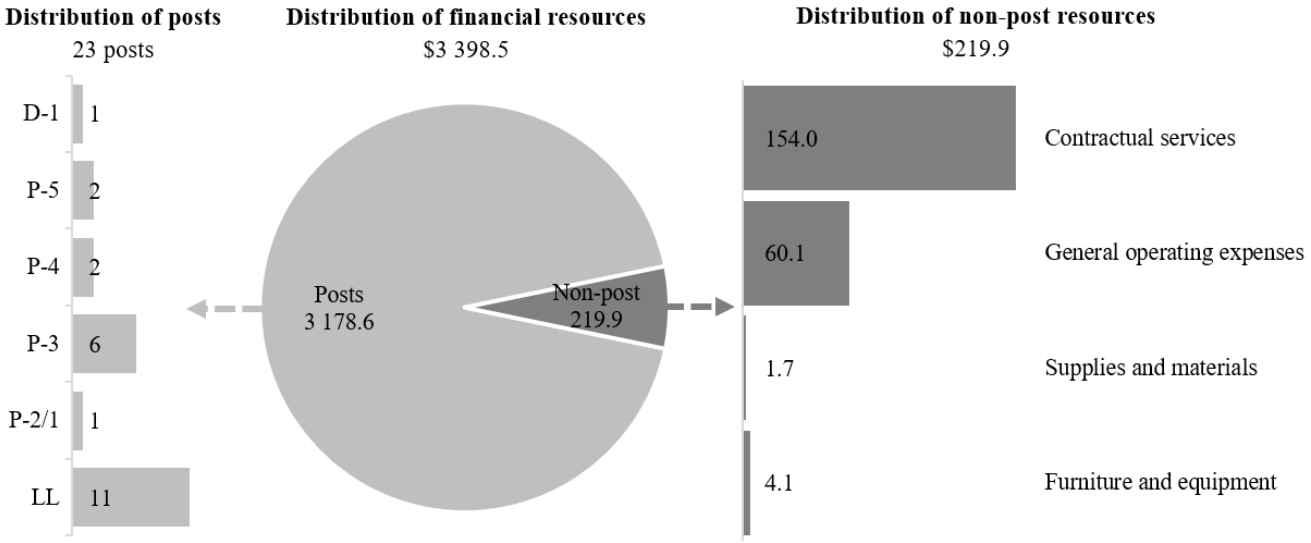
Subprogramme 2
Human resources management

29D.80 The proposed regular budget resources for 2026 amount to $3,398,500 and reflect an increase of $900 compared with the approved budget for 2025. The proposed change is explained in paragraph 29D.71 (c) and in table 29D.20 and figure 29D.XV.

Table 29D.20
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 891.2	3 178.6	–	–	–	–	–	3 178.6
Non-post	170.0	219.0	–	–	0.9	0.9	0.4	219.9
Total	**3 061.2**	**3 397.6**	**–**	**–**	**0.9**	**0.9**	**0.0**	**3 398.5**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		11	–	–	–	–	–	11
Total		**23**	**–**	**–**	**–**	**–**	**–**	**23**

Figure 29D.XV
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



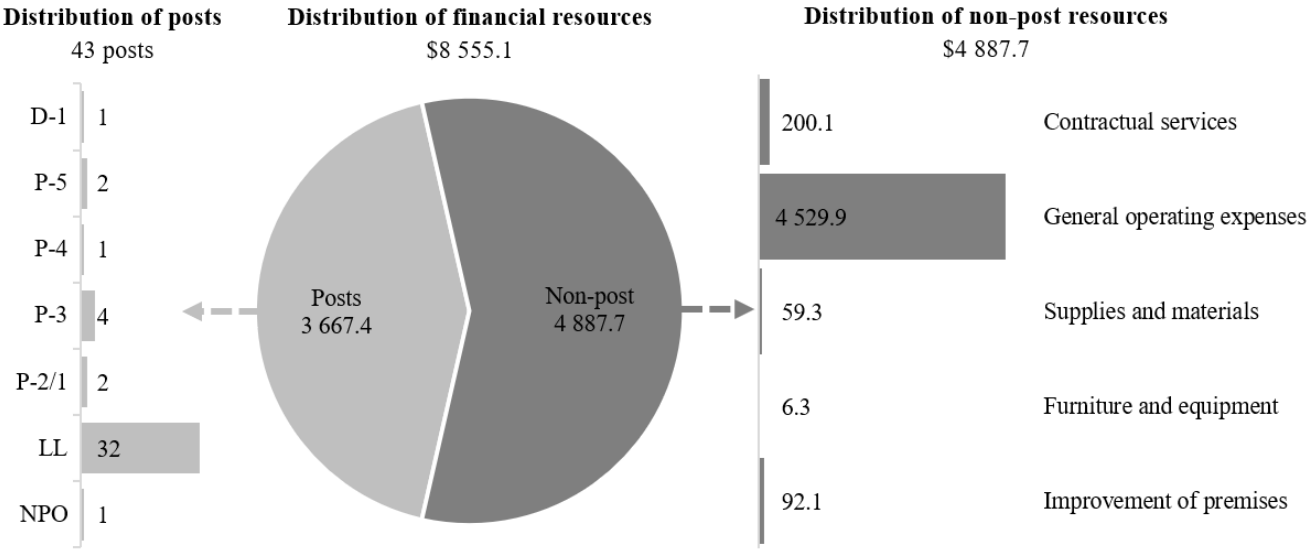
Subprogramme 3
Support services

29D.81 The proposed regular budget resources for 2026 amount to $8,555,100 and reflect a net decrease of $4,514,400 compared with the approved budget for 2025. The proposed decrease is explained in paragraph 29D.69 and paragraph 29D.71 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29D.21 and figure 29D.XVI.

Table 29D.21
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 136.0	3 667.4	–	–	–	–	–	3 667.4
Non-post	6 598.2	9 402.1	(4 516.2)	–	1.8	(4 514.4)	(48.0)	4 887.7
Total	**9 734.2**	**13 069.5**	**(4 516.2)**	**–**	**1.8**	**(4 514.4)**	**(34.5)**	**8 555.1**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		33	–	–	–	–	–	33
Total		**43**	**–**	**–**	**–**	**–**	**–**	**43**

Figure 29D.XVI
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



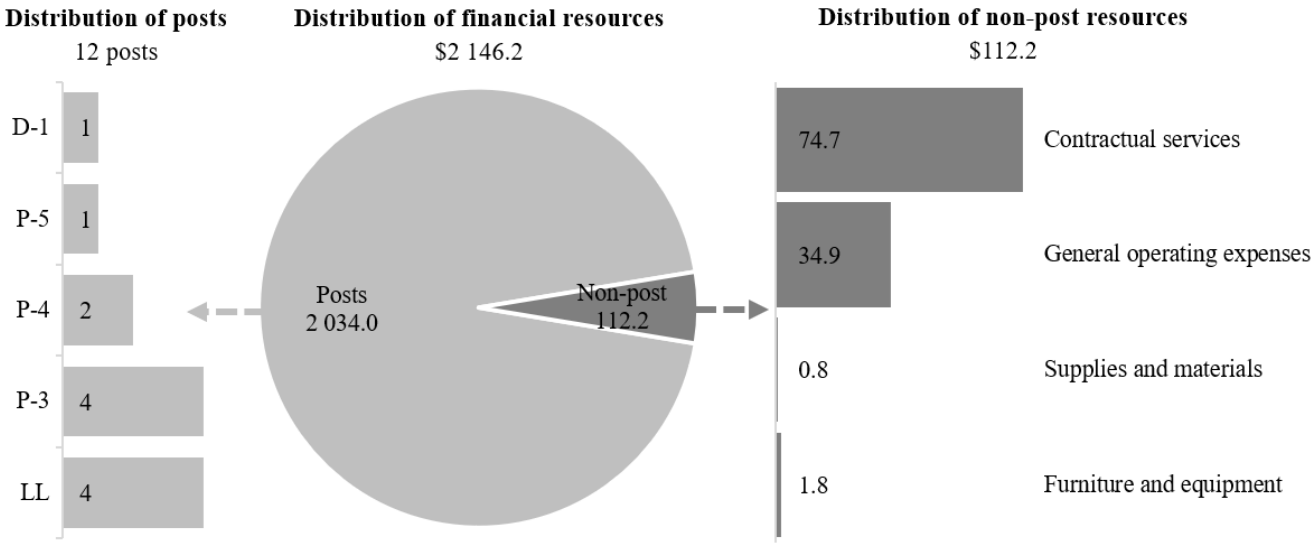
Subprogramme 4
Information and communications technology operations

29D.82 The proposed regular budget resources for 2026 amount to $2,146,200 and reflect an increase of $14,900 compared with the approved budget for 2025. The proposed change is explained in paragraph 29D.70 and paragraph 29D.71 (e). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29D.22 and figure 29D.XVII.

Table 29D.22
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

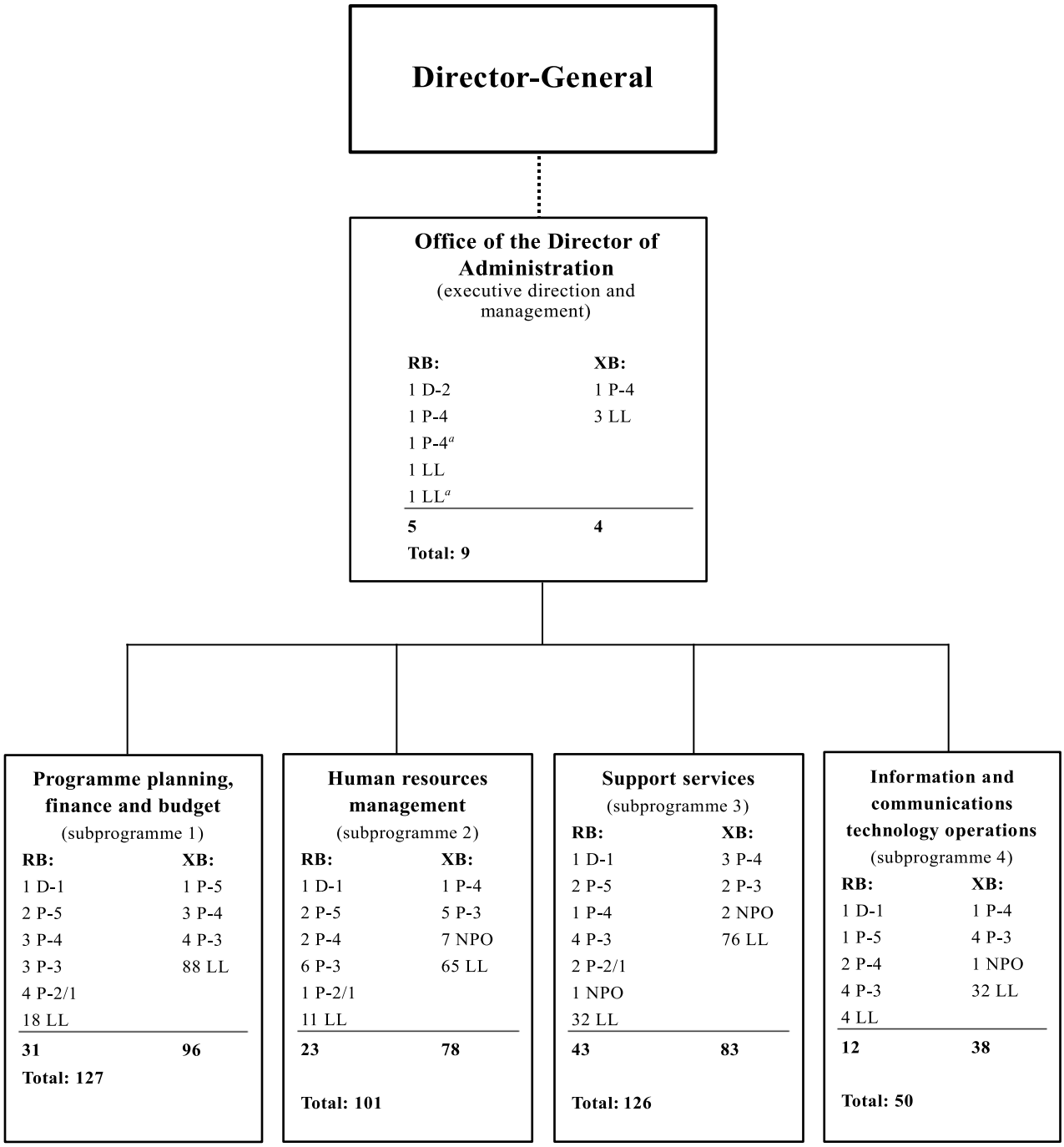
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 789.4	2 034.0	–	–	–	–	–	2 034.0
Non-post	51.7	97.3	–	14.4	0.5	14.9	15.3	112.2
Total	**1 841.1**	**2 131.3**	**–**	**14.4**	**0.5**	**14.9**	**0.7**	**2 146.2**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 29D.XVII
Subprogramme 4: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; XB, extrabudgetary.

[a] Conversion from general temporary assistance positions.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Executive direction and management	1	P-4	**Conversion** of Programme Management Officer from temporary position to post	These two temporary positions, funded under general temporary assistance, were established in the Organizational Resilience Management Unit in June 2013, over 10 years ago, following the approval by the General Assembly of the organizational resilience management system in section II of its resolution 67/254 A. The establishment of the two positions was an essential ongoing requirement for the United Nations Office at Nairobi to ensure resilience, business continuity and risk mitigation. The ongoing criticality of the functions has been proven, especially during critical security threats and health emergencies. Taking into account the proven need for the functions undertaken under the temporary positions for a long period of time, it is proposed that they be established as posts.
Executive direction and management	1	LL	**Conversion** of Administrative Assistant from temporary position to post	

Abbreviation: LL, Local level.

United Nations A/80/6 (Sect. 29E)

General Assembly

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Eightieth session
Items 137 and 138 of the preliminary list*

Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VIII
Common support services

Section 29E
Administration, Geneva

Programme 25
Management and support services

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* A/80/50.

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

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

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

29E.1 The United Nations Office at Geneva was established in 1947 pursuant to General Assembly resolution 24 (I) and successive resolutions of the Assembly. The Office is responsible for providing administrative and support services to entities in Geneva and their field offices, and to other organizations of the United Nations common system, in accordance with policies, procedures and practices established by the Under-Secretary-General for Management Strategy, Policy and Compliance, the Under-Secretary-General for Operational Support and the Assistant Secretary-General/Chief Information Technology Officer. The Office is also responsible for providing support services to the intergovernmental processes of the Organization in line with its role as a major conference centre for international diplomacy. This includes providing technical conference support services as part of the conferencing ecosystem, which enables the work of Member States and client entities.

Strategy and external factors for 2026

29E.2 In compliance with General Assembly resolution 2 (I), the Office will offer administrative and support services in English and French. These services will include direction, management and coordination in the areas of human resources, financial and budgetary resources, information and communications technology (ICT), central support services, and library and archives services at the Office. The Office will function as landlord and manage the United Nations premises, which accommodate almost 70 tenants. The Office will also play a critical role in supporting United Nations meetings and events. From providing audiovisual and ICT support to maintaining conference rooms and equipment, the Office will remain an essential component of the conferencing network in Geneva. The Office is in advanced planning with United Nations Headquarters to establish the Office as the principal backup for Headquarters payroll, vendor payments and cashier services in the context of business continuity and disaster recovery, and will implement policy and other functions, as determined by the Under-Secretaries-General referred to in paragraph 29E.1 above.

29E.3 The Office will provide financial, budgetary and accounting services, as well as guidance and advice, in accordance with the Financial Regulations and Rules of the United Nations and relevant standards. In addition, the Office will provide staff development and learning services, career support and coaching, staff mental health and well-being activities, and medico-administrative occupational safety and health, human resources and legal advisory services. The Office will provide procurement, commercial activities, transportation, travel and other central support services for the Secretariat and the specialized agencies. It will also provide travel, procurement support and assistance in hiring consultants to 18 resident coordinator offices in Europe in support of the development pillar. In addition, the Office will provide regional ICT services and library, records, archives and knowledge services in support of the implementation of the mandated programmes and activities of the Secretariat. The Office will further ensure coordination and implementation of recommendations of oversight bodies at the Office, as well as the business continuity of administrative support and guidance for other entities in Geneva in emergency cases.

29E.4 Physical renovation works at the historic buildings of the Palais des Nations under the strategic heritage plan will continue throughout 2026. These works will modernize the information technology, broadcast and conferencing infrastructure, and ensure that buildings comply with host country building codes for fire safety, energy and accessibility while preserving the principles of the original design and historical features of existing buildings.

29E.5 The Office will analyse operation and maintenance requirements of the buildings post-strategic heritage plan to ensure the best mix of internal and contractual resources to efficiently manage these buildings and their technologically advanced components. Lastly, the Office will move forward with introducing modern preventive and regular building maintenance to safeguard Member States' investment through the strategic heritage plan.

29E.6 Client service will remain a priority in 2026. Client board meetings will be held quarterly to promote open and transparent service delivery. The Office will further improve operations in administration and support in collaboration with Geneva-based Secretariat and United Nations system entities, as well as other Secretariat service providers. To maximize client support effectiveness, the Office will further develop its Client Support Centre, which delivers tier-2 level support and accommodates 20,000 client visits and 12,000 client calls annually. Growing demand for and the escalating technical complexity of delivering side events, cultural events and activities require a more efficient event support model. To achieve this, the Office will continue its work to establish an event support centre for these types of events. Subprogramme 4 will deliver phase I (design and development of the centre) and, concurrently, subprogramme 3 will deliver phase II (establishing centralized audiovisual support for client entities and Member States). In addition, the Office will offer dedicated support for client entities moving to or relocating from the Palais des Nations (subprogramme 1) and will also implement the United Nations System Mental Health and Well-being Strategy for 2024 and Beyond (subprogramme 2). The Office will use its comprehensive communications strategy to bolster these initiatives and will conduct annual client entity and end-user surveys to monitor effectiveness and drive improvements.

29E.7 The Office will implement activities across all subprogrammes to support the Secretary-General's reform initiatives, including providing expertise in support of global administrative operational processes; supporting digital transformation, the Secretary-General's strategy on new technologies and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere; providing capacity-building to the resident coordinator system; and strengthening financial management and internal control systems and the risk management framework.

29E.8 With regard to inter-agency coordination and liaison, the Office will collaborate with other Geneva-based United Nations system organizations and international governmental organizations, coordinating the Common Procurement Activities Group. The Office will continue to own and administer global United Nations contracts, conduct annual daily subsistence allowance surveys, coordinate periodic cost of living surveys, conduct place-to-place surveys and monitor the consumer price index at Geneva. The Office will work closely with other facilities managers of international organizations in Geneva to enhance inter-agency coordination on relevant policies and procedures. The Office will further collaborate with other United Nations libraries to digitize the official documents of the United Nations and will advance the streamlining of library activities, which will benefit from a common library management system used by the libraries at the Office, United Nations Headquarters, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Africa and the Economic and Social Commission for Asia and the Pacific.

29E.9 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that client offices will have sufficient extrabudgetary resources to pay for services provided by the Office, when applicable.

29E.10 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It will contribute to improving gender equality in 2026 in offices that it supports, in line with the Secretary-General's system-wide strategy on gender parity, through consultations and briefings to hiring managers and human resources focal points in client entities regarding the impact of selection decisions, including advice on targeted outreach of job openings through established human resources networks and the targeted promotion of career opportunities in the United Nations.

29E.11 In line with the United Nations Disability Inclusion Strategy, the Office will continue to implement its disability inclusion action plan and support the strategic heritage plan in its efforts to incorporate accessibility features in renovation works.

Legislative mandates

29E.12 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

24 (I)	Transfer of certain functions, activities and assets of the League of Nations	77/280	Progress towards an accountability system in the United Nations Secretariat

Subprogramme 1
Programme planning, finance and budget

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	77/267	Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle
42/211	Implementation of General Assembly resolution 41/213		

Subprogramme 2
Human resources management

General Assembly resolutions

58/144	Improvement of the status of women in the United Nations system	77/278	Human resources management
		78/248	Administration of justice at the United Nations
73/281	Shifting the management paradigm in the United Nations	78/275	Amendments to the Staff Regulations and Rules
77/256 A–B	United Nations common system		

Subprogramme 3
Support services

General Assembly resolutions

58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system	58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/276	Outsourcing practices		
		69/273	Procurement

Subprogramme 4
Information and communications technology operations

General Assembly resolutions

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	71/272 B	Special subjects relating to the programme budget for the biennium 2016–2017 (sect. III, Status of implementation of the information and communications technology strategy for the United Nations)
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters	78/243	Information and communications technology strategy

Subprogramme 5
Library services

General Assembly resolution

356 (IV)	Budget appropriations for the financial year 1950

Deliverables

29E.13 Table 29E.1 lists all cross-cutting deliverables of the programme.

Table 29E.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**5**	**5**	**5**	**5**
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	2	2	2	2

Evaluation activities

29E.14 An evaluation on the activities supporting mental health and well-being at the Office was conducted the Office in 2024 and has guided the proposed programme plan for 2026.

29E.15 In response to the preliminary results of the evaluation referenced above, the Office incorporated recommendations and lessons learned to inform its work referenced in paragraph 29E.6 above to implement the United Nations System Mental Health and Well-being Strategy for 2024 and Beyond.

29E.16 An evaluation to be conducted by the Office on the usage of internal meetings rooms and collaboration spaces is planned for 2026.

Programme of work

Subprogramme 1
Programme planning, finance and budget

Objective

29E.17 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Strategy

29E.18 To contribute to the objective, the subprogramme will:

(a) Monitor budget implementation, report budget and financial information and conduct financial management and accounts control by coordinating with Headquarters and providing timely advice to client entities regarding a broad range of financial services, spanning from payments and disbursements services to payroll, accounting, medical insurance, and trust funds and budget management;

(b) Provide assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters;

(c) Perform financial and administrative procedures, including internal financial controls and monitoring strict compliance with the Financial Regulations and Rules of the United Nations and the financial policies of the United Nations;

(d) Identify ways to achieve a faster and more efficient client response, including through digital transformation and innovative tools in line with the Secretary-General's strategy on new technologies;

(e) Monitor the implementation of oversight bodies' recommendations.

29E.19 The above-mentioned work is expected to result in improved integrity of financial data and enhanced overall management of programme budget and extrabudgetary resources.

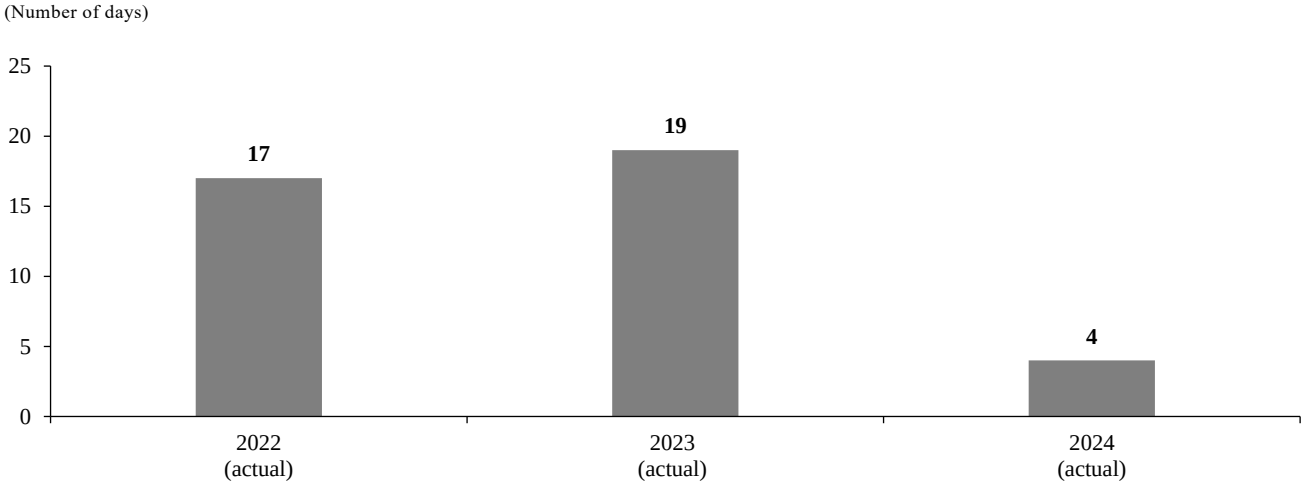
Programme performance in 2024

Faster processing times for insurance claim requests requiring medical authorization

29E.20 Improvements were needed to address inefficiencies in the turnaround time of insurance claim requests that require prior authorization from a medical adviser. The subprogramme identified that technology could modernize the practice of printing and manually signing such requests. In coordination with subprogramme 4, the subprogramme developed a tool to automate and streamline the process. Operators now enter requests for prior authorization with relevant documentation directly into the tool, where medical advisers review and authorize the claim requests online. Since the introduction of the new system, average processing times of prior authorization requests have been almost five times faster.

29E.21 Progress towards the objective is presented in the performance measure below (see figure 29E.I).

Figure 29E.I
Performance measure: average processing time of client requests for prior authorization from a medical adviser (annual)



Planned results for 2026

Result 1: improved client service at Client Support Centre

Programme performance in 2024 and target for 2026

29E.22 The subprogramme's work contributed to clients benefitting from a streamlined telephone system that ensures more efficient call routing, which did not meet the planned target of clients having more optimized service offerings. The target was not met due to competing priorities of staff involved in the initiative who were also helping to manage the liquidity crisis.

29E.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.2).

Table 29E.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Clients have access to both in-person and remote services	Clients have access to improved telephone support, as illustrated by a 24 per cent decrease in dropped calls	Clients benefit from more streamlined telephone system	Clients have improved access to support and additional resources through enhancements made to Client Support Centre website	Clients have more optimized service offerings

Result 2: entities have access to dedicated support when moving to or relocating from the Palais des Nations

Programme performance in 2024 and target for 2026

29E.24 The subprogramme's work contributed to the Office of the Secretary-General's Envoy on Technology having access to the new pilot centralized support model, which met the planned target.

29E.25 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.3).

Table 29E.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Clients have access to guidance documentation for entity onboarding/ offboarding	Office of the Secretary-General's Envoy on Technology has access to the new pilot centralized support model	All client entities moving to or leaving the Palais des Nations use the new centralized support model	Client entities participate in survey and provide feedback to improve support model

Result 3: resilient and efficient treasury transaction processes

Proposed programme plan for 2026

29E.26 The subprogramme processes payroll for over 7,500 staff globally and executes more than 300,000 payments and disbursements annually. Recently, the number of payment rejections and investigations has nearly tripled, rising from 785 cases in 2021 to 2,176 cases in 2024, and resulting in additional bank charges for clients. The subprogramme has identified that the increase in bank payment rejections and investigations is driven by factors such as stricter sanctions compliance, enhanced "know your customer" requirements, evolving anti-money-laundering regulations and the introduction of automated compliance monitoring systems. Those changes have heightened the need for detailed payment verification and strict adherence to regulatory frameworks.

Lessons learned and planned change

29E.27 The lesson for the subprogramme was that proactive engagement with clients to help them understand banking requirements can improve the accuracy of client master data update submissions and significantly reduce payment disruptions. In applying the lesson, the subprogramme will conduct a review of the most frequent causes of payment rejections and investigations, focusing on the largest

clients, accounting for 83 per cent of cases. On the basis of the findings, tailored workshops will be developed to inform and educate clients, equipping them with the knowledge and tools needed to meet evolving banking expectations, minimize payment delays and foster more secure and efficient transaction processes.

29E.28 Expected progress towards the objective is presented in the performance measure below (see table 29E.4).

Table 29E.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Generic training available on banking requirements	One client entity pilots a tailored workshop to improve the quality of payment transactions	Three additional client entities benefit from tailored workshops to improve the quality of payment transactions

Deliverables

29E.29 Table 29E.5 lists all deliverables of the subprogramme.

Table 29E.5
Subprogramme 1: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: financial management, risk management and internal control, and preparation and implementation of resource proposals; management of more than 700 posts; financial reporting and accounting; cash and revenue management; management of service arrangements with 50 client entities across 120 service lines; processing of payroll for more than 7,500 staff members across the world and more than 300,000 payments and disbursements annually; guidance and advice on all budgetary and financial matters; provision of medical insurance to more than 36,000 staff, retirees and dependents; processing of more than 490,000 medical invoices annually; administration of compensation claims; and delivery of quarterly client board meetings.

Subprogramme 2
Human resources management

Objective

29E.30 The objective, to which this subprogramme contributes, is to ensure a competent, diverse, adaptable and healthy workforce, to advance the highest standards of efficiency, competence and integrity and to ensure resilient organizational change.

Strategy

29E.31 To contribute to the objective, the subprogramme will:

(a) Provide expert support to clients to attract, recruit and retain talent, including women and applicants from unrepresented and underrepresented countries, by leveraging efficient workforce planning and internal human resources analytics capabilities;

(b) Strengthen tailored advisory services and adopt a cross-functional approach to case management, and promote staff well-being and an inclusive work culture;

(c) Provide learning and development activities, such as training sessions and briefings on performance management, innovation and navigation of workplace changes, as well as through language programmes to promote multilingualism;

(d) Promote a harmonious workplace with zero tolerance for prohibited conduct;

(e) Promote knowledge- and information-sharing about the work of the Office and the United Nations, and encourage intergenerational dialogue and inclusive youth engagement in those efforts.

29E.32 The above-mentioned work is expected to result in:

(a) Improved client experience, satisfaction and decision-making, on the basis of enhanced business insight using human resources data;

(b) Enhanced ability of staff to navigate workplace changes, embrace innovation and adopt new ways of working in a more agile and flexible manner;

(c) Increased awareness of the mechanisms to address prohibited conduct and of the responsibility of individual staff and management to foster an inclusive and harmonious work environment;

(d) Strengthened youth engagement and intergenerational partnership to widen the pool of young applicants and encourage and support the development of innovative ideas.

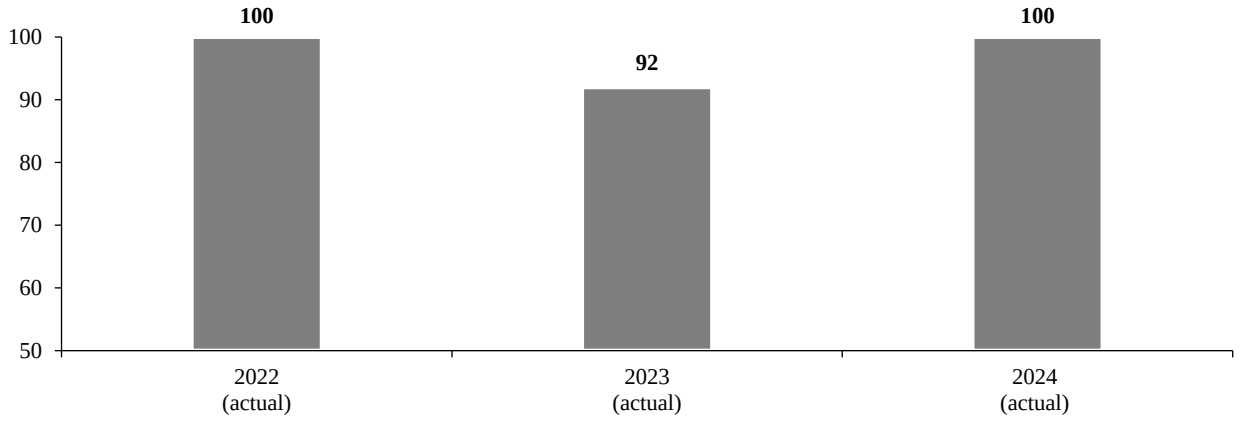
Programme performance in 2024

General Service staff empowered through the Game Shifter leadership programme

29E.33 The United Nations system leadership framework emphasizes that leadership exists across various contexts and levels. All personnel within the United Nations system, regardless of their position, duties or location, are called upon to demonstrate leadership in their work. In 2022, the subprogramme launched the Game Shifter leadership programme, specifically designed for General Service staff. As a 12-week experiential learning programme, participants engaged in blended learning and personalized coaching from business strategists, change leaders and organizational psychologists to uncover their strengths, enhance self-awareness and acquire practical skills to elevate their professional trajectories. In 2024, due to the liquidity crisis, the programme had to limit the number of participants in the programme.

29E.34 Progress towards the objective is presented in the performance measure below (see figure 29E.II).

Figure 29E.II
Performance measure: percentage of programme participants rating the programme as excellent/good



Planned results for 2026

Result 1: a more inclusive and supportive work environment

Programme performance in 2024 and target for 2026

29E.35 The subprogramme's work contributed to staff having increased access to mental health and well-being support, including webinars and materials in English and French focused on burnout and burnout prevention, which met the planned target.

29E.36 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.6).

Table 29E.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Staff have access to reasonable accommodation guidelines	Staff have an increased awareness of signs of burnout and have access to resources to help to prevent it	Staff have increased access to mental health and well-being support	Staff have access to on-demand, tailored programmes and trainings on mental health and well-being issues	Staff and managers receive an action plan to improve mental health and well-being, informed by their survey participation

Result 2: staff and external applicants better understand the United Nations recruitment process and make informed career-related decisions

Programme performance in 2024 and target for 2026

29E.37 The subprogramme's work contributed to over 12,000 end-users participating in the "Career Tips Thursday" series, a 20 per cent increase from 2023, which exceeded the planned target of a 3 per cent increase. The Career Tips Thursday initiative also won an award in the 2024 International Organizations Career Development Roundtable, in the "staff engagement" category.

29.E.38 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.7).

Table 29E.7
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Approximately 10,000 end users (staff and public globally) participated in the Career Tips Thursday series	20 per cent increase in end-users participating in the Career Tips Thursday series, and award received	Staff have access to career development initiatives, which respond to United Nations Staff Engagement Survey results	Young and external applicants actively use resources on United Nations career development

Result 3: expanded youth engagement and intergenerational dialogue

Proposed programme plan for 2026

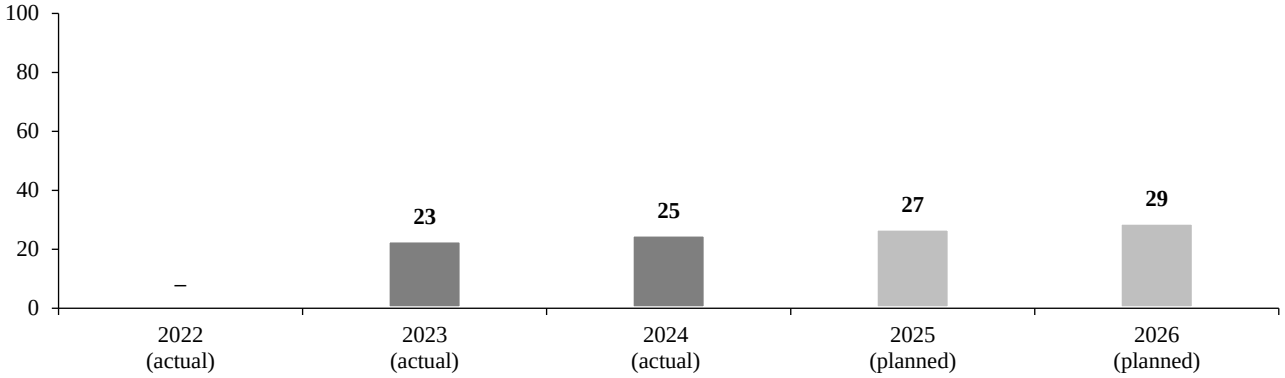
29E.39 To improve geographical representation, foster intergenerational dialogue and leverage emerging trends from academia, the subprogramme has made the Office's internship programme more inclusive and accessible. In 2023, five outreach events were held with students and university representatives, followed by seven more in 2024.

Lessons learned and planned change

29E.40 The lesson for the subprogramme was that targeted outreach improves equitable access to information about internship opportunities, particularly for candidates from unrepresented and underrepresented countries, whose participation in internship programmes increased from 23 per cent in 2023 to 25 per cent in 2024. In applying the lesson, the subprogramme will build on this success by expanding the programme while strengthening partnerships with academia, Governments and the host country to attract a more diverse pool of candidates.

29E.41 Expected progress towards the objective is presented in the performance measure below (see figure 29E.III).

Figure 29E.III
Performance measure: percentage of interns from unrepresented and underrepresented countries (annual)



Deliverables

29E.42 Table 29E.8 lists all deliverables of the subprogramme.

Table 29E.8
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Outreach programmes, special events and information materials: job fairs and career presentations to identify prospective candidates, including female candidates, from unrepresented and underrepresented Member States; and knowledge-sharing in the area of human resources and staff health and well-being.
E. Enabling deliverables
Administration: talent management and job classification; administration of approximately 3,150 staff contracts; advice and guidance on human resources policies, including on the Staff Regulations and Rules and staff selection system; 500 learning activities, including training on organizational and managerial competencies, substantive and technical skills, language and communications, and career development for 13,000 staff members and others annually; administration of assessment tests; staff counselling services and psychological support; conduct of staff surveys, including on cost of living and daily subsistence allowance; 8,400 host country residence permits obtained in liaison with local authorities; occupational health and medico-administrative services for 15,000 client staff in Geneva and field offices, medical consultations and advice, medical emergency preparedness, health and well-being campaigns; and learning, career development and performance management.
Internal justice and oversight: legal services provided to the Office and 20 client entities; act as legal counsel for the Organization before the United Nations Dispute Tribunal; act as Office legal adviser in human resources matters, including in cases of alleged misconduct; defend the Organization's position before the Management Advice and Evaluation Section; negotiate settlement agreements on behalf of the Organization and work with the United Nations Ombudsman and Mediation Services; act as conduct and discipline focal point at the Office, provide regular information updates on legal and ethical topics to Office staff and client entities; and provide regular briefings for managers on best practices and lessons learned from current legal jurisprudence to increase awareness and compliance.

Subprogramme 3
Support services

Objective

29E.43 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally responsible and effective functioning of the United Nations Office at Geneva with regard to premises, office and conference facilities management; asset management; travel and transportation; mail and pouch services; procurement; and commercial activities.

Strategy

29E.44 To contribute to the objective, the subprogramme will:

(a) Provide services in the areas of facilities management, security infrastructure maintenance, assistance with conference activities, special events, project management, and property and space management;

(b) Equip meeting and conference rooms with advanced technologies, infrastructure and equipment to support virtual and blended meetings, in accordance with available funding;

(c) Provide procurement services, including collaborative procurement activities with other United Nations organizations and agencies based in Geneva through the Common Procurement Activities Group;

(d) Provide services in the areas of contract management, travel, administration of diplomatic privileges, visas, United Nations travel documents, transportation, mail and pouch services, and warehousing;

(e) Support the implementation of the strategic heritage plan, ensuring that solutions are in place to minimize the impact of any potential disruptions during renovation of the historic buildings of the Palais des Nations and operation of the new building H.

29E.45 The above-mentioned work is expected to result in:

(a) Optimized use of space and the provision of high-quality logistical services and support to client entities;

(b) Modern, high-quality conference support services, including the availability of conference rooms equipped for multilingualism;

(c) Clients' procurement needs being met;

(d) Improved workplace safety and conditions in the Palais des Nations and its annexes.

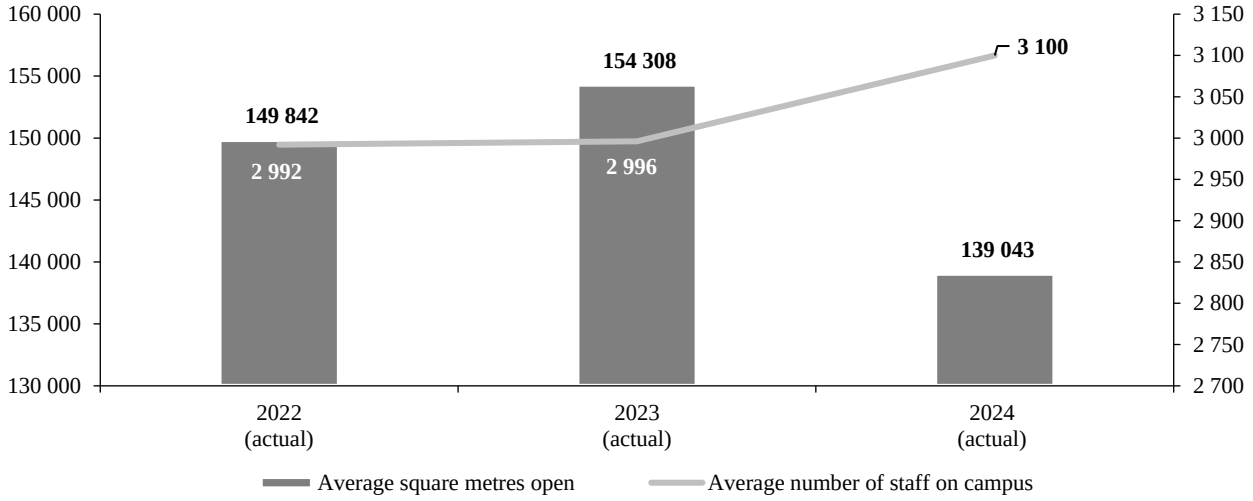
Programme performance in 2024

Continued provision of core services at the Palais during the liquidity crisis

29E.46 The subprogramme's work contributed to enabling clients and staff to continue to work from the Palais and implement their core mandate while the Office adapted to funding constraints due to the financial situation of the United Nations regular budget. The subprogramme achieved this by optimizing space to move over 1,000 staff and clients into more energy-efficient buildings, allowing advance closure of the E building office tower and temporarily closure of less energy-efficient annex buildings, closing the Palais on weekends, reducing heating and cooling in all buildings and postponing some maintenance work while providing only minimum services. As a result, the Office maintained core operations, including providing technical services for conferences and meetings, albeit with some negative impacts on users and requiring adjustments from all stakeholders.

29E.47 Progress towards the objective is presented in the performance measure below (see figure 29E.IV).

Figure 29E.IV
Performance measure: average square metres of open space at Palais versus average number of staff on campus



Planned results for 2026

Result 1: United Nations Office at Geneva campus preserved for future generations

Programme performance in 2024 and target for 2026

29E.48 The subprogramme's work contributed to facilitating an energy audit for building S1 in 2024, which did not meet the planned target of protecting Member States' investment through an assessment study of all renovated areas of the Palais des Nations delivered by the strategic heritage plan that identifies long-term preventive maintenance requirements. The target was not met due to delays in completing renovations and handing the buildings over to the subprogramme.

29E.49 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.9).

Table 29E.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Availability of a study to assess the ongoing preventive maintenance and operational costs for building H	Energy audit conducted for building S1	Long-term maintenance strategy for buildings fully handed over by strategic heritage plan in place to protect Member States' investment	Long-term maintenance strategy for additional buildings fully handed over by strategic heritage plan in place to protect Member States' investment

Result 2: event support centre, phase II: improved audiovisual support used by Member States and client entities

Programme performance in 2024 and target for 2026

29E.50 The subprogramme's work contributed to the identification of Member States' and client entities' audiovisual needs and scenarios, which did not meet the planned target of Member States' and client entities' audiovisual needs and scenarios identified and incorporated into the event support centre process road map. The target was not met due to the additional time and capacity required to incorporate identified needs and scenarios into the process road map.

29E.51 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.10).

Table 29E.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Member State and client entity audiovisual needs and scenarios identified	Member States and client entities use the centralized, improved and proactive audiovisual support for side events, cultural events and activities	Member States and client entities have access to optimized support informed by a client survey

Result 3: clients benefit from modern building facilities following strategic heritage plan renovations

29E.52 Under the strategic heritage plan, the historic buildings of the Palais des Nations are being renovated and transferred to the subprogramme for ongoing management and maintenance. In 2021, the subprogramme assumed responsibility for the newly completed building H under the strategic heritage plan and relocated staff to the building in May 2021. While certain aspects of the transition proceeded smoothly, related operational challenges continue, in particular regarding incomplete maintenance documentation and issues with the building's new electrical systems, which led to disruptions for staff.

Lessons learned and planned change

29E.53 The renewed lesson for the subprogramme was the importance of comprehensive maintenance documentation for the advanced technologies and electrical systems introduced during renovations. Such documentation is core to the maintenance strategy and ensures that each building is operational and ready for occupancy upon transfer. In applying the lesson, the subprogramme will develop and implement detailed maintenance plans for the daily operations of newly renovated buildings as they are handed over from the strategic heritage plan, including documentation of installed technologies and electrical systems. This proactive approach will help to support staff and client comfort in the modernized spaces, while safeguarding the significant investment made by Member States in upgrading the Palais.

29E.54 Expected progress towards the objective is presented in the performance measure below (see table 29E.11).

Table 29E.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Clients utilize renovated facilities in buildings D and AC	Clients utilize renovated facilities in building S1	Clients utilize renovated facilities in buildings A and AB	Clients utilize renovated facilities in building C

Deliverables

29E.55 Table 29E.12 lists all deliverables of the subprogramme.

Table 29E.12
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: travel arrangements (27,600), visas and laissez-passer for Geneva-based United Nations Secretariat entities and other entities based at the Geneva campus; audiovisual support (6,100 meetings and 150 events); and management and maintenance of Office campus (215,381 m^2 containing 2,871 offices, 49 conference rooms, and 85 meeting rooms).
Logistics: full procurement services (amounting to $54.5 million); physical verification of 36,000 serialized equipment items and fixed assets; shipment of official property, bulk consignments for conferences (102,900 kg) and distribution services (approximately 128,400 items) for United Nations offices and other United Nations entities.

Subprogramme 4
Information and communications technology operations

Objective

29E.56 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through technologies, including a coherent enterprise ICT system and enterprise architecture; access to ICT-related technological innovations; and a secure, coherent and resilient technology application hosting and infrastructure landscape.

Strategy

29E.57 To contribute to the objective, the subprogramme will:

(a) Manage a portfolio of end-to-end hardware and software solutions and implement new technologies for clients on the basis of their business objectives;

(b) Build resilient technological capacity to meet client objectives by acquiring knowledge and expertise on relevant solutions, migrating to the most cost-effective sourcing options, exploiting economies of scale, adopting innovative technologies and discontinuing legacy systems;

(c) Manage the use of ICT resources by engaging and leading the ICT community and entities of the United Nations system in Geneva and elsewhere in Europe in the definition, adoption and deployment of ICT governance policies and procedures, as well as oversee and support ICT strategy implementation and provide security in the use of ICT services.

29E.58 The above-mentioned work is expected to result in:

(a) A safe and reliable ICT environment for all United Nations Secretariat entities in Geneva;

(b) Clients whose administrative and management decision-making processes are facilitated and empowered by new and innovative information technology solutions;

(c) Client entities with access to cost-effective services and solutions that optimize the use of resources to achieve business goals.

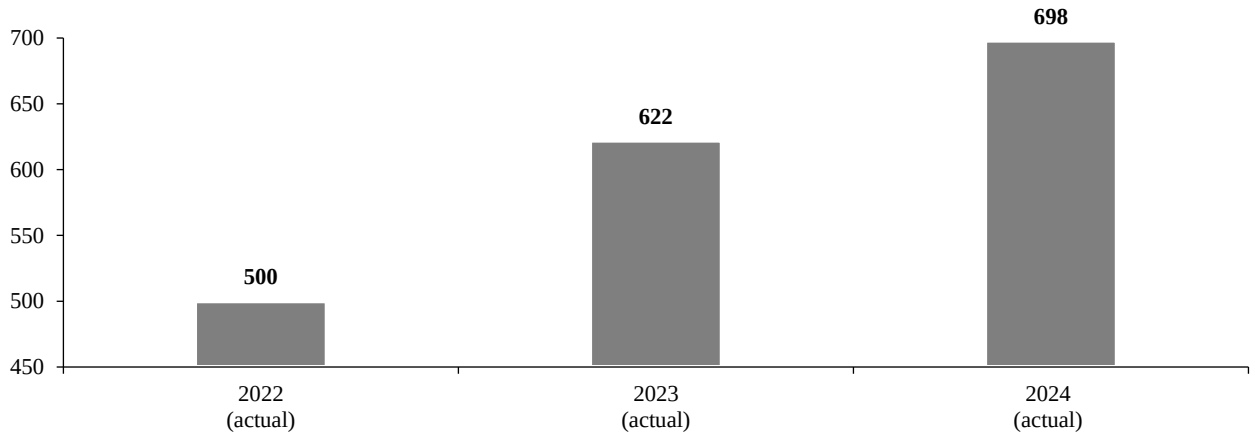
Programme performance in 2024

Clients benefit globally from cost-effective access to Adobe licenses

29E.59 In 2024, the Office received the United Nations procurement award for collaborative procurement for securing an enterprise license agreement for Adobe products. Since 2018, the subprogramme has centrally managed this global agreement that now covers 26 United Nations entities, reducing administrative burdens and enabling rapid license allocation. Clients benefit from competitive pricing, streamlined operations and inclusive tools, ensuring they have the means to fulfil their mandates effectively. Since 2022, the agreement has resulted in a 40 per cent increase in Adobe Admin Consoles – the centralized platforms used by client entities to manage licenses, allocate resources and streamline access to Adobe products, providing staff across the United Nations with greater access to cost-effective Adobe licenses.

29E.60 Progress towards the objective is presented in the performance measure below (see figure 29E.V).

Figure 29E.V
Performance measure: number of Adobe Admin Consoles used by client entities under the global enterprise license agreement for Adobe products (cumulative)



Planned results for 2026

Result 1: experience of conference participants and organizers improved through technology

Programme performance in 2024 and target for 2026

29E.61 The subprogramme's work contributed to the phased availability of new features for conference participants in building AC and the integration of new functionality for conference participants into the design of building E, which met the planned target.

29E.62 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.13).

Table 29E.13
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Design and conduct of a mock-up for simulation of new features for conference participants and validation of the new architecture	Phased availability of the new features for conference participants in buildings A, AB and C	Conference participants have full access to the new features in conference rooms for building AC New functionality for conference participants is integrated into the design of building E	Conference participants have full access to new features in all buildings completed by the strategic heritage plan in 2025	Conference participants have access to new features in all buildings completed by strategic heritage plan in 2026

Result 2: event support centre, phase I: clients utilize a single point of contact and online tool to organize cultural events, side events and activities

Programme performance in 2024 and target for 2026

29E.63 The subprogramme's work contributed to the design of a digital platform and a support data model, incorporating client requirements and feedback, which met the planned target.

29E.64 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.14).

Table 29E.14
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Staff book meeting rooms in building H including for blended in-person and virtual meetings	Staff have access to automated technology to facilitate the holding of blended meetings in building H	Design of digital platform and a support data model incorporating client requirements and feedback	Clients have access to single point of contact and online tool to request event services and support	Clients utilize online tool to manage supported event types, enabling stakeholders to interact with and efficiently oversee event services

Result 3: enhanced efficiency and security through the Internet of things for a better client experience

Proposed programme plan for 2026

29E.65 The rapid evolution of Internet of things technology offers opportunities in building management (such as smart heating ventilation air conditioning systems, lighting controls and energy monitoring), predictive maintenance, conference management (such as Internet of things-powered kiosks, digital badges, room occupancy optimization and environmental controls) and safety and security (such as connected surveillance cameras and sensors enhancing security and disaster response). The subprogramme recognizes that Internet of things solutions can enhance campus operations by improving efficiency, enabling better decision-making and providing more effective resource management. However, to harness the full potential of the Internet of things, such technologies must

be integrated into the Office's information security framework to address risks such as system vulnerabilities, data breaches and privacy violations.

Lessons learned and planned change

29E.66 The lesson for the subprogramme was that the uncoordinated adoption of Internet of things technologies across campus service areas has hindered the ability of the Office to maximize their value. In addition, information security risks associated with these solutions have grown significantly. In applying the lesson, the subprogramme will develop, in coordination with subprogramme 3, a comprehensive Internet of things implementation plan for 2026. This plan will outline how Internet of things technologies can be systematically deployed and managed to enhance operational efficiency while mitigating security and privacy risks, to provide a safer, more efficient and comfortable client experience.

29E.67 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.15).

Table 29E.15
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Client experience improved through ad hoc adoption of Internet of things technologies such as digital badges	Stakeholders participate in study of Internet of things adoption that identifies opportunities to enhance operational efficiency and improve client experience	Stakeholders participate in development of implementation plan to integrate proposed Internet of things technologies into information security framework to mitigate related security risks for clients

Deliverables

29E.68 Table 29E.16 lists all deliverables of the subprogramme.

Table 29E.16
Subprogramme 4: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Information and communications technology: provision of security for information technology systems and data; connectivity services; hosting services; voice, video and data communications services; operation and maintenance of application systems in a secure environment; technical support for approximately 5,000 end users; and advisory services on business solutions and ICT governance coordination.

Subprogramme 5
Library services

Objective

29E.69 The objective, to which this subprogramme contributes, is to ensure the preservation of and enhanced access to past, present and future knowledge of the United Nations, to mobilize this knowledge and to increase knowledge-sharing, education and dialogue among Member States and between Member States and the international community.

Strategy

29E.70 To contribute to the objective, the subprogramme will:

(a) Provide access to United Nations documents, archives and publications, including both online and paper-based resources, and to external knowledge resources that provide information about the Organization's areas of work; and guarantee access to paper-based resources stored in the building, and online resources and services;

(b) Coordinate with the strategic heritage plan to ensure the safe storage of all collections and the accessibility of core collections during the planned closure of the Library building for strategic heritage plan renovations;

(c) Provide knowledge tools that bring together key information resources on United Nations issues and global agendas, manage the Office's art collection and digitize and preserve archives and official documents, in collaboration with other United Nations libraries and archives;

(d) Provide guidance on records management standards and best practices across the Office and at other Secretariat entities in Geneva through the provision of staff training, advisory services and records management services;

(e) Transfer official records of the United Nations, both physical and digital, to the Records Management Unit for long-term preservation;

(f) Provide support for cultural diplomacy, connect diplomats with United Nations staff, experts and global citizens through discussion and learning events, and organize learning events and cultural activities, including virtual and blended events.

29E.71 The above-mentioned work is expected to result in:

(a) More informed participation and subsequent decision-making by diplomats and staff;

(b) Improved transparency and accountability for the Organization;

(c) Preservation of institutional and historical memory;

(d) A vibrant online and on-site cultural activities programme that enables Member States to showcase their art and culture through exhibitions, film screenings and other events;

(e) Alternative learning opportunities for United Nations staff and diplomats on topics that support career development and the implementation of United Nations policies and agendas.

Programme performance in 2024

Learning the essentials of multilateralism at the United Nations Museum Geneva

29E.72 The subprogramme designs and implements exhibitions and tours featuring archives, rare books and multimedia artworks at the United Nations Museum Geneva to help visitors learn about the essentials of the work of multilateralism and its impact on humanity.

29E.73 In 2024, as part of cost-saving measures in response to the liquidity crisis, the Library building and Museum were temporarily closed for three months. To mark the reopening of the Museum, the subprogramme launched an outreach campaign featuring special guided tours for permanent missions. The tours showcased the contributions of Member States to the United Nations and their role in shaping modern multilateralism. The initiative gained popularity and was integrated into permanent mission learning and educational programmes, serving as both an informative experience and an opportunity for reflection.

29E.74 Progress towards the objective and the target for 2026 are presented in the performance measure below (see Table 29E.17).

Table 29E.17
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	181 permanent mission staff participate in United Nations Museum Geneva special guided tours and expand knowledge of multilateralism

Planned results for 2026

Result 1: improved access to information for achieving the Sustainable Development Goals

Programme performance in 2024 and target for 2026

29E.75 The subprogramme's work contributed to providing enhanced access to digital collections and United Nations Conference on Trade and Development (UNCTAD) paper archives, in partnership with the Geneva Graduate Institute, through the establishment of the Centre for Digital Humanities and Multilateralism, which met the planned target.

29E.76 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.18).

Table 29E.18
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Online availability of a further enhanced Sustainable Development Goals research guide Digitization of League of Nations archives finalized, with 14 million pages	Recipients have access to improved search features for online Sustainable Development Goal research guide and to a customized digital archives platform	Enhanced access to digital collections and UNCTAD paper archives through the establishment of the Centre for Digital Humanities and Multilateralism	Clients of other information management institutions and networks use packaged Sustainable Development Goal information and metadata	Enhanced access to curated and verified information resources from across the United Nations Secretariat on the Sustainable Development Goals

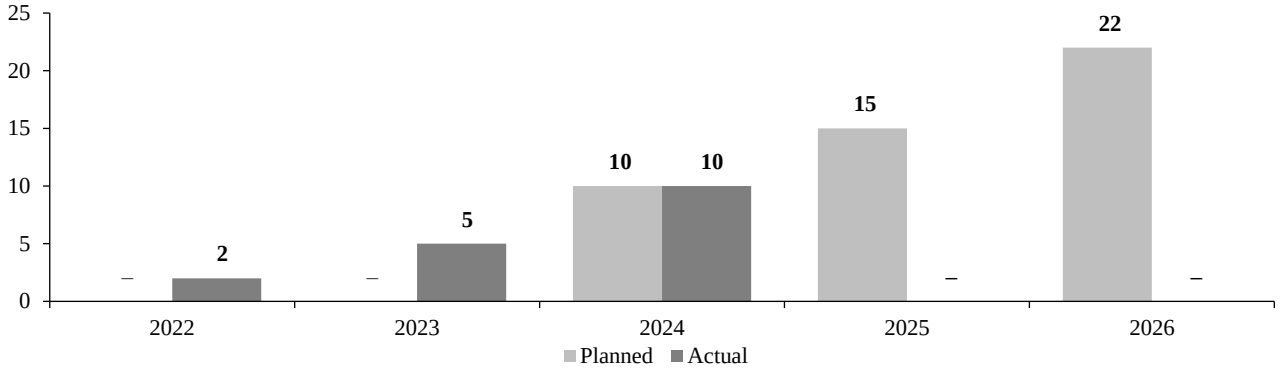
Result 2: increased availability of tools for clients to gain access to and use information resources efficiently and responsibly

Programme performance in 2024 and target for 2026

29E.77 The subprogramme's work contributed to the availability of 10 new customized tools for clients, which met the planned target.

29E.78 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29E.VI).

Figure 29E.VI
Performance measure: number of new tools (literacy guidance and learning products and services) available to clients (cumulative)



Result 3: Enhanced access to more United Nations knowledge

Proposed programme plan for 2026

29E.79 The subprogramme aims to broaden access to United Nations knowledge, making it more accessible to diplomats, staff and researchers. To achieve this, the subprogramme preserves and digitizes paper archives, official documents and publications; offers information services; and trains users in navigating online catalogues and repositories. However, as more digitized United Nations knowledge becomes available, users increasingly struggle to search for and retrieve the specific archives, documents or publications they need. This challenge has been consistently highlighted by clients during training sessions.

Lessons learned and planned change

29E.80 The lesson for the subprogramme was that improving the quality of online search results is essential to enable users to locate information independently through digital catalogues and repositories. In applying the lesson, the subprogramme will review its metadata processes, which are crucial for producing accurate search results. Metadata systematically organizes information and describes archives and documents by capturing key themes, subjects and concepts. The review will incorporate current best practices and standards for metadata creation, including exploring the use of artificial intelligence prompting. By applying these findings, the subprogramme will enhance its processes, increase metadata output and ensure users benefit from faster, more accurate and comprehensive access to United Nations archives and official documents.

29E.81 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29E.19).

Table 29E.19
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Access to training on navigating online catalogues and repositories	Improvements to user experience identified through study on current metadata processes, and best practices for metadata creation	Library and archives users benefit from improved and more accurate online search results when using digital catalogues and repositories

Deliverables

29E.82 Table 29E.20 lists all deliverables of the subprogramme.

Table 29E.20
Subprogramme 5: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**40**	**33**	**25**[a]	**25**
Events for diplomats and United Nations staff on the processes, working mechanisms and rules of the Secretariat and for career development	40	33	25[a]	25
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on records management for 400 clients.				
Outreach programmes, special events and information materials: cultural activities, including exhibitions, concerts and films; guided tours of the Library, Archives and exhibitions of the United Nations Museum Geneva; discussion panels and conferences for cultural exchange, education and dialogue on key United Nations issues; and exhibitions in the Library and at the United Nations Museum Geneva.				
Library services: knowledge services to enable evidence-based policymaking and research for 12,000 diplomats, delegates, United Nations staff and academics worldwide; creation and maintenance of web pages of official records and documents; unified resource management system for the Office and three United Nations Secretariat libraries; print and electronic information resources; management of 15,000 linear metres of United Nations and League of Nations archives and records in paper form; and access to on-site and online archives and records.				

[a] As per the current scope and schedule of the strategic heritage plan renovations, library spaces will be closed for part of the year. Therefore, some events will be held online.

B. Proposed post and non-post resource requirements for 2026

Overview

29E.83 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 29E.21 to 29E.23.

Table 29E.21
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	49 610.3	53 072.0	–	–	236.2	236.2	0.4	53 308.2
Other staff costs	4 091.9	5 319.9	–	–	(99.0)	(99.0)	(1.9)	5 220.9
Hospitality	0.2	0.6	–	–	–	–	–	0.6
Contractual services	1 978.7	2 481.8	–	–	(242.3)	(242.3)	(9.8)	2 239.5
General operating expenses	19 911.1	25 149.9	(25.1)	56.5	624.4	655.8	2.6	25 805.7
Supplies and materials	433.4	555.9	–	2.2	10.2	12.4	2.2	568.3
Furniture and equipment	2 135.5	1 667.2	–	–	128.3	128.3	7.7	1 795.5
Improvement of premises	1.1	18.7	–	–	–	–	–	18.7
Grants and contributions	1 906.3	2 024.8	–	–	–	–	–	2 024.8
Total	**80 068.5**	**90 290.8**	**(25.1)**	**58.7**	**657.8**	**691.4**	**0.8**	**90 982.2**

[a] At the time of reporting, the expenditures presented in this table and subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 29E.22
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	298	1 D-2, 4 D-1, 10 P-5, 16 P-4, 22 P-3, 22 P-2/1, 16 GS (PL), 207 GS (OL)
Conversion	1	P-4 under subprogramme 2, Human resources management
Reassignment	–	1 P-3 under subprogramme 5, Library services
Proposed for 2026	299	1 D-2, 4 D-1, 10 P-5, 17 P-4, 22 P-3, 22 P-2/1, 16 GS (PL), 207 GS (OL)

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

Table 29E.23
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	4	–	–	–	–	4
P-5	10	–	–	–	–	10
P-4	16	–	–	1	–	17
P-3	22	–	–	–	–	22
P-2/1	22	–	–	–	–	22
Subtotal	**75**	**–**	**–**	**1**	**–**	**76**
General Service and related						
GS (PL)	16	–	–	–	–	16
GS (OL)	207	–	–	–	–	207
Subtotal	**223**	**–**	**–**	**–**	**–**	**223**
Total	**298**	**–**	**–**	**1**	**–**	**299**

29E.84 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 29E.24 to 29E.26 and figure 29E.VII.

29E.85 As shown in tables 29E.24 (1) and 29E.25 (1), the overall resources proposed for 2026 amount to $90,982,200 before recosting, reflecting a net increase of $691,400 (or 0.8 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments, new and expanded mandates and other changes and are further explained in paragraphs 29E.86 to 29E.88. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29E.24
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	963.2	1 137.9	–	–	–	–	–	1 137.9
B. Programme of work								
1. Programme planning, finance and budget	5 643.0	5 894.7	–	–	–	–	–	5 894.7
2. Human resources management	10 249.7	10 854.6	–	–	–	–	–	10 854.6
3. Support services	41 959.1	50 052.3	(25.1)	42.5	642.9	660.3	1.3	50 712.6

Component/subprogramme	2024 expenditure	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2026 estimate
4. Information and communications technology operations	13 134.8	13 278.0	–	16.2	12.4	28.6	0.2	13 306.6
5. Library services	8 118.7	9 073.3	–	–	2.5	2.5	–	9 075.8
Subtotal, B	**79 105.3**	**89 152.9**	**(25.1)**	**58.7**	**657.8**	**691.4**	**0.8**	**89 844.3**
Subtotal, 1	**80 068.5**	**90 290.8**	**(25.1)**	**58.7**	**657.8**	**691.4**	**0.8**	**90 982.2**

(2) *Extrabudgetary*

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Executive direction and management	1 881.0	1 854.1	–	–	1 854.1
B. Programme of work					
1. Programme planning, finance and budget	14 270.7	14 773.1	–	–	14 773.1
2. Human resources management	11 168.1	11 598.6	(267.0)	(2.3)	11 331.6
3. Support services	12 218.9	11 676.4	–	–	11 676.4
4. Information and communications technology operations	14 869.1	15 156.7	–	–	15 156.7
5. Library services	857.2	1 132.8	128.8	11.4	1 261.6
Subtotal, B	**53 384.0**	**54 337.6**	**(138.2)**	**(0.3)**	**54 199.4**
Subtotal, 2	**55 265.0**	**56 191.7**	**(138.2)**	**(0.2)**	**56 053.5**
Total	**135 333.5**	**146 482.5**	**553.2**	**0.4**	**147 035.7**

Table 29E.25
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Executive direction and management	3	–	–	–	–	3
B. Programme of work						
1. Programme planning, finance and budget	30	–	–	–	–	30
2. Human resources management	33	–	–	1	–	34
3. Support services	135	–	–	–	–	135
4. Information and communications technology operations	51	–	–	–	–	51
5. Library services	46	–	–	–	–	46
Subtotal, B	**295**	**–**	**–**	**1**	**–**	**296**
Subtotal, 1	**298**	**–**	**–**	**1**	**–**	**299**

(2) *Extrabudgetary*

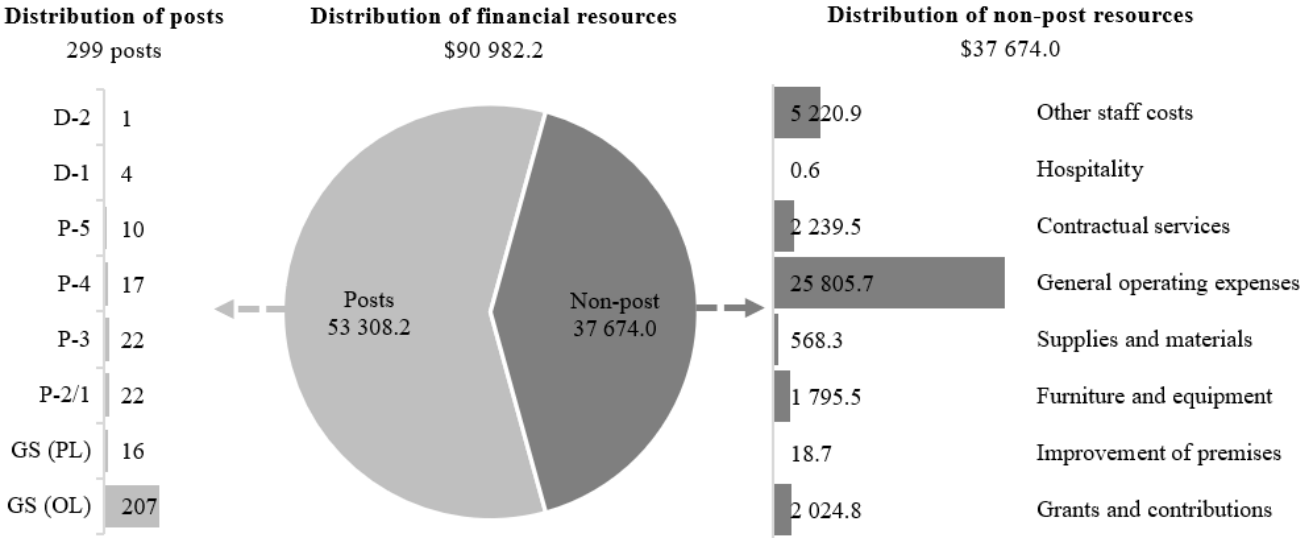
Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	2	1	3
B. Programme of work			
1. Programme planning, finance and budget	74	–	74
2. Human resources management	43	–	43
3. Support services	23	–	23
4. Information and communications technology operations	34	–	34
5. Library services	5	(2)	3
Subtotal, B	**179**	**(2)**	**177**
Subtotal, 2	**181**	**(1)**	**180**
Total	**479**	**–**	**479**

Table 29E.26
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	49 610.3	53 072.0	–	–	236.2	236.2	0.4	53 308.2
Non-post	30 458.2	37 218.8	(25.1)	58.7	421.6	455.2	1.2	37 674.0
Total	**80 068.5**	**90 290.8**	**(25.1)**	**58.7**	**657.8**	**691.4**	**0.8**	**90 982.2**
Post resources by category								
Professional and higher		75	–	–	1	1	1.3	76
General Service and related		223	–	–	–	–	–	223
Total		**298**	**–**	**–**	**1**	**–**	**0.3**	**299**

Figure 29E.VII
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29E.86 As reflected in table 29E.24 (1), resource changes reflect a decrease of $25,100, as follows:

Subprogramme 3, Support services (decrease of $25,100): this decrease relates to the removal of non-recurrent provisions for meeting support for 2025 in relation to mandates from the General Assembly and resolutions and decisions adopted by the Human Rights Council.

New and expanded mandates

29E.87 As reflected in table 29E.24 (1), resource changes reflect an increase of $58,700, as follows:

(a) **Subprogramme 3, Support services** (increase of $42,500): an increase of $42,500 reflecting additional requirements under general operating expenses for contractual sound operators and accessibility services ($28,900) and operating costs for office accommodation ($11,400), as well as under supplies and materials for office accommodation ($2,200), pursuant to Human Rights Council resolutions 55/29, 56/5 and 57/23, and decision 56/115;

(b) **Subprogramme 4, Information and communications technology operations** (increase of $16,200): an increase of $16,200 reflecting additional requirements under general operating expenses for information and communications technology services pursuant to Human Rights Council decision 56/115.

Other changes

29E.88 As reflected in table 29E.24 (1), resource changes reflect a net increase of $657,800 as follows:

(a) **Subprogramme 2, Human resources management** (no change): an increase under post costs ($236,200) offset by a decrease under other staff costs ($236,200) relating to the proposed cost-neutral conversion of a temporary position of Legal Officer (P-4) to a post (see annex II). In addition, the resources reflect a cost-neutral redeployment from contractual services ($137,200) to other staff costs ($137,200);

(b) **Subprogramme 3, Support services** (increase of $642,900): an increase under furniture and equipment ($18,500) reflecting anticipated increased office furniture costs, as well as under general operating expenses ($624,400) reflecting higher anticipated costs of facilities and equipment maintenance, as well as an increase in the cost of the office cleaning contract;

(c) **Subprogramme 4, Information and communications technology operations** (increase of $12,400): an increase of $12,400 under contractual services reflecting higher information and communications technology rates. In addition, the resources reflect cost-neutral redeployments from contractual services ($117,500) to furniture and equipment ($117,500) and from furniture and equipment ($7,700) to supplies and materials ($7,700);

(d) **Subprogramme 5, Library services** (increase of $2,500): an increase under furniture and equipment reflecting higher costs for the library management system.

Extrabudgetary resources

29E.89 As reflected in tables 29E.24 (2) and 29E.25 (2), extrabudgetary resources amount to $56,053,500. The resources would complement regular budget resources and would be used mainly to provide for 180 posts (3 P-5, 20 P-4, 36 P-3, 2 P-2, 3 General Service (Principal level) and 116 General Service (Other level)) and $26,228,300 non-post resources to perform the various functions in the areas of finance and budget services (e.g. accounting services, grant support and payroll processing and disbursement), human resources management (e.g. staff and recruitment administration, staff development and learning, medico-administrative services and human resources legal and policy advisory services), support services (e.g. travel processing, mail and pouch handling, procurement, conference support, ground transportation and facilities management), information and telecommunication technology services (e.g. personal computing, communications, conference support, hosting and storage) and record-keeping and library advisory services.

29E.90 The projected decrease of $138,200 is related mainly to the removal of non-recurrent requirements under subprogramme 2.

29E.91 The extrabudgetary resources under the present section are subject to the oversight of the United Nations Office at Geneva, which has delegated authority from the Secretary-General.

29E.92 In-kind contributions would provide for government-provided rent-free premises with an estimated value of $4,774,700.

Executive direction and management

29E.93 The United Nations Office at Geneva, in particular the Division of Administration, is responsible for the implementation of the programme of work under section 29E. The core functions of the Division include providing direction and coordination in human resources management, financial resources management, information and communications technology, central support services and library services at the United Nations Office at Geneva, including the management and utilization of United Nations premises and the coordination of human resources, finance and administrative policies with other Geneva-based organizations.

29E.94 The Division of Administration continues to provide administrative and other support services to Secretariat departments and offices and other entities of the United Nations system. Such services are provided to the United Nations funds and programmes, specialized agencies and other organizations of the United Nations system on a reimbursable basis, and a number of Geneva-based operations rely on the aforementioned services, in particular in the context of expanding humanitarian and human rights activities.

29E.95 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office has an environmental sustainability

steering group and an environmental management system in line with the guidelines and best practices of the United Nations system. In 2024, the steering group met twice to oversee and drive forwards progress on implementation of the environmental management system. The steering group, newly established in 2023, comprises senior representatives from the Office's main divisions. The two main points for review in 2024 were the Office's progress towards meeting the environmental objectives of the United Nations system and the Secretariat, and the Office's new environmental action plans. Action plans are a key component of an environmental management system, and the Office has drafted these for its three main environmental impact areas: the use of energy at the Palais des Nations; waste management at the Palais; and the preservation of biodiversity in Ariana Park. The steering group will continue to meet twice annually until the Office's environmental management system is fully established. The action plans are also a deliverable under the 2050Today charter, which the Office signed in 2023. In 2024, work continued on the energy centre, the project to heat the Palais des Nations using heat pumps that extract thermal energy from Lake Geneva water. Once completed, the energy centre is forecast to provide around 80 per cent of the heat requirement of the Palais des Nations from renewable sources, leading to substantial reductions in greenhouse gas emissions. In line with the Secretary-General's vision for United Nations 2.0, the Office is committed to introducing a forward-thinking culture with regards to environmental management. The Office has therefore been improving the collection and management of environmental data, to better support decision-making. Going forwards, the aim is to apply behavioural science to enable staff and visitors to contribute to environmental management at the Palais. The Office was also selected by the Sustainable United Nations team as a pilot entity to test a waste audit methodology for the United Nations system. Three days' worth of office waste was analysed in detail, providing crucial insights into staff habits. The results of the audit should make it possible to reduce waste disposal costs and the impact on the environment.

29E.96 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29E.27. The Office continues to make every effort to comply in full with the advance purchase policy directive and has undertaken a number of steps to ensure that air travel is booked as early as possible. Travel requests that are not submitted for certification 21 days before travel are routed to the Director of Administration for validation of mitigating circumstances before final review and approval. The Office did not submit parliamentary documents to the Department for General Assembly and Conference Management and does not plan to submit any such reports in 2026.

Table 29E.27
Compliance rate

(Percentage)

	Actual 2022	*Actual 2023*	*Actual 2024*	*Planned 2025*	*Planned 2026*
Air tickets purchased at least 2 weeks before the commencement of travel	68	86	81	100	100

29E.97 The proposed regular budget resources for 2026 amount to $1,137,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29E.28 and figure 29E.VIII.

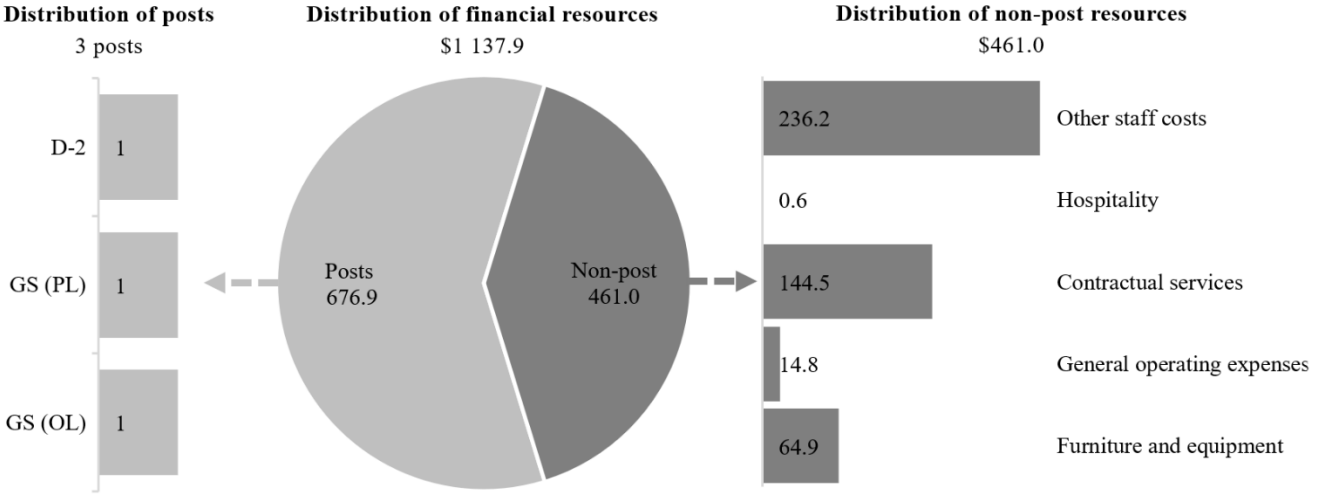
Table 29E.28
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	676.1	676.9	–	–	–	–	–	676.9
Non-post	287.1	461.0	–	–	–	–	–	461.0
Total	**963.2**	**1 137.9**	**–**	**–**	**–**	**–**	**–**	**1 137.9**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		2	–	–	–	–	–	2
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 29E.VIII
Executive direction and management: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Programme planning, finance and budget

29E.98 The proposed regular budget resources for 2026 amount to $5,894,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29E.29 and figure 29E.IX.

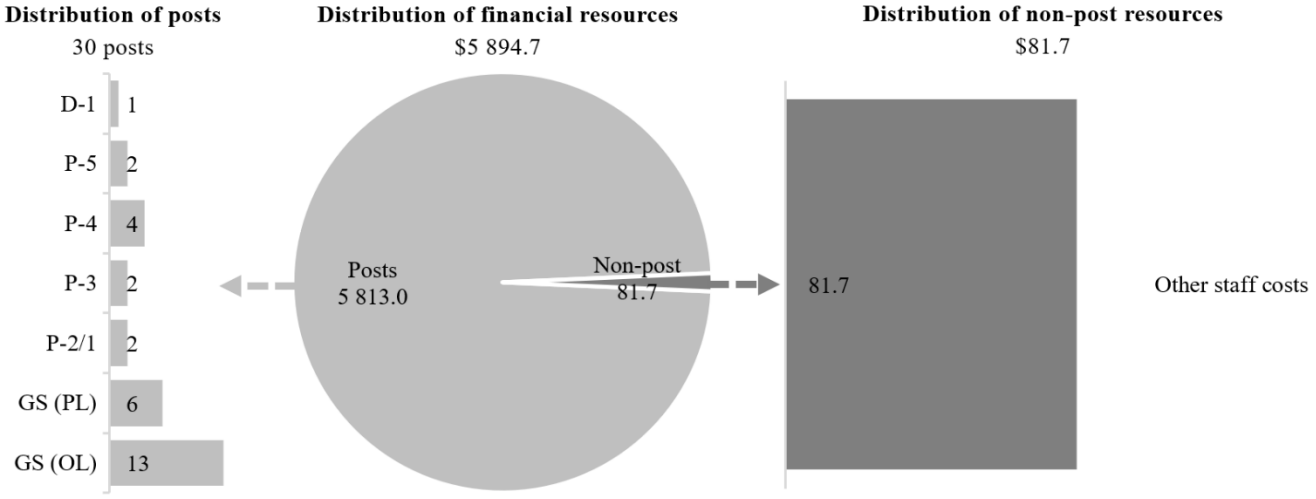
Table 29E.29
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 643.0	5 813.0	–	–	–	–	–	5 813.0
Non-post	–	81.7	–	–	–	–	–	81.7
Total	**5 643.0**	**5 894.7**	**–**	**–**	**–**	**–**	**–**	**5 894.7**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		19	–	–	–	–	–	19
Total		**30**	**–**	**–**	**–**	**–**	**–**	**30**

Figure 29E.IX
Subprogramme 1: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 2
Human resources management

29E.99 The proposed regular budget resources for 2026 amount to $10,854,600 and reflect no change compared with the approved budget for 2025. The proposed cost-neutral changes are explained in paragraph 29E.88 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29E.30 and figure 29E.X.

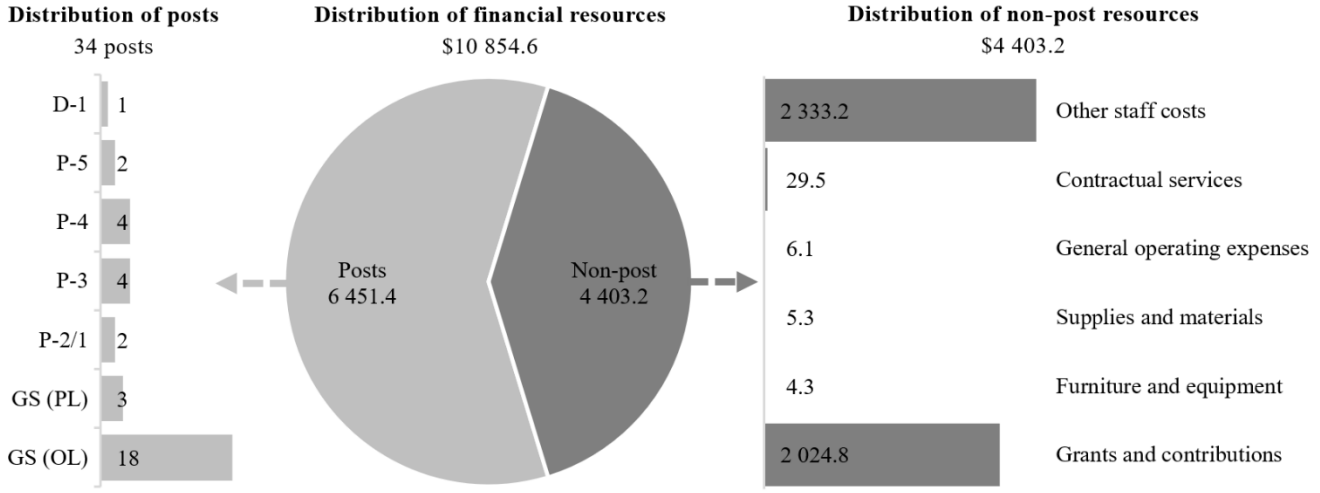
Table 29E.30
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 934.9	6 215.2	–	–	236.2	236.2	3.8	6 451.4
Non-post	4 314.8	4 639.4	–	–	(236.2)	(236.2)	(5.1)	4 403.2
Total	**10 249.7**	**10 854.6**	**–**	**–**	**–**	**–**	**–**	**10 854.6**
Post resources by category								
Professional and higher		12	–	–	1	–	8.3	13
General Service and related		21	–	–	–	–	–	21
Total		**33**	**–**	**–**	**1**	**–**	**3.0**	**34**

Figure 29E.X
Subprogramme 2: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 3
Support services

29E.100 The proposed regular budget resources for 2026 amount to $50,712,600 and reflect an increase of $660,300 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 29E.86, 29E.87 (a) and 29E.88 (b). Additional details on the distribution of proposed resources for 2026 are reflected in table 29E.31 and figure 29E.XI.

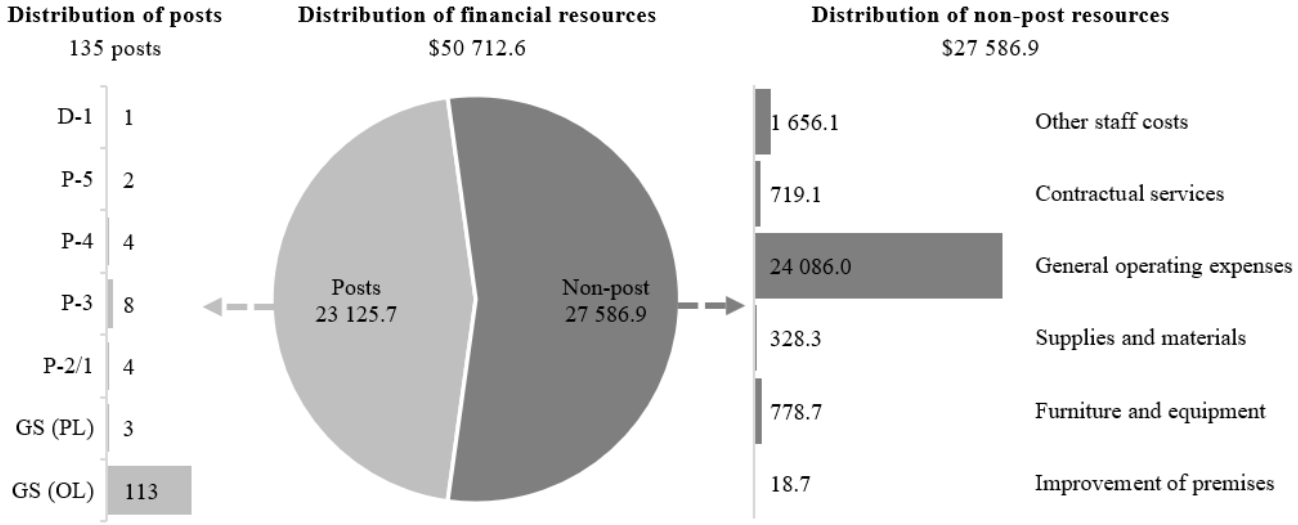
Table 29E.31
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	20 742.3	23 125.7	–	–	–	–	–	23 125.7
Non-post	21 216.8	26 926.6	(25.1)	42.5	642.9	660.3	2.5	27 586.9
Total	**41 959.1**	**50 052.3**	**(25.1)**	**42.5**	**642.9**	**660.3**	**1.3**	**50 712.6**
Post resources by category								
Professional and higher		19	–	–	–	–	–	19
General Service and related		116	–	–	–	–	–	116
Total		**135**	**–**	**–**	**–**	**–**	**–**	**135**

Figure 29E.XI
Subprogramme 3: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 4
Information and communications technology operations

29E.101 The proposed regular budget resources for 2026 amount to $13,306,600 and reflect an increase of $28,600 compared with the approved budget for 2025. The proposed changes are explained in paragraphs 29E.87 (b) and 29E.88 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29E.32 and figure 29E.XII.

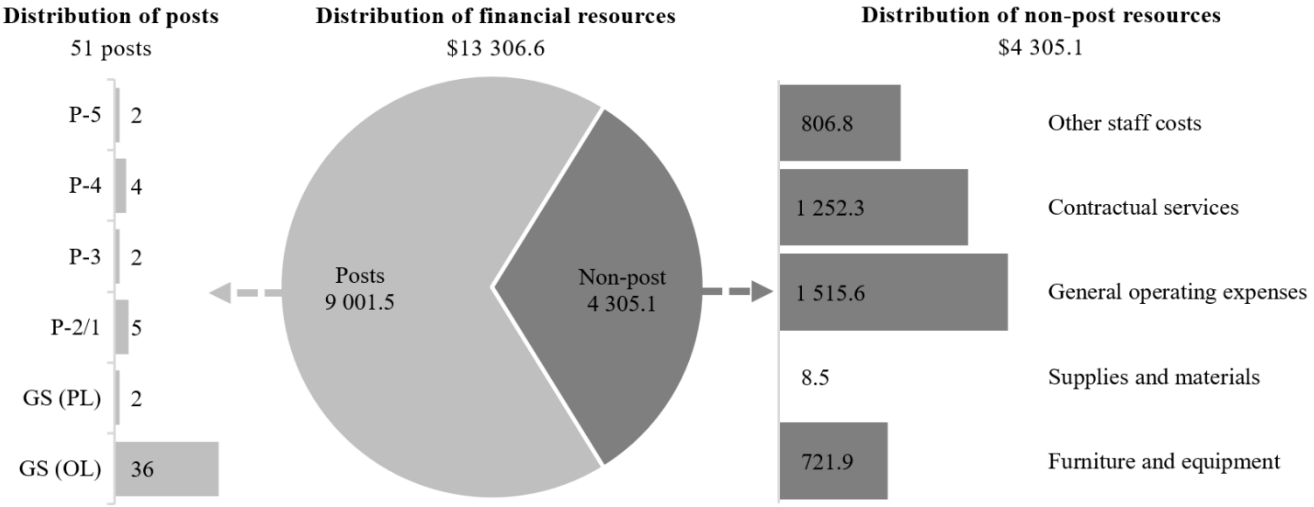
Table 29E.32
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 142.4	9 001.5	–	–	–	–	–	9 001.5
Non-post	3 992.4	4 276.5	–	16.2	12.4	28.6	0.7	4 305.1
Total	**13 134.8**	**13 278.0**	**–**	**16.2**	**12.4**	**28.6**	**0.2**	**13 306.6**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		38	–	–	–	–	–	38
Total		**51**	**–**	**–**	**–**	**–**	**–**	**51**

Figure 29E.XII
Subprogramme 4: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 5
Library services

29E.102 The proposed regular budget resources for 2026 amount to $9,075,800 and reflect an increase of $2,500 compared with the approved budget for 2025. The proposed change is explained in paragraph 29E.88 (d). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29E.33 and figure 29E.XIII.

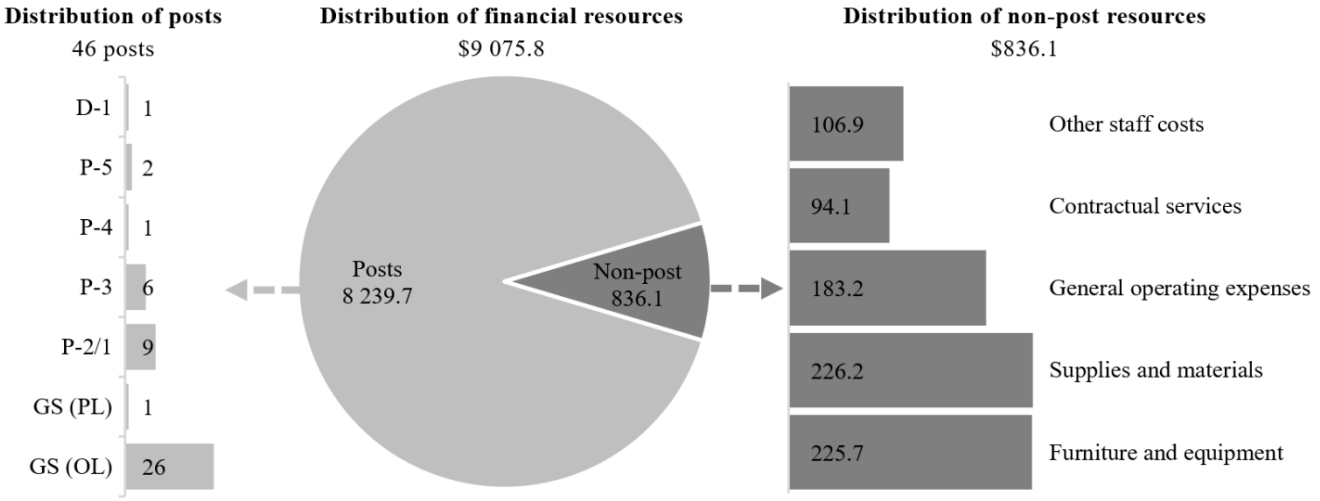
Table 29E.33
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	7 471.6	8 239.7	–	–	–	–	–	8 239.7
Non-post	647.1	833.6	–	–	2.5	2.5	0.3	836.1
Total	**8 118.7**	**9 073.3**	**–**	**–**	**2.5**	**2.5**	**–**	**9 075.8**
Post resources by category								
Professional and higher		19	–	–	–	–	–	19
General Service and related		27	–	–	–	–	–	27
Total		**46**	**–**	**–**	**–**	**–**	**–**	**46**

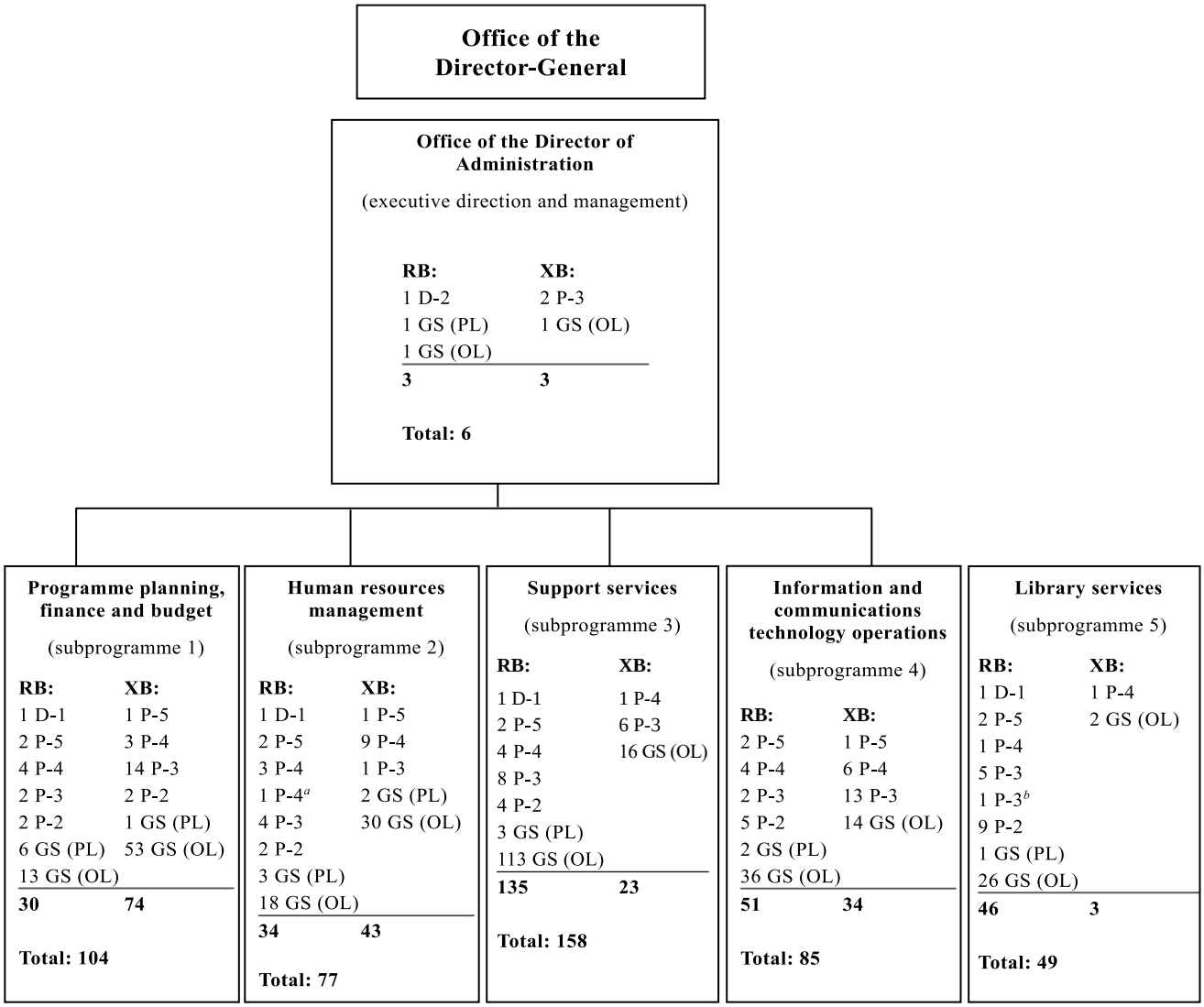
Figure 29E.XIII
Subprogramme 5: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

[a] Conversion.

[b] Reassignment.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 2, Human resources management	1	P-4	**Conversion** of 1 Legal Officer	The temporary position of Legal Officer (P-4), originally proposed as an established post, was approved by the General Assembly in its resolution 66/237 in 2012 as a general temporary assistance position on the recommendation of the Advisory Committee on Administrative and Budgetary Questions. A recent review of the long-term needs of the United Nations Office at Geneva, as requested by the Advisory Committee in its report on the 2023 proposed programme budget (A/77/7, para. VIII.96), confirmed the permanent nature of the position. The Legal Officer plays a critical role in ensuring the Office's capacity to represent and defend the Organization in the internal justice system, and this need is expected to continue. It is therefore proposed that it be converted from general temporary assistance to a post. There are 2 P-4 Legal Officers in the Office, one being a regular budget-funded temporary position and the other being an extrabudgetary-funded post. The analysis of the distribution of functions between these two positions and the overall workload of the Legal Unit over a six-year period showed that the percentage of extrabudgetary-related workload is lower than 50 per cent in all categories. It further demonstrates the constant workload of handling 100 cases per annum. The main case categories include appeals to the United Nations Appeals Tribunal, United Nations Dispute Tribunal proceedings, conduct and discipline cases, and management evaluation requests. The incumbent of the P-4 Legal Officer post funded through extrabudgetary resources also handles cases involving staff members supported by the regular budget. This highlights the critical need for stable and long-term regular budget funding for the Unit. A summary table is provided below.
Subprogramme 5, Library services	1	P-3	**Reassignment** of 1 post of Information Management Officer to Librarian	The P-3 post was vacated on 31 March 2024 due to a retirement. The post requires reassignment, as the generic functions of the Information Management Officer no longer correspond to the expected functions. The post is one of the management posts within the Library Services Section, which has undergone an internal review, the results of which reveal the need for a repositioning and strengthening of library services to enable the optimization of the use of digital technology, strategic communication with library clients, reinforced collection preservation and the facilitation of access to United Nations-produced knowledge. The incumbent of the post proposed to be reassigned will be responsible for a team that leads connections with clients and access to collections. The tasks of the generic job profile for P-3 Librarian correspond to these functions, whereas the tasks of the P-3 Information Management Officer no longer correspond.

Category	*2019*	*2020*	*2021*	*2022*	*2023*	*2024*	*Total*	*Percentage of extrabudgetary workload*
Appeals to the United Nations Appeals Tribunal	1	–	1	–	2	8	12	44
United Nations Dispute Tribunal proceedings	40	47	49	46	49	41	272	40
Conduct and discipline	7	24	27	37	83	49	227	19
Management evaluation requests	15	8	27	14	14	14	92	41
Total	**63**	**79**	**104**	**97**	**148**	**112**	**603**	

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part VIII
Common support services

Section 29F
Administration, Vienna

Programme 25
Management and support services

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* A/80/50.

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

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

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Overall orientation

Mandates and background

29F.1 The United Nations Office at Vienna was established in 1979 pursuant to General Assembly resolution 31/194 with the objective of providing administrative support to the United Nations Secretariat units located in Vienna, including the United Nations Office on Drugs and Crime (UNODC), the Office for Outer Space Affairs, the International Trade Law Division of the Office of Legal Affairs, the secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation, the United Nations Information Service, the Office of Internal Oversight Services, the Office for Disarmament Affairs, the regional office of the Office of the United Nations Ombudsman and Mediation Services and the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory. Under the terms of the tripartite memorandum of understanding of 1977 and subsequent amendments to it, the Office also provides support and administrative services, garage operations, language training and communication services on a common services basis to other international organizations based in the Vienna International Centre, namely the International Atomic Energy Agency (IAEA), the United Nations Industrial Development Organization (UNIDO) and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization. The Office provides safety and security and conference management services to the Vienna-based organizations, as reflected in section 34 and section 2, respectively, of the proposed programme budget. Building management services at the Vienna International Centre are provided by UNIDO, and medical services are provided by IAEA.

Strategy and external factors for 2026

29F.2 The Office will continue to provide administrative services, including the provision of an enabling policy framework and enhanced decision-making through continuous monitoring, data analysis and reporting. The strategy for 2026 will continue to include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on all policy and administrative matters; (b) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (c) targeting enhancement of leadership, learning and career support activities guided by a performance management system supporting increased accountability, staff engagement, workplace flexibility and empowerment while ensuring a diverse and inclusive workplace; (d) maintaining efficient and cost-effective travel and transportation services through best practices; (e) promoting environmental sustainability in coordination with all departments and offices; (f) strengthening the capacity of procurement staff through online training and guidance notes to procurement practitioners; (g) monitoring significant pronouncements of the International Public Sector Accounting Standards Board and improving financial data integrity; (h) integrating new technologies into the organizational business toolkit; and (i) increasing compliance with technology standards, guidelines and methodologies, information and communications technology (ICT) policies and enterprise architecture.

29F.3 Under the leadership of the Department of Operational Support, the Office will continue to support the harmonization and improvements across the global operational support architecture to increase overall satisfaction with client services.

29F.4 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that the extrabudgetary funding available to client offices and the support requirements for services provided by the Office remain stable.

29F.5 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through the implementation of the Strategy for Gender Equality and the Empowerment of Women (2022–2026) of the United Nations Office at Vienna and UNODC. It will also support clients in attaining gender parity targets and will track and report on progress in

promoting gender equality and the empowerment of women, in line with the Secretary-General's system-wide strategy on gender parity.

29F.6 In line with the United Nations Disability Inclusion Strategy, the Office and other organizations based in Vienna, as members of the joint committee responsible for managing the Common Fund for Financing Major Repairs and Replacements at the Vienna International Centre, will ensure that the accessibility report commissioned by the host country is used to prioritize the necessary renovations, updates and repairs within the Common Fund. The Office will work towards creating a more inclusive and supportive culture for staff members who have disabilities and staff who have dependants with disabilities. This will specifically involve offering training on disability inclusion and organizing events to raise awareness about disability inclusion. The Office will engage with and involve persons with disabilities and their representative organizations in these efforts.

Legislative mandates

29F.7 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna	77/280	Progress towards an accountability system in the United Nations Secretariat
58/278	Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna		

Subprogramme 1
Programme planning, finance and budget

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	77/267	Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle
42/211	Implementation of General Assembly resolution 41/213		

Subprogramme 2
Human resources management

General Assembly resolutions

59/164	Improvement of the status of women in the United Nations system	77/278	Human resources management
		78/275	Amendments to the Staff Regulations and Rules
63/271	Amendments to the Staff Regulations	79/252	United Nations common system
73/281	Shifting the management paradigm in the United Nations	79/254	Administration of justice at the United Nations

Subprogramme 3
Support services

General Assembly resolutions

58/276; 58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations	58/278	Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna
		69/273	Procurement

Subprogramme 4
Information and communications technology operations

General Assembly resolutions

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	71/272 B	Special subjects relating to the programme budget for the biennium 2016–2017 (sect. III, Status of implementation of the information and communications technology strategy for the United Nations)
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters	78/243	Information and communications technology strategy

Deliverables

29F.8 Table 29F.1 lists all cross-cutting deliverables of the programme.

Table 29F.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

Evaluation activities

29F.9 An evaluation on the client support portal conducted by the United Nations Office at Vienna and completed in 2024 has guided the proposed programme plan for 2026.

29F.10 In response to the results of the evaluation referenced above, subprogramme 1 enhanced the information available on the portal and implemented a comprehensive quality management system driving continuous improvements.

29F.11 In support of multilingualism, an evaluation of the United Nations language programme within the context of the United Nations Language Framework, to be conducted by the Office, is planned for 2026.

Programme of work

Subprogramme 1
Programme planning, finance and budget

Objective

29F.12 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Strategy

29F.13 To contribute to the objective, the subprogramme will:

(a) Strengthen the monitoring of budget performance, financial management and control, and improve reporting;

(b) Provide advice, assistance, guidance and training to programme managers and administrative units of client offices on financial management and budgetary matters;

(c) Streamline financial processes and guidelines and regularly review workflow procedures to identify ways to achieve a more efficient and faster client response;

(d) Strengthen internal financial controls, monitor financial performance and risks and ensure integrity of organizational financial data;

(e) Monitor the implementation of recommendations from oversight bodies and ensure strict compliance with the Financial Regulations and Rules of the United Nations and the financial policies of the United Nations.

29F.14 The above-mentioned work is expected to result in:

(a) Improved accessibility and understanding of financial information by client offices;

(b) Increased accountability by client offices;

(c) Improved integrity of financial data;

(d) Enhanced overall management of programme budget and extrabudgetary financial resources.

Programme performance in 2024

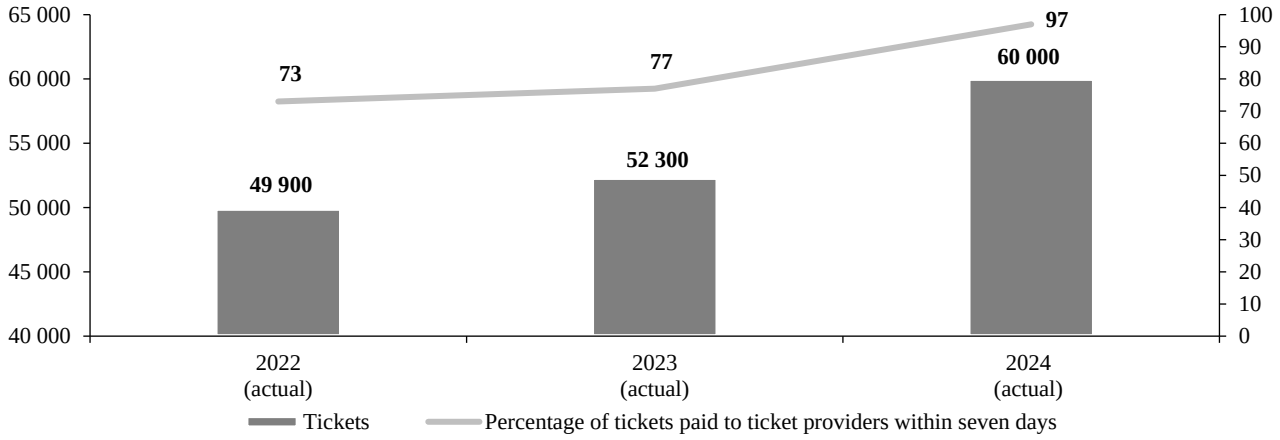
Improved efficiency in processing airline ticket invoices

29F.15 The subprogramme supports its clients in the processing and payment of airline tickets issued by 53 travel agents worldwide. The volume of ticket invoices has increased following the coronavirus disease (COVID-19) pandemic, from 21,000 in 2021 to 60,000 in 2024. To handle the increasing workload, the subprogramme undertook a systematic review to improve the efficiency of processes by analysing and resolving issues that previously hindered the automatic posting and clearing of ticket invoices in Umoja. Common issues included errors in trip and traveller numbers, delays in ticket issuance or exchange rate variations, causing costs to exceed tolerance levels.

29F.16 As a result, the subprogramme successfully managed the increased volume of ticket invoices within existing capacities while increasing timely and accurate processing. This improvement has significantly reduced the number of automatic posting exceptions requiring manual intervention by client offices and expediting payments to ticket providers. In 2024, 85 per cent of airline ticket invoices were processed automatically without exception, compared with 60 per cent in 2022, leading to faster payments to ticket providers, with 97 per cent of ticket providers of the United Nations Office at Vienna being paid within 7 calendar days in 2024, compared with 73 per cent in 2022.

29F.17 Progress towards the objective is presented in the performance measure below (see figure 29F.I).

Figure 29F.I
Performance measure: average payment processing time of provider invoices and volume of tickets (annual)



Planned results for 2026

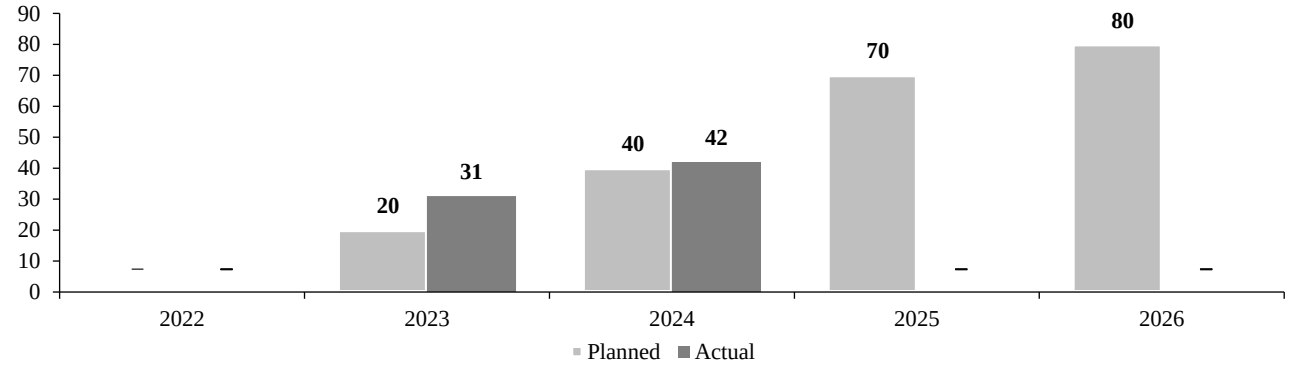
Result 1: improved stewardship of resources

Programme performance in 2024 and target for 2026

29F.18 The subprogramme's work contributed to the certification of an additional 11 staff members, for a cumulative total of 42, from substantive offices as focal points in budgetary and accounting matters and the financial regulations and rules of the organization, which exceeded the planned target of 40.

29F.19 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29F.II).

Figure 29F.II
Performance measure: number of substantive staff certified as focal points in budgetary and accounting matters and the financial regulations and rules of the organization (cumulative)



Result 2: improved financial accounting and reporting through implementation of IPSAS 47: Revenue

Programme performance in 2024 and target for 2026

29F.20 The subprogramme's work contributed to clients having access to entity-specific policies and adopting revised procedures for the implementation of International Public Sector Accounting Standards (IPSAS) 47: Revenue, on the basis of guidance developed by the Task Force on Accounting Standards, which met the planned target.

29F.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29F.2).

Table 29F.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	System-wide policy guidance on IPSAS 47 established	Clients have access to entity-specific policies and adopt revised procedures on the basis of system-wide guidance	90 per cent of clients' donor agreements assessed for accounting treatment under IPSAS 47, ensuring readiness for transition in 2026	100 per cent implementation of IPSAS 47 across all client entities, ensuring compliance and enhanced reporting transparency

Result 3: reduced unresolved financial issues in field offices

Proposed programme plan for 2026

29F.22 Effective financial management in field offices is critical to ensuring accountability and the proper use of donor funding. Field offices face recurring challenges, including high staff turnover, physical distance and time difference from headquarters, resulting in delays in resolving financial issues, which affect the closure of expired grants and the management of open accounting items.

Lessons learned and planned change

29F.23 The lesson for the subprogramme was that generalized support to field offices does not adequately address their unique challenges. In applying the lesson, the subprogramme will provide customized reports and dashboards, tailored support and knowledge-sharing updates designed to support local financial management and improve issue resolution. This will enable the more effective and timely resolution of financial issues and enhance stewardship of resources.

29F.24 Expected progress towards the objective is presented in the performance measure below (see table 29F.3).

Table 29F.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Field offices face inefficiencies due to staff being unclear on policies, procedures and focal points in headquarters Financial Resources Management Service	Field offices' staff are equipped with clear guidance and are actively supported by the technical team for complex issues	Reduction in open accounting items by 20 per cent due to improved capacity of field offices' staff in financial management

Deliverables

29F.25 Table 29F.4 lists all deliverables of the subprogramme.

Table 29F.4
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Consolidated budget for UNODC for the biennium	–	–	1	–
2. Performance report for UNODC for the biennium	1	1	–	1
3. Annual financial report and audited financial statements for UNODC	1	1	1	1
E. Enabling deliverables				
Administration: financial management, including risk management and internal control, preparation and implementation of budgets and other resource proposals; management of approximately 2,600 posts; financial reporting and accounting, including 1,700 donor reports; cash and revenue management; cost recovery; issuance of 26,200 UNDP financial authorizations, payments, payroll and disbursements for 1,760 staff members; administration of 13,700 banking details for business partners; guidance and advice on all financial matters; management of after-service health insurance claims for 800 beneficiaries; and management of 7,300 grants.				

Subprogramme 2
Human resources management

Objective

29F.26 The objective, to which this subprogramme contributes, is to ensure the attraction, development and retention of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographical representation, inclusivity and gender balance.

Strategy

29F.27 To contribute to the objective, the subprogramme will:

(a) Foster and reinforce an enabling working environment for its clients with regard to service delivery, talent management and organizational culture, through human resources services to clients in Vienna and in UNODC field offices;

(b) Implement talent outreach and attraction initiatives to enhance gender equality, geographical representation and disability inclusion;

(c) Support personnel through talent development initiatives and promoting workplace flexibility;

(d) Reinforce a culture of zero tolerance against prohibited conduct, including through the implementation of multiple initiatives of the United Nations System Chief Executives Board for Coordination.

29F.28 The above-mentioned work is expected to result in improved staff engagement, motivation, productivity and well-being, thereby contributing to the delivery of the Organization’s mandates.

Programme performance in 2024

Staff benefits and entitlements made simple

29F.29 Ensuring staff have a clear understanding of their entitlements and benefits is critical to fostering a supportive work environment, reducing administrative errors and enhancing overall satisfaction. The subprogramme actively contributed to enhancing staff awareness related to entitlements and benefits

and introduced a targeted video initiative in 2024. The initiative consisted of five informative videos covering the following five topics: (a) flexible working arrangements; (b) education grant; (c) rest and recuperation; (d) danger pay; and (e) home leave. The videos were carefully designed to address common challenges that staff members face and were published on the internal client support portal. The videos provide concise, accessible and clear explanations of entitlement processes for staff members, with 91 per cent of staff respondents to a client satisfaction survey who watched one of the videos indicating that they found them helpful.

29F.30 Progress towards the objective is presented in the performance measure below (see table 29F.5).

Table 29F.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Staff found the entitlement processes easier to understand and were more satisfied with the support provided, leading to a decrease in submission errors and improved processing times

Planned results for 2026

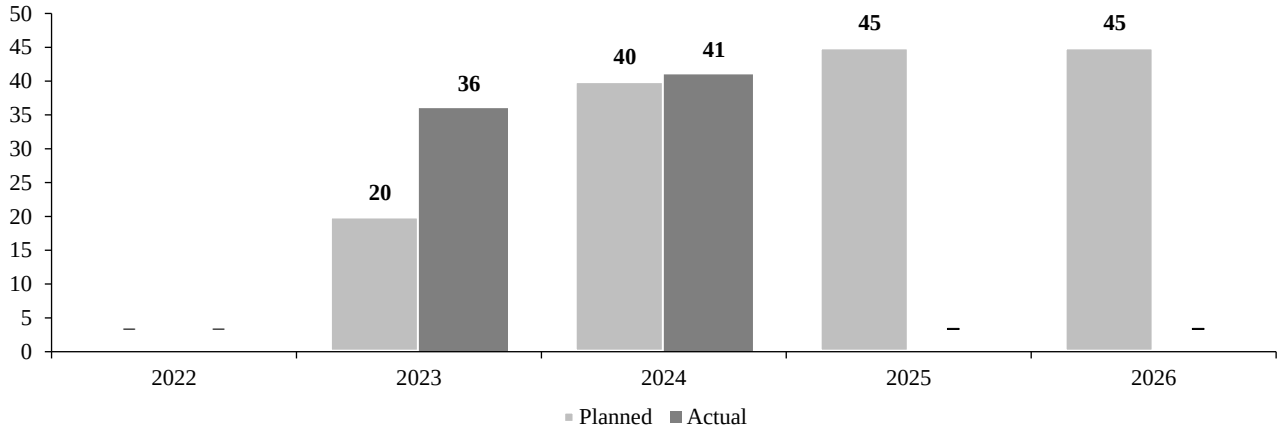
Result 1: an agile organization with a culture of learning and innovation

Programme performance in 2024 and target for 2026

29F.31 The subprogramme's work contributed to a culture of learning and innovation, with 41 clients out of 43 reporting improved confidence in applying innovative approaches to their work, which exceeded the planned target of 40 clients.

29F.32 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29F.III).

Figure 29F.III
Performance measure: number of clients reporting improved confidence in applying innovative approaches to their work (annual)



Result 2: towards inclusion of persons with disabilities in the workforce

Programme performance in 2024 and target for 2026

29F.33 The subprogramme's work contributed to staff exit surveys showing that persons with disabilities do not report higher dissatisfaction than the general staff body or dissatisfaction resulting from their disability status. They further indicated that no disability-related items were among the reasons for leaving, and physical and mental health issues were among the least relevant reasons to leave the organization, with persons with disabilities reporting satisfaction and well-being levels comparable to those of the general staff body, which met the planned target.

29F.34 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29F.6).

Table 29F.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Network of persons with disabilities established	Election of the first executive committee of the network of persons with disabilities	Persons with disabilities do not report higher levels of dissatisfaction than the general staff body, nor do they report dissatisfaction specifically related to their disability status	The United Nations Office at Vienna achieves "meets requirements" rating for indicator 14, "capacity development for staff", of the United Nations Disability Inclusion Strategy	The United Nations Office at Vienna increases its attractiveness as an employer for persons with disabilities by achieving "meets requirements" rating for indicator 13, "employment", and 14, "capacity development for staff" of the United Nations Disability Inclusion Strategy

Result 3: clients are informed and aware of all relevant human resources policies and developments

Proposed programme plan for 2026

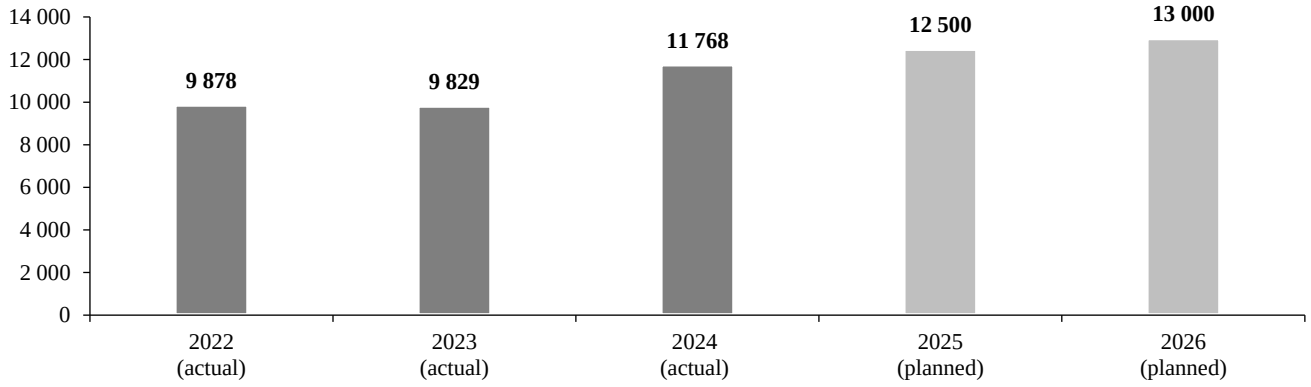
29F.35 Readily available access to timely, updated and relevant human resources information is essential for enhancing engagement, ensuring compliance, supporting talent development and contributing to a positive workplace environment, thus facilitating effective delivery of the Organization's mandates. To support this, the subprogramme publishes a monthly human resources newsletter aimed at keeping staff and personnel consistently informed and aware of relevant human resources updates.

Lessons learned and planned change

29F.36 The lesson for the subprogramme was derived from the data gathered in the 2024 client satisfaction survey, where only 60 per cent of respondents indicated that they read the newsletter. In applying this lesson, the subprogramme will focus on increasing readership among its clients. This will be achieved by implementing a more engaging format, publishing on the first working day of each month to establish a routine and generate anticipation. The structure will be redesigned to be concise, prioritizing relevant information, and will include quick links to the client support portal. In addition, it will feature information for hiring managers on gender parity and geographical diversity and will adopt a personal approach by highlighting staff voices.

29F.37 Expected progress towards the objective is presented in the performance measure below (see figure 29F.IV).

Figure 29F.IV
Performance measure: number of views recorded on the human resources newsletter (annual)
(Total annual number)



Deliverables

29F.38 Table 29F.7 lists all deliverables of the subprogramme.

Table 29F.7
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Outreach programmes, special events and information materials: 25 targeted outreach programmes, including special events aligned with the system-wide strategy, information and broadcast materials, job fairs and career presentations for approximately 2,500 potential candidates.
E. Enabling deliverables
Administration: human resources services to 4,000 personnel; classification and reclassification of over 400 posts, outreach and recruitment for 380 staff posts, 2,300 non-staff engagement processes, human resources policies and legal advice; staff counselling; talent management; issuance and renewal of appointments and contracts; training on organizational and managerial competencies; facilitate access to the global orientation programme (Go2UN); medical services in collaboration with other Vienna-based entities; awareness-raising programmes on prohibited conduct and the Enabling Environment Guidelines for the United Nations System for all staff.
Internal justice and oversight: 1,000 requests for legal and policy advice to colleagues in the discharge of their official functions, and advice to senior officials and staff on the application of the Staff Regulations and Rules of the United Nations and other administrative issuances, including legal positions for administrative reviews and cases brought by staff to the Management Advice and Evaluation Section and the Office of the United Nations Ombudsman and Mediation Services; assistance in receiving, assessing and processing complaints and reports of alleged misconduct; discharging the role of the conduct and discipline focal point; awareness-raising on matters related to the administration of justice at the United Nations.

Subprogramme 3
Support services

Objective

29F.39 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, property management, travel and transportation, mail and pouch services, procurement, engagement of implementing partners, commercial activities, records management and library services.

Strategy

29F.40 To contribute to the objective, the subprogramme will:

(a) Manage an effective supply chain by building on the related Umoja functionality;

(b) Implement an environmental management system in line with the United Nations Secretariat environmental policy;

(c) Continue to improve the business continuity approach through further integration with other parts of the organizational resilience management system;

(d) Provide property management services, diplomatic pouch and mail services and manage records;

(e) Provide various travel-related services, including advice, training and policy guidance;

(f) Provide process and policy guidance on engagement of implementing partners;

(g) Provide regular support to clients on changing workspace needs within the constraints of limited office space;

(h) Engage in outreach on library services.

29F.41 The above-mentioned work is expected to result in:

(a) Effective and sustainable use of United Nations property, including office space;

(b) Effective management of clients' travel resources;

(c) An effective environmental management system;

(d) Increased use of information resources contained in the library for informed decision-making by clients and Member States;

(e) Improved planning and sourcing of all goods and services;

(f) A robust business continuity plan;

(g) Timely and accurate management of documents and mail.

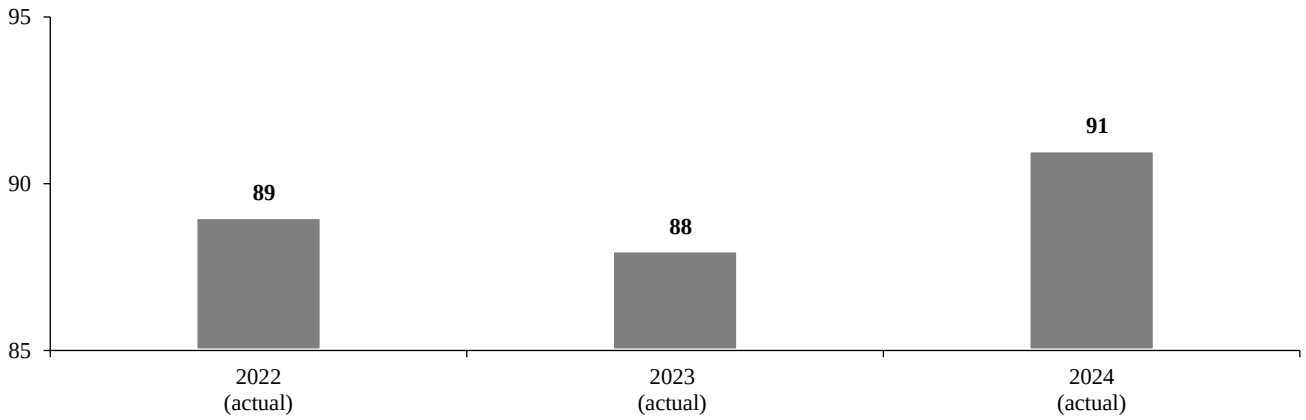
Programme performance in 2024

Improved operational efficiency in administration of travel

29F.42 The subprogramme provides travel services for the organization. Travel plays a vital role in the organization's operations, enabling personnel and meeting participants to carry out activities to deliver its mandate effectively. Significant progress has been made in ensuring that travel demands are met seamlessly and on time. In 2024, the organization processed 53,268 travel requests, exceeding the 2019 pre-pandemic level of 46,553. Notably, 68 per cent of those trips were undertaken by meeting participants, mostly experts from Member States, ensuring more active engagement and participation in key discussions and decision-making processes. This achievement underscores the organization's commitment to supporting its beneficiaries and delivering on its objectives through effective operational support.

29F.43 Progress towards the objective is presented in the performance measure below (see figure 29F.V).

Figure 29F.V
Performance measure: percentage of United Nations Office at Vienna client entities' travel requests processed in less than two days (annual)



Planned results for 2026

Result 1: improved supply chain management

Programme performance in 2024 and target for 2026

29F.44 The subprogramme's work contributed to clients gaining access to a procurement tracker, thereby increasing the up-to-date visibility of the status and costs of their procurement requests, which met the planned target.

29F.45 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29F.8).

Table 29F.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Clients have access to contract administration tracking tool for supply chain planning and contract management	Clients have increased and up-to-date visibility of the status and costs of their procurement requirements	Simplified procurement process for vendors and Tender Opening Committee members through an e-tendering platform	Virtual access for vendors and Tender Opening Committee members, with full traceability of cases in archived access

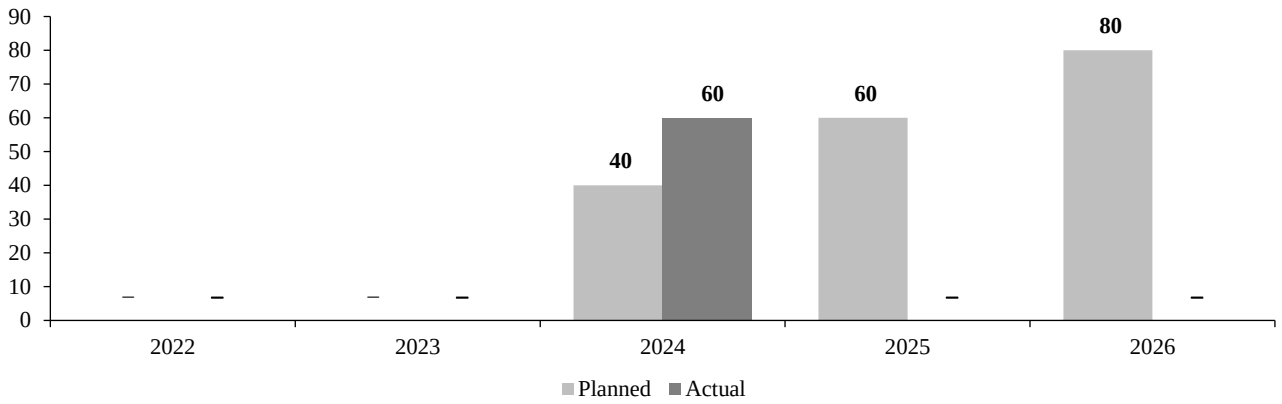
Result 2: improved monitoring of implementing partners

Programme performance in 2024 and target for 2026

29F.46 The subprogramme's work contributed to improvements in the management of external partners. Following training in four locations (Kenya, Pakistan, Panama and Thailand), 60 per cent of reports by external partners were delivered on time, which exceeded the planned target of 40 per cent.

29F.47 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29F.VI).

Figure 29F.VI
Performance measure: percentage of reports by external partners delivered on time (annual)



Result 3: a streamlined workflow for registering and distributing official correspondence

Proposed programme plan for 2026

29F.48 The subprogramme currently uses two systems for official correspondence: one for registration and one for distribution. In order to streamline the workflow and better serve both the United Nations Office at Vienna/UNODC and Member States, a new combined system is required to improve the speed and accuracy of delivery, as well as traceability.

Lessons learned and planned change

29F.49 The lesson for the subprogramme was that the method of using two independent systems was prone to errors and lacked an adequate overview of the history of registered correspondence. In addition, one of the current systems in use is a legacy system that is no longer supported. In applying the lesson, the subprogramme will develop a new system that will cover both the registration and the distribution of official correspondence. The result will be a solution that provides a comprehensive traceability of actions related to official correspondence.

29F.50 Expected progress towards the objective is presented in the performance measure below (see table 29F.9).

Table 29F.9
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Duplication of data in two independent systems	Development and testing of new streamlined system	Four client entities pilot the new system

Deliverables

29F.51 Table 29F.10 lists all deliverables of the subprogramme.

Table 29F.10
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Library services: knowledge services for 3,000 library clients; digitized official documents available online; print and electronic information resources with on-site and online access.
E. Enabling deliverables
Administration: travel arrangements (53,300), visas (360) and laissez-passer (300) for staff and meeting participants for Vienna-based United Nations Secretariat entities and more than 140 UNODC field office locations; active agreements with implementing partners (260); management and maintenance of the United Nations Office at Vienna (total footprint of approximately 16,500 square metres).
Logistics: full procurement services for 2,600 items; physical verification of 12,500 assets and equipment; monitoring of United Nations property records at the Vienna International Centre and 140 UNODC field office locations; shipment of official property, bulk consignments for conferences and removal of personal effects and related insurance requirement for staff; and mail, pouch and distribution services of around 90,000 items (or 114 tons).

Subprogramme 4
Information and communications technology operations

Objective

29F.52 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through technologies, including a coherent enterprise ICT system and enterprise architecture, access to ICT-related technological innovations and a secure, coherent and resilient technology application hosting and infrastructure landscape.

Strategy

29F.53 To contribute to the objective, the subprogramme will:

(a) Place client offices' programme objectives and business needs at the centre of decisions involving ICT service offerings and the implementation of new technologies;

(b) Support enterprise application deployments and integrate local service delivery mechanisms to avoid replication of globally available services;

(c) Strengthen security in the use of ICT and data protection through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures;

(d) Promote cloud computing through using Secretariat-wide systems contracts and increase compliance with technology standards, guidelines and methodologies by cooperating with the Office of Information and Communications Technology.

29F.54 The above-mentioned work is expected to result in:

(a) Clients having improved user experience in ICT service delivery;

(b) Conformance with global United Nations Secretariat standards and technical procedures;

(c) Clients who are empowered during the decision-making process and whose administrative and management tasks are facilitated through access to appropriate information technology tools;

(d) Reduced fragmentation of digital tools and services, with staff incorporating tools and services seamlessly into their daily business workflows with increased effectiveness, efficiency and satisfaction;

(e) Greater scalability, with systems that are more adaptable to changing needs.

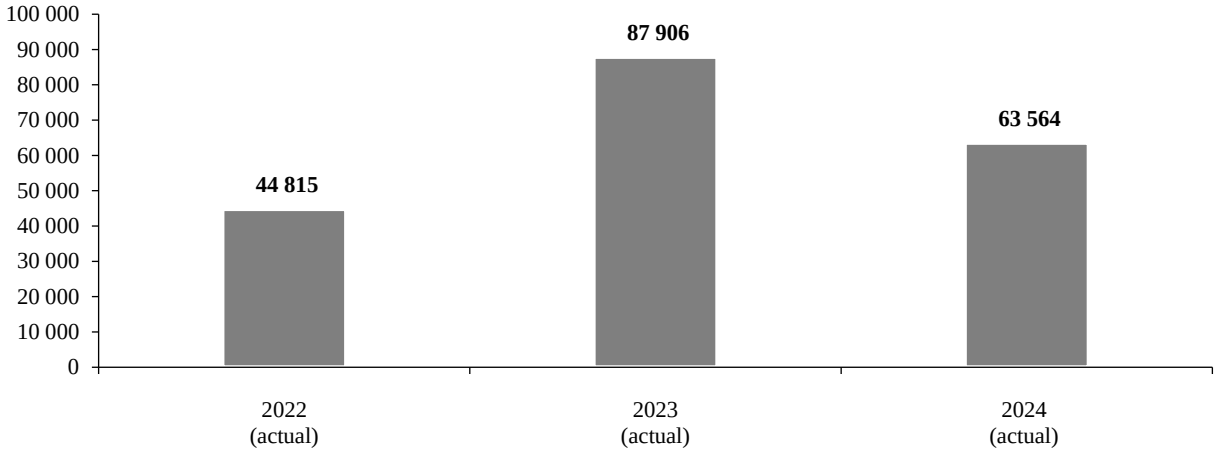
Programme performance in 2024

Improved information management across the United Nations Office at Vienna/UNODC

29F.55 The use of digital collaboration and common office tools has expanded significantly, boosting productivity and collaboration across the Organization. The United Nations Office at Vienna and UNODC experience continued growth in the volume of digital files and data, which could pose potential risks to information security, the loss of critical information and unauthorized file sharing. In response, the subprogramme established an information management champions community, bringing together 28 United Nations Office at Vienna and 61 UNODC focal points to reduce redundancies in online storage and avoid the use of outdated information. As a result, the Office and UNODC optimized online storage and strengthened information security.

29F.56 Progress towards the objective is presented in the performance measure below (see figure 29F.VII).

Figure 29F.VII
Performance measure: volume of online data storage (annual)
(Gigabytes)



Planned results for 2026

Result 1: improved information and communications technology security of the United Nations Office at Vienna and its clients

Programme performance in 2024 and target for 2026

29F.57 The subprogramme's work contributed to strengthened security maturity of field office ICT systems through dedicated security assessments of UNODC field offices in Colombia, Mexico and Senegal, as well as the UNODC Regional Centre for Combating Cybercrime, in Doha, which met the planned target.

29F.58 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 29F.11).

Table 29F.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Vienna-based ICT systems security maturity strengthened by several security maturity level assessments and addressing critical recommendations	Improved ICT security of Vienna-based ICT systems through implementation of remaining recommendations from 2022	Strengthened security maturity of field office ICT systems by dedicated security assessments of UNODC field offices in Colombia, Mexico and Senegal, as well as the UNODC Regional Centre for Combating Cybercrime, in Doha	Users comply with additional security controls, processes and procedures in both the Vienna headquarters and field offices	Complex ICT risks are mitigated by streamlining information security processes for threat hunting, vulnerability management and incident response

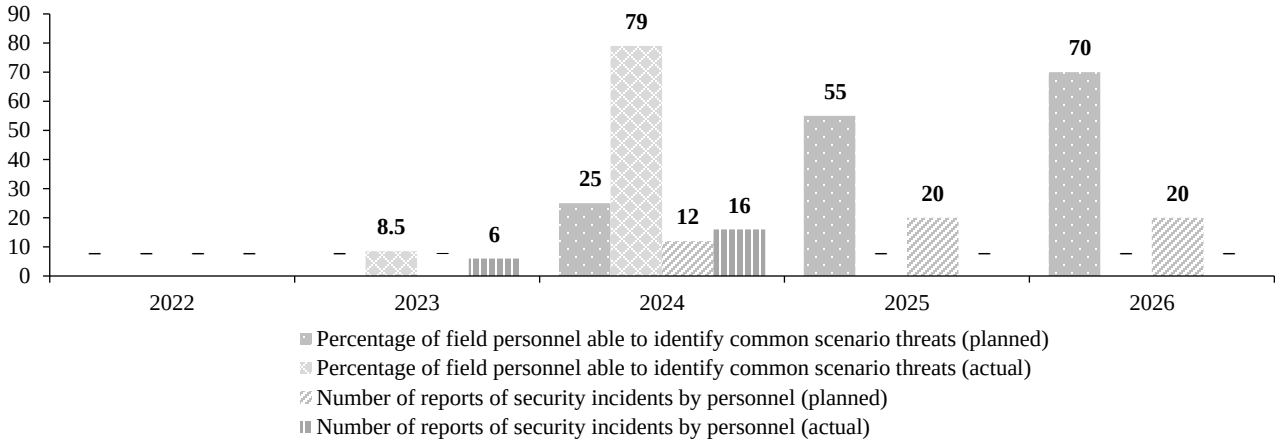
Result 2: strengthened information security in the field

Programme performance in 2024 and target for 2026

29F.59 The subprogramme's work contributed to 79 per cent of field personnel being able to identify common scenario threats and a total of 16 security incidents reported, which exceeded the planned targets of 25 per cent and 12 security incidents reported.

29F.60 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 29F.VIII).

Figure 29F.VIII
Performance measure: percentage of field personnel able to identify common scenario threats and number of reports by personnel of potential serious security incidents



Result 3: digital transformation by client entities for improved mandate delivery

Proposed programme plan for 2026

29F.61 The United Nations is only beginning to fully embrace digital opportunities. By transforming technologies, skills and processes towards digitally enabled solutions, the subprogramme can support its client entities in improving connectivity, service delivery, stakeholder collaboration and decision-making. Building on its existing capabilities, and in line with action 45 of the Pact for the

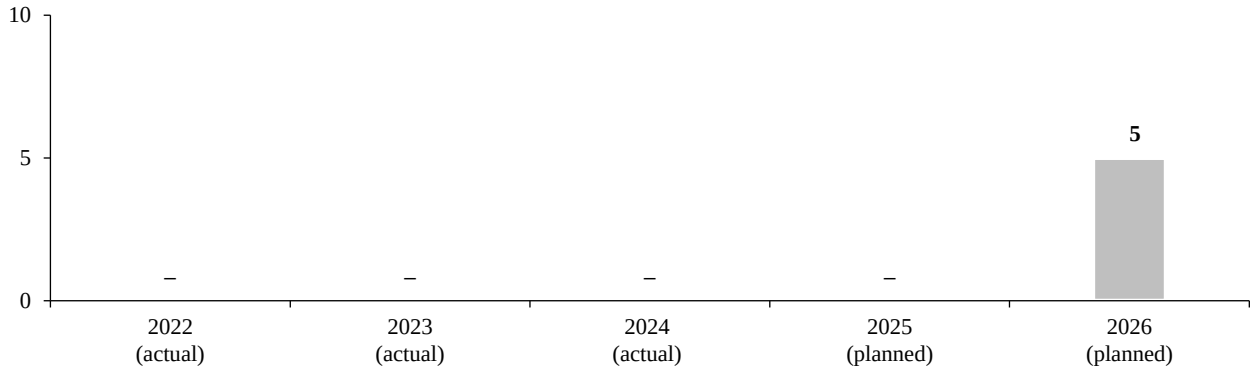
Future (see General Assembly resolution 79/1, para. 73 (a)), the subprogramme will leverage its innovation network to generate, test and scale up digital solutions to enable client entities to improve its mandate delivery.

Lessons learned and planned change

29F.62 The lesson for the subprogramme was that ensuring the success of digital transformation and innovation initiatives requires new skills, changes in work practices and routines, and a change in culture. In applying the lesson, the subprogramme will organize a series of initiatives, including training and information sessions, aimed at proactively managing the introduction and impact of new technologies and processes, enhancing adoption rates, fostering engagement and ensuring that personnel are equipped with the skills and knowledge needed to increase the effectiveness of digital transformation initiatives and, ultimately, enhance mandate delivery. To guide those efforts, in 2025, the subprogramme will develop a road map for innovation and digital transformation, providing a structure for integrating new technologies, aligning digital initiatives with strategic objectives and fostering a culture of continuous improvement.

29F.63 Expected progress towards the objective is presented in the performance measure below (see figure 29F.IX).

Figure 29F.IX
Performance measure: number of digital transformation initiatives established by client entities (cumulative)



Deliverables

29F.64 Table 29F.12 lists all deliverables of the subprogramme.

Table 29F.12
Subprogramme 4: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Information and communications technology: information security for information technology systems and data; connectivity services for remote devices; hosting services; voice, video and data communications services; operation and maintenance of existing and new application systems in a secure environment; technical support for approximately 3,000 end users; and advisory services on business solutions.

B. Proposed post and non-post resource requirements for 2026

Overview

29F.65 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 29F.13 to 29F.15.

Table 29F.13
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	10 512.4	11 093.2	–	–	216.8	216.8	2.0	11 310.0
Other staff costs	310.7	804.1	–	–	(216.8)	(216.8)	(27.0)	587.3
Hospitality	–	0.2	–	–	–	–	–	0.2
Consultants	–	7.1	–	–	–	–	–	7.1
Travel of staff	1.9	10.7	–	–	–	–	–	10.7
Contractual services	541.2	797.3	–	–	3.4	3.4	0.4	800.7
General operating expenses	814.6	926.6	–	–	–	–	–	926.6
Supplies and materials	12.9	27.3	–	–	–	–	–	27.3
Furniture and equipment	134.2	412.3	–	–	–	–	–	412.3
Grants and contributions	7 270.2	8 235.8	–	46.1	44.0	90.1	1.1	8 325.9
Other	–	–	–	–	–	–	–	–
Total	**19 598.1**	**22 314.6**	–	**46.1**	**47.4**	**93.5**	**0.4**	**22 408.1**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 29F.14
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	83	1 D-2, 1 D-1, 4 P-5, 5 P-4, 6 P-3, 3 P-2/1, 6 GS (PL), 57 GS (OL)
Conversion from general temporary assistance	2	1 GS (OL) under subprogramme 3 and 1 GS (OL) under subprogramme 4
Proposed for 2026	85	1 D-2, 1 D-1, 4 P-5, 5 P-4, 6 P-3, 3 P-2/1, 6 GS (PL), 59 GS (OL)

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

Table 29F.15
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	5	–	–	–	–	5
P-3	6	–	–	–	–	6
P-2/1	3	–	–	–	–	3
Subtotal	**20**	**–**	**–**	**–**	**–**	**20**
General Service and related						
GS (PL)	6	–	–	–	–	6
GS (OL)	57	–	–	2	2	59
Subtotal	**63**	**–**	**–**	**2**	**2**	**65**
Total	**83**	**–**	**–**	**2**	**2**	**85**

29F.66 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 29F.16 to 29F.18 and figure 29F.X.

29F.67 As shown in tables 29F.16 (1) and 29F.17 (1), the overall resources proposed for 2026 amount to $22,408,100, reflecting a net increase of $93,540 (or 0.4 per cent) compared with the approved budget for 2025. Resource changes result from new and expanded mandates and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29F.16
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Executive direction and management	538.3	438.9	–	–	–	–	–	438.9
B. Programme of work								
1. Programme planning, finance and budget	2 362.6	2 656.7	–	–	–	–	–	2 656.7
2. Human resources management	3 376.6	3 375.7	–	–	44.0	44.0	1.3	3 419.7
3. Support services	10 508.4	12 468.2	–	46.1	–	46.1	0.4	12 514.3
4. Information and communications technology operations	2 812.2	3 375.1	–	–	3.4	3.4	0.1	3 378.5
Subtotal, B	**19 059.8**	**21 875.7**	–	**46.1**	**47.4**	**93.5**	**0.5**	**21 969.2**
Subtotal, 1	**19 598.1**	**22 314.6**	–	**46.1**	**47.4**	**93.5**	**0.5**	**22 408.1**

(2) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	476.0	503.7	(17.1)	(3.4)	486.6
B. Programme of work					
1. Programme planning, finance and budget	5 805.1	6 635.5	(325.3)	(4.9)	6 310.2
2. Human resources management	3 785.0	4 373.4	(45.6)	(1.0)	4 327.8
3. Support services	5 405.0	6 601.6	7.4	0.1	6 609.0
4. Information and communications technology operations	8 184.7	10 729.9	(2 230.0)	(20.8)	8 499.9
Subtotal, B	**23 179.8**	**28 340.4**	**(2 593.5)**	**(9.2)**	**25 746.9**
Subtotal, 2	**23 655.8**	**28 844.1**	**(2 610.6)**	**(9.1)**	**26 233.5**
Total (1+2)	**43 253.9**	**51 158.7**	**(2 517.1)**	**(4.9)**	**48 641.6**

Table 29F.17

Overall: proposed posts for 2026 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	2	–	–	–	–	2
B. Programme of work						
1. Programme planning, finance and budget	17	–	–	–	–	17
2. Human resources management	18	–	–	–	–	18
3. Support services	29	–	–	1	1	30
4. Information and communications technology operations	17	–	–	1	1	18
Subtotal, B	**81**	**–**	**–**	**2**	**2**	**83**
Subtotal, 1	**83**	**–**	**–**	**2**	**2**	**85**

(2) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Programme planning, finance and budget	39	–	39
2. Human resources management	22	–	22
3. Support services	19	–	19
4. Information and communications technology operations	10	–	10
Subtotal, B	**90**	**–**	**90**
Subtotal, 2	**90**	**–**	**90**
Total (1+2)	**173**	**2**	**175**

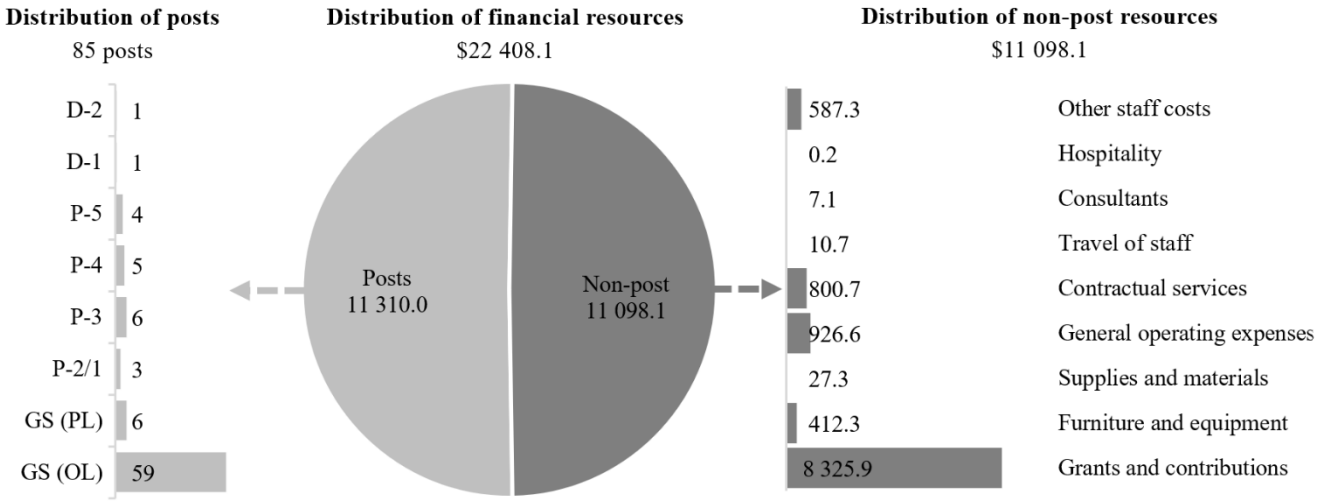
Table 29F.18
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	10 512.5	11 093.2	–	–	216.8	216.8	2.0	11 310.0
Non-post	9 085.6	11 221.4	–	46.1	(169.4)	(123.3)	(0.9)	11 098.1
Total	**19 598.1**	**22 314.6**	**–**	**46.1**	**47.4**	**93.5**	**0.4**	**22 408.1**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		63	–	–	2	2	3.2	65
Total		**83**	**–**	**–**	**2**	**2**	**2.4**	**85**

Figure 29F.X
Distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

New and expanded mandates

29F.68 As shown in table 29F.16 (1), resource changes reflect an increase of $46,100, as follows:

Subprogramme 3, Support services (increase of $46,100). This increase relates to additional requirements under grants and contributions pursuant to General Assembly resolutions 79/234 and 79/243.

Other changes

29F.69 As shown in table 29F.16 (1), resource changes reflect a net increase of $47,400, as follows:

(a) **Subprogramme 2, Human resources management** (increase of $44,000). An increase under grants and contributions reflects the higher cost of the joint medical services at the Vienna International Centre, which are managed by the IAEA under common services arrangements;

(b) **Subprogramme 3, Support services** (no change). An increase under post costs ($108,400) is offset by a decrease under other staff costs ($108,400) relating to the proposed cost-neutral conversion of a temporary position of Library Assistant (GS (OL)) to a post (see annex II);

(c) **Subprogramme 4, Information and communications technology operations** (increase of $3,400):

(i) An increase under post costs ($108,400) is offset by a decrease under other staff costs ($108,400) relating to the proposed cost-neutral conversion of a temporary position of Programme Management Assistant (GS (OL)) to a post (see annex II);

(ii) An increase under contractual services ($3,400) reflects higher rates for ICT.

Extrabudgetary resources

29F.70 As reflected in tables 29F.16 (2) and 29F.17 (2), extrabudgetary resources amount to $26,233,500. The resources would complement regular budget resources and would be used mainly to provide for 90 posts (58 GS (OL), 4 GS (PL), 4 P-2 or P-1, 14 P-3, 8 P-4 and 2 D-1) to perform the functions of implementing activities related to overall coordination and business transformation, as well as providing indirect support to the extrabudgetary activities of UNODC, the Office for Outer Space Affairs and the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory. The anticipated reduction of $2,610,600 takes into account the adjusted level of cost-recovery activities expected in 2026, mainly in the area of information technology.

29F.71 The extrabudgetary resources under the present section are subject to the oversight of the United Nations Office at Vienna in accordance with the delegated authority from the Secretary-General.

Executive direction and management

29F.72 The executive direction and management component comprises the Office of the Director of the Division for Management.

29F.73 The main responsibilities of the executive direction and management component include the provision of leadership and direction regarding the management of administrative, conference and related services for United Nations entities located in Vienna.

29F.74 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the United Nations Office at Vienna and UNODC are integrating environmental management practices into their operations. Since 2020, the Vienna-based organizations of the United Nations common system have started to renew entrances, replaced existing air curtains and upgraded or refurbished all elevator cabins. While some of these projects have been completed in parts of the compound, they are still ongoing in others, will continue throughout 2026 and beyond, and will result in a further reduction in the environmental impact of the Vienna International Centre as they will increase energy efficiency. Moreover, the Centre is powered by carbon-neutral electricity from 100 per cent renewable resources.

29F.75 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29F.19. Compliance rates continued to be monitored through a tailor-made mission travel request application, and awareness-raising sessions were held with staff to boost compliance rates.

Table 29F.19
Compliance rate
(Percentage)

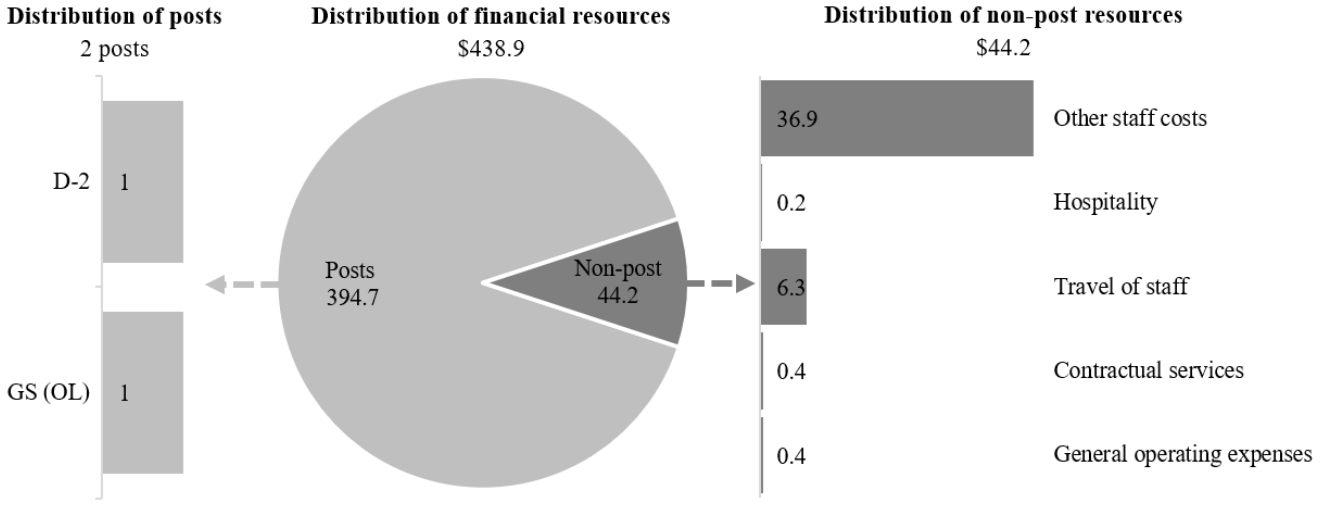
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	71	73	77	100	100

29F.76 The proposed regular budget resources for 2026 amount to $438,900 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29F.20 and figure 29F.XI.

Table 29F.20
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	512.2	394.7	–	–	–	–	–	394.7
Non-post	26.1	44.2	–	–	–	–	–	44.2
Total	**538.3**	**438.9**	**–**	**–**	**–**	**–**	**–**	**438.9**
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		1	–	–	–	–	–	1
Total		**2**	**–**	**–**	**–**	**–**	**–**	**2**

Figure 29F.XI
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

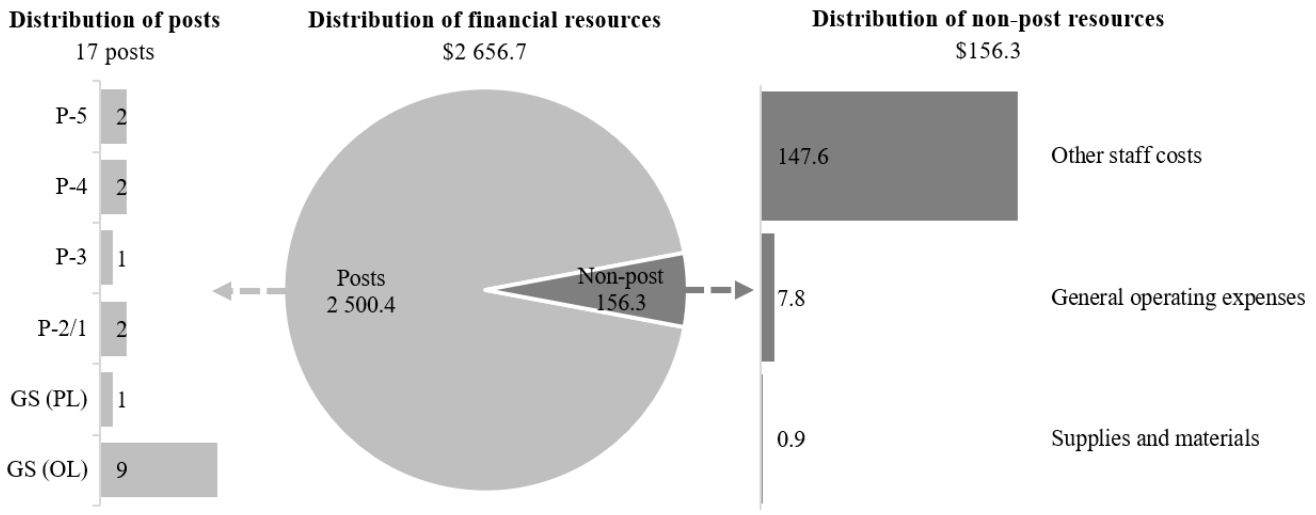
Subprogramme 1
Programme planning, finance and budget

29F.77 The proposed regular budget resources for 2026 amount to $2,656,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 29F.21 and figure 29F.XII.

Table 29F.21
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 333.0	2 500.4	–	–	–	–	–	2 500.4
Non-post	29.6	156.3	–	–	–	–	–	156.3
Total	**2 362.6**	**2 656.7**	**–**	**–**	**–**	**–**	**–**	**2 656.7**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		10	–	–	–	–	–	10
Total		**17**	**–**	**–**	**–**	**–**	**–**	**17**

Figure 29F.XII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



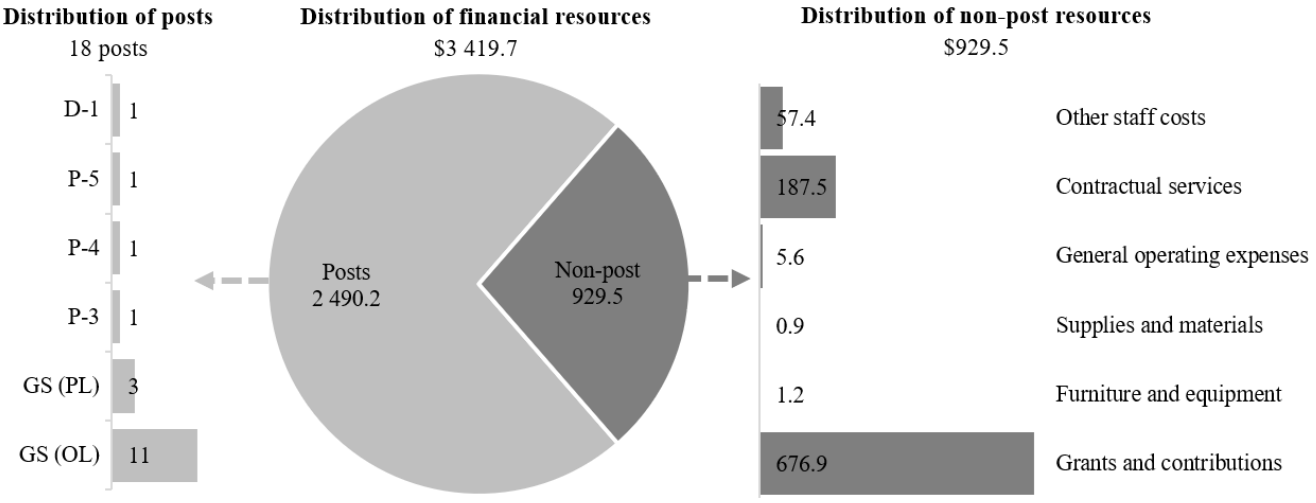
Subprogramme 2
Human resources management

29F.78 The proposed regular budget resources for 2026 amount to $3,419,700 and reflect a net increase of $44,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 29F.69 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29F.22 and figure 29F.XIII.

Table 29F.22
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 576.2	2 490.2	–	–	–	–	–	2 490.2
Non-post	800.4	885.5	–	–	44.0	44.0	5.0	929.5
Total	**3 376.6**	**3 375.7**	**–**	**–**	**44.0**	**44.0**	**1.3**	**3 419.7**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		14	–	–	–	–	–	14
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 29F.XIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Subprogramme 3
Support services

29F.79 The proposed regular budget resources for 2026 amount to $12,514,300 and reflect a net increase of $46,100 compared with the approved budget for 2025. The proposed changes are explained in

paragraphs 29F.68 (a) and 29F.69 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29F.23 and figure 29F.XIV.

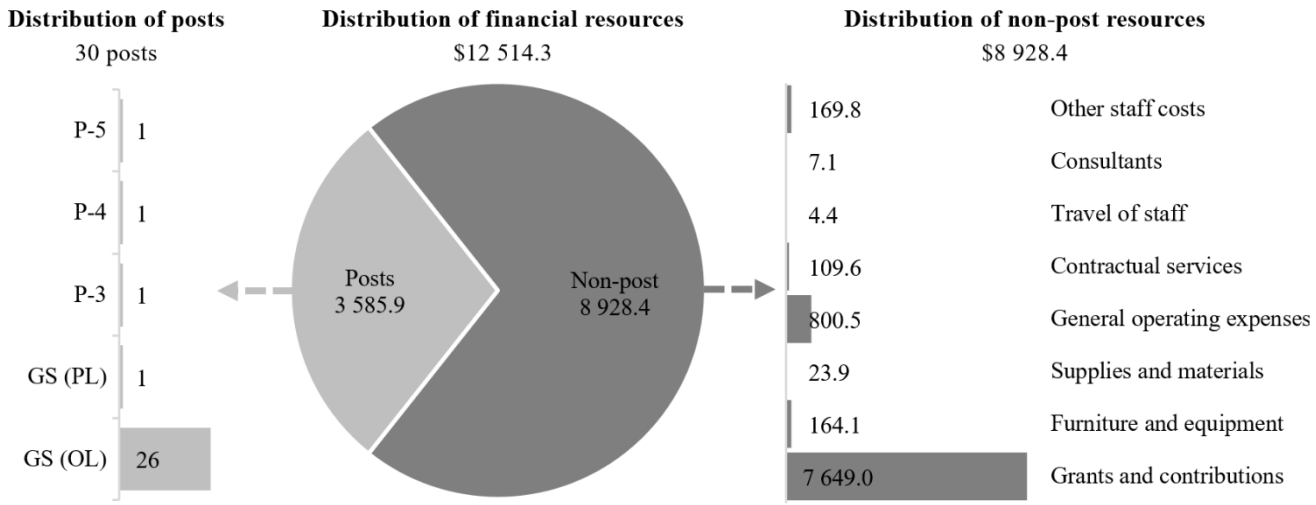
Table 29F.23
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 887.8	3 477.5	–	–	108.4	108.4	3.1	3 585.9
Non-post	7 620.6	8 990.7	–	46.1	(108.4)	(62.3)	(0.7)	8 928.4
Total	**10 508.4**	**12 468.2**	**–**	**46.1**	**–**	**46.1**	**0.5**	**12 514.3**
Post resources by category								
Professional and higher	3		–	–	–	–	–	3
General Service and related	26		–	–	1	1	3.8	27
Total	**29**		**–**	**–**	**1**	**1**	**3.4**	**30**

Figure 29F.XIV
Subprogramme 3: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Subprogramme 4
Information and communications technology operations

29F.80 The proposed regular budget resources for 2026 amount to $3,378,500 and reflect a net increase of $3,400 compared with the approved budget for 2025. The proposed changes are explained in paragraph 29F.69 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 29F.24 and figure 29F.XV.

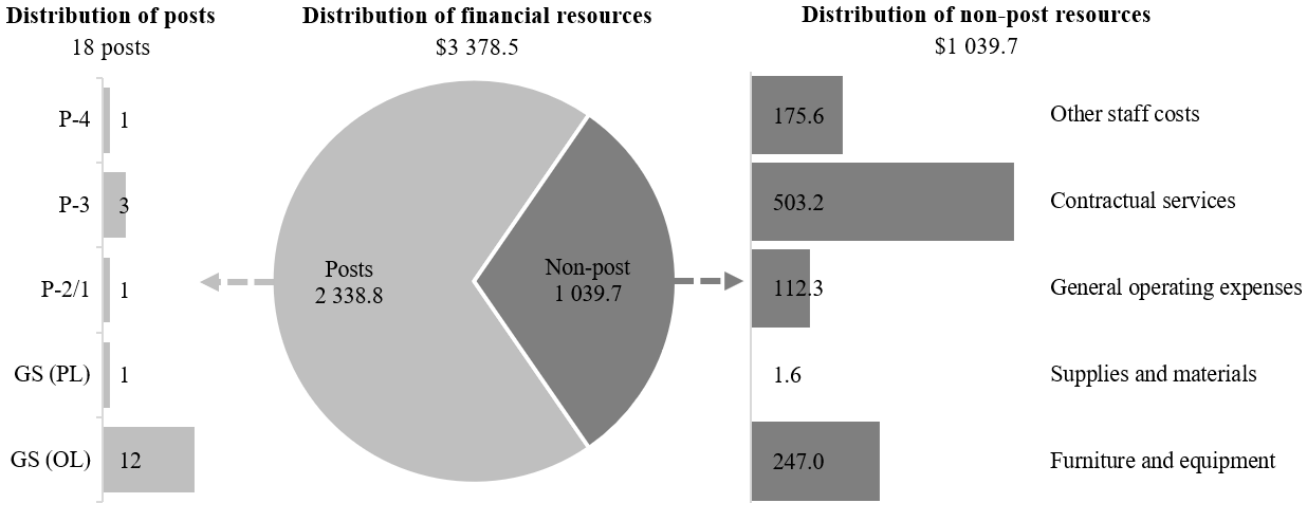
Table 29F.24
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 203.3	2 230.4	–	–	108.4	108.4	4.9	2 338.8
Non-post	608.9	1 144.7	–	–	(105.0)	(105.0)	(9.2)	1 039.7
Total	**2 812.2**	**3 375.1**	**–**	**–**	**3.4**	**3.4**	**0.1**	**3 378.5**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		12	–	–	1	1	8.3	13
Total		**17**	**–**	**–**	**1**	**1**	**5.9**	**18**

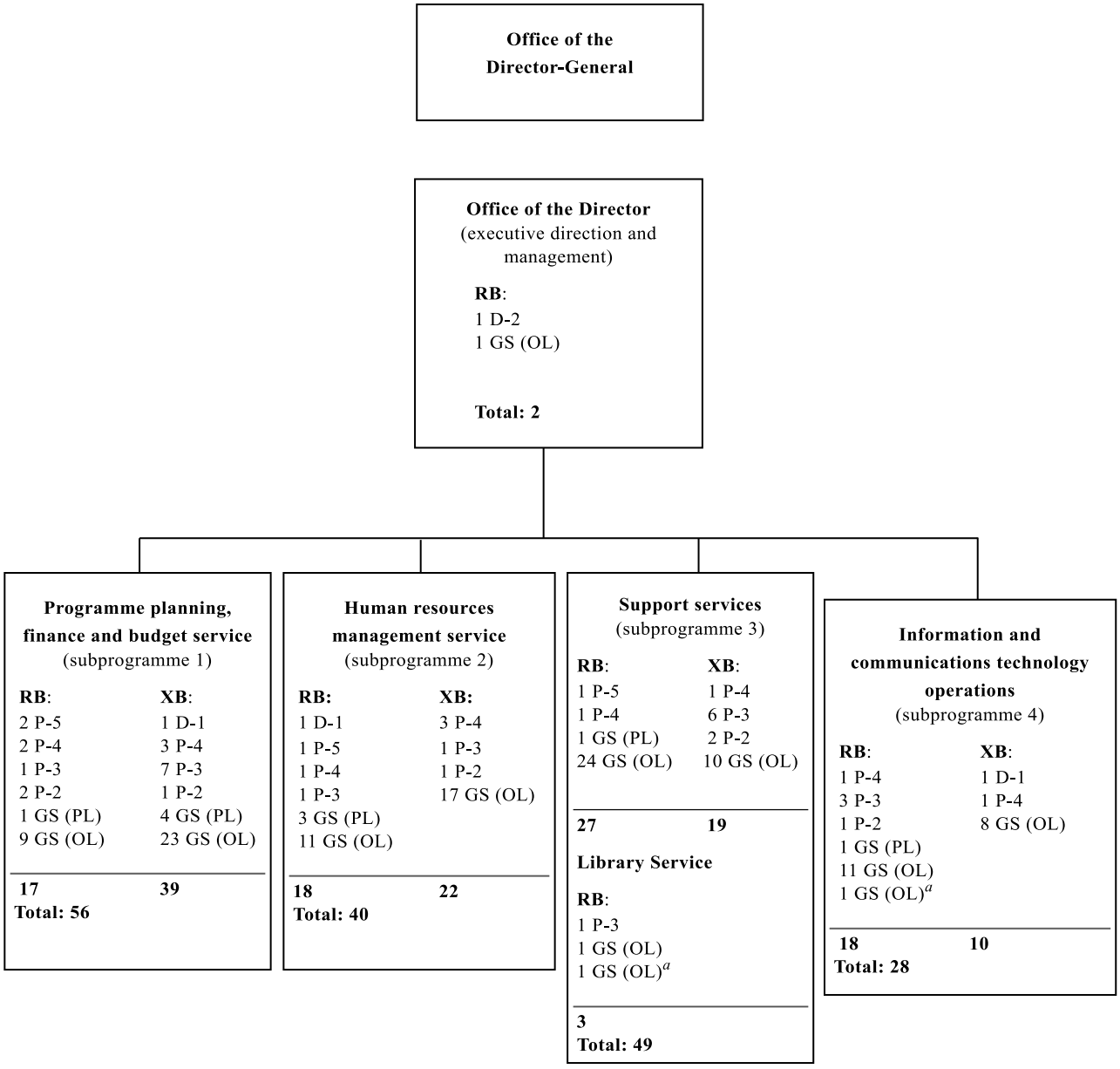
Figure 29F.XV
Subprogramme 4: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2026



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

[a] Conversion.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Subprogramme 3 Support services	1	GS (OL)	**Conversion** of one Library Assistant from temporary position to post	The temporary position of Library Assistant was established in December 2015, nearly 10 years ago, to meet the needs of the growing client base of the library, which has further expanded from 800 in 2012 to over 3,000 in 2025. The Library Assistant provides support for cataloguing projects, as well as substantive support in the form of research assistance for client offices that are working towards mandated activities, such as preparing publications and reports. Given that the outputs of the United Nations Office on Drugs and Crime (UNODC) include an average of 30 publications per year in addition to the preparations for UNODC commissions and for missions involving staff members, the requirements for library and information services are ongoing and no longer follow peak periods of activity. The position is considered essential, given that the library closed for six weeks in 2024 due to the lack of sufficient staffing.
Subprogramme 4 Information and communications technology operations	1	GS (OL)	**Conversion** of one Programme Management Assistant from temporary position to post	The temporary position of Programme Management Assistant was established in April 2013, over 10 years ago, and provides support for procurements, contract management and payment of information technology-related contracts that support the information technology infrastructure. The position coordinates all requisitioning of information technology requirements and contract management activities and manages the licences and subscriptions necessary for the functioning of the information technology infrastructure and for the provision of information technology services to staff members, delegates, international organizations and Member States. These activities are ongoing and no longer follow peak periods of activity. The position is essential owing to the increasing demand for compliance with more rigorous information and communications technology security and for compatibility with information technology standards, as well as the increasingly complex and specific nature of information technology contracts.

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

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Proposed programme budget for 2026

Programme planning

Proposed programme budget for 2026

Part IX
Internal oversight

Section 30
Internal oversight

Programme 26
Internal oversight

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

30.1 The Office of Internal Oversight Services (OIOS) is responsible for assisting the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through the provision of internal audit, inspection and evaluation, and investigation services. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 48/218 B, 54/244, 59/272, 64/263, 69/253 and 74/257. The Office will continue to maintain its operational independence in carrying out its objectives. The Independent Audit Advisory Committee provides the Office with advice to strengthen the programme's risk-based planning and budgeting.

Strategy and external factors for 2026

30.2 In support of the Secretary-General's focus on building a more sustainable and inclusive future and on reforming the Organization to better deliver against this vision, the strategy for 2026 prioritizes internal oversight coverage of the work of the Organization in the following management areas: (a) implementation of the reforms of the management, peace and security, and development pillars; (b) strengthening of organizational culture; (c) procurement and supply chain management, including management of fraud and corruption risks; (d) management of mission drawdown or transition; and (e) strengthening of the protection against retaliation (whistle-blower) system. The Office will also continue to cover the programmes and strategies of the Organization, including cross-cutting areas such as the provision of support to Member States on the achievement of the Sustainable Development Goals and the Pact for Future, as well as the implementation of the Secretary-General's strategies on gender equality, racial equality, environmental sustainability, disability inclusion and data.

30.3 Effective engagement with the senior leadership of the Organization will help the programme to identify risks to the Organization and provide timely assurance and advice on issues relating to the efficient, economical, effective and ethical management of the Organization's resources.

30.4 The Office will strengthen the delivery of its mandated activities by: (a) strengthening the use of enterprise risk management in planning internal audit and evaluation and inspection activities (subprogrammes 1 and 2); (b) enhancing the methodology for measuring the impact of audit recommendations (subprogramme 1); (c) enhancing guidance for thematic and outcome evaluations of programmes (subprogramme 2); and (d) enhancing guidance on using data analytics to improve investigation planning and the timeliness of investigations (subprogramme 3).

30.5 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will consult closely on its programme of work with the Board of Auditors and the Joint Inspection Unit and liaise, as appropriate, with relevant offices involved in the internal justice system of the Organization.

30.6 With regard to inter-agency coordination and liaison, the Office will share knowledge on good practices and innovations in oversight methodologies with the other internal oversight functions of the United Nations system through the meetings of the Representatives of Internal Audit Services of the United Nations Organizations, the United Nations Representatives of Investigative Services and the United Nations Evaluation Group.

30.7 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that the Office will have unimpeded access to the staff and records of the Organization and other required information.

30.8 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Subprogrammes 1 and 2 will cover the management of risks relating to mainstreaming a gender perspective. Subprogramme 3 will continue to implement a gender perspective in its victim-centred methodology for all investigations, including sexual exploitation and abuse and workplace sexual harassment.

30.9 In line with the United Nations Disability Inclusion Strategy, the Office will further advance disability inclusion by covering the management of risks relating to implementation of the Strategy.

Legislative mandates

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

General Assembly resolutions

48/218 B; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	72/266 A and B	Shifting the management paradigm in the United Nations
60/1	2005 World Summit Outcome	74/257	Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272, 64/263 and 69/253
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies		

Subprogramme 1
Internal audit

General Assembly resolutions

67/244 B	Financing of the International Residual Mechanism for Criminal Tribunals	79/246	Capital Master Plan

Subprogramme 2
Inspection and evaluation

General Assembly resolutions

55/231	Results-based budgeting	79/247	Programme planning

Subprogramme 3
Investigations

General Assembly resolutions

59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations	62/247	Strengthening investigations
		77/278	Human resources management

Deliverables

30.11 Table 30.1 lists all cross-cutting deliverables of the programme.

Table 30.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Report on the activities of the Office of Internal Oversight Services (Parts I and II)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**26**	**28**	**17**	**17**
Meetings of:				
2. The Fifth Committee	8	11	8	8
3. The Committee for Programme and Coordination	12	11	3	3
4. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
5. The Independent Audit Advisory Committee	4	4	4	4
C. Substantive deliverables				
Databases and substantive digital materials: comprehensive database and dashboard for monitoring the status of implementation of the approximately 1,000 open recommendations of the Office.				
E. Enabling deliverables				
Content on communications platforms, briefings and presentations on oversight activities; and refresher training to programme managers on the Office's recommendation monitoring system.				

Evaluation activities

30.12 The OIOS-commissioned quality assessment of the inspection and evaluation function (subprogramme 2, completed in 2024) has guided the proposed programme plan for 2026.

30.13 In response to the results of the quality assessment referenced above, OIOS has developed an action plan to improve areas such as work planning, the use of information and communications technology (ICT) and quality assurance.

30.14 An external quality assessment of the entire programme of OIOS is planned for 2026.

Programme of work

Subprogramme 1
Internal audit

Objective

30.15 The objective, to which this subprogramme contributes, is to improve the efficiency, economy, effectiveness and impact of the Organization's programmes, in keeping with best management practices.

Strategy

30.16 To contribute to the objective, the subprogramme will:

(a) Conduct internal audit activities to recommend improvements to key controls and processes and identify accountability issues, with a strengthened focus on providing assurance as to whether Secretariat entities have adequately and effectively implemented the new delegation of authority, as well as on the effectiveness and efficiency of programme performance monitoring and reporting and service delivery;

(b) Support the efforts undertaken by the Department of Management Strategy, Policy and Compliance to strengthen the United Nations Secretariat accountability system, through assurance and advice to the Department;

(c) Focus on data governance and data security in the use of ICT in the Organization;

(d) Strengthen annual work-planning processes by identifying and monitoring audit assignments that systematically cover United Nations cross-cutting priorities in the management, programme and strategy areas (including reforms, organization culture, procurement and supply chain, mission drawdown or transition and Sustainable Development Goal support) and take into consideration a gender perspective, disability inclusion, racism, human rights and the environment, as appropriate;

(e) Implement recommendations resulting from the quality assessment of the internal audit function.

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

(a) Strengthened accountability and transparency in the use of resources by United Nations organizations and entities;

(b) Improved risk identification and mitigation by United Nations organizations and entities;

(c) High quality of internal audit assurance provided to the Secretary-General, heads of organizations and entities and Member States on the adequacy and effectiveness of risk management and internal control systems.

Programme performance in 2024

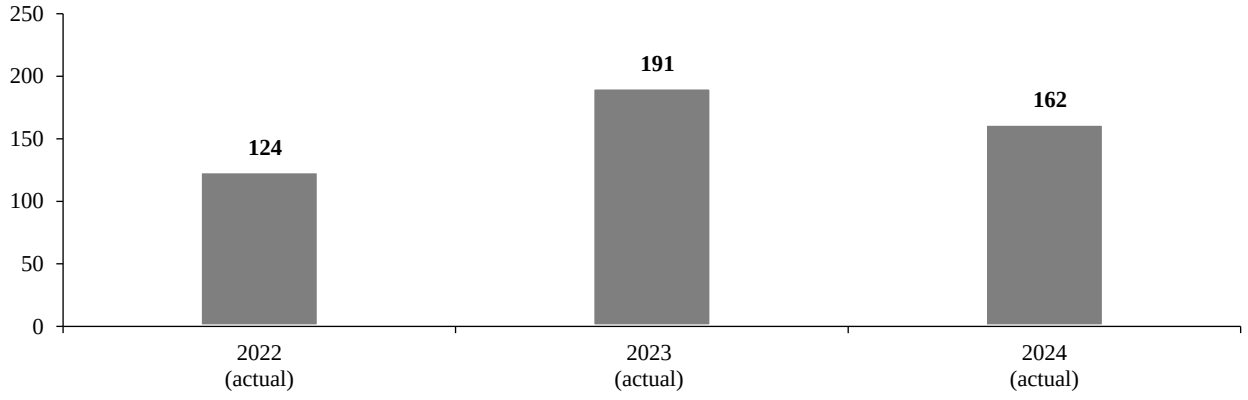
Strengthened data governance and data security in the Organization

30.18 To support the implementation of the Secretary-General's data strategy, the subprogramme continued to cover the management of information, data governance and data security in the Secretariat.

30.19 In 2024, the subprogramme conducted 22 assurance engagements covering ICT security, governance, risk management and controls. The audits resulted in 162 recommendations aimed at strengthening the governance, risk management and controls to improve the protection of information and assets and ensure the continuity of the Organization's operations.

30.20 Progress towards the objective is presented in the performance measure below (see figure 30.I).

Figure 30.I
Performance measure: number of audit recommendations accepted on data governance and data security (annual)



Planned results for 2026

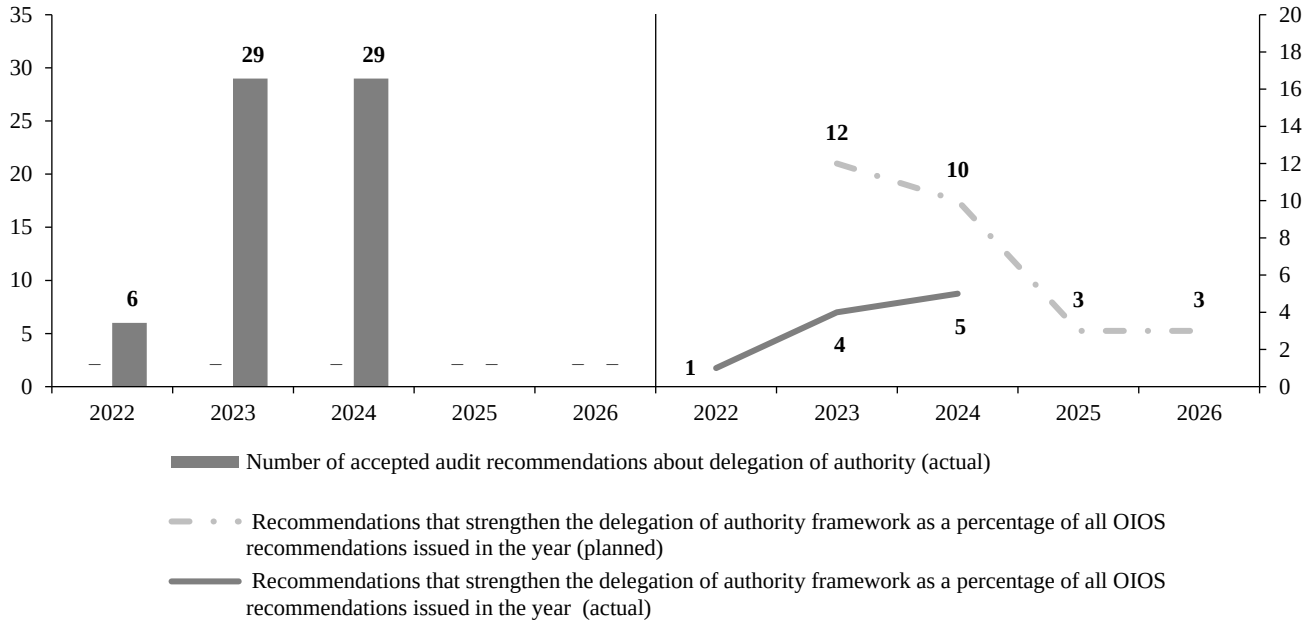
Result 1: increased accountability through transparent exercise of the delegation of authority

Programme performance in 2024 and target for 2026

30.21 The subprogramme's work contributed to the acceptance of 29 audit recommendations relating to strengthening the implementation of the delegation of authority framework, representing 5 per cent of the total recommendations accepted in 2024, which did not meet the planned target of 10 per cent. The target was not met because the subprogramme issued more recommendations than planned overall, and fewer recommendations were required on the thematic audits of the delegation of authority, evidencing more effective implementation of the framework by the Organization.

30.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 30.II).

Figure 30.II
Performance measure: audit recommendations accepted that strengthen the implementation of the delegation of authority framework in the Organization (annual)



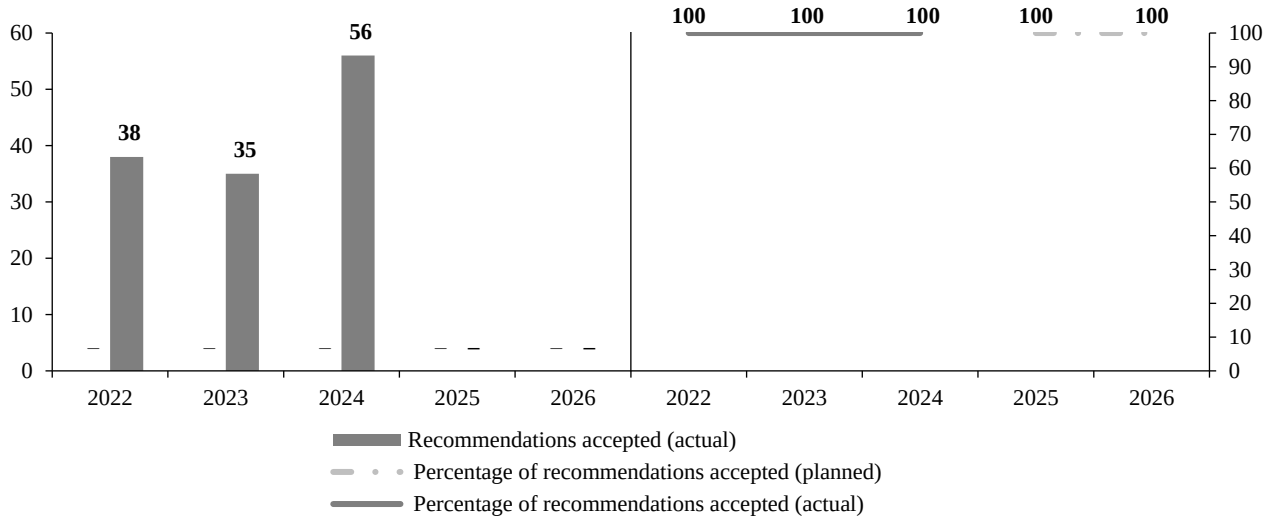
Result 2: strengthened monitoring systems to improve performance management to support programme delivery

Programme performance in 2024 and target for 2026

30.23 The subprogramme's work contributed to the issuance of 56 recommendations relating to strengthening performance management monitoring systems. All of the recommendations were accepted by the respective programme managers, which met the planned target.

30.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 30.III).

Figure 30.III
Performance measure: audit recommendations accepted that strengthen programme performance management



Result 3: enhanced delivery of United Nations mandates and programmes through strengthened organizational capabilities

Proposed programme plan for 2026

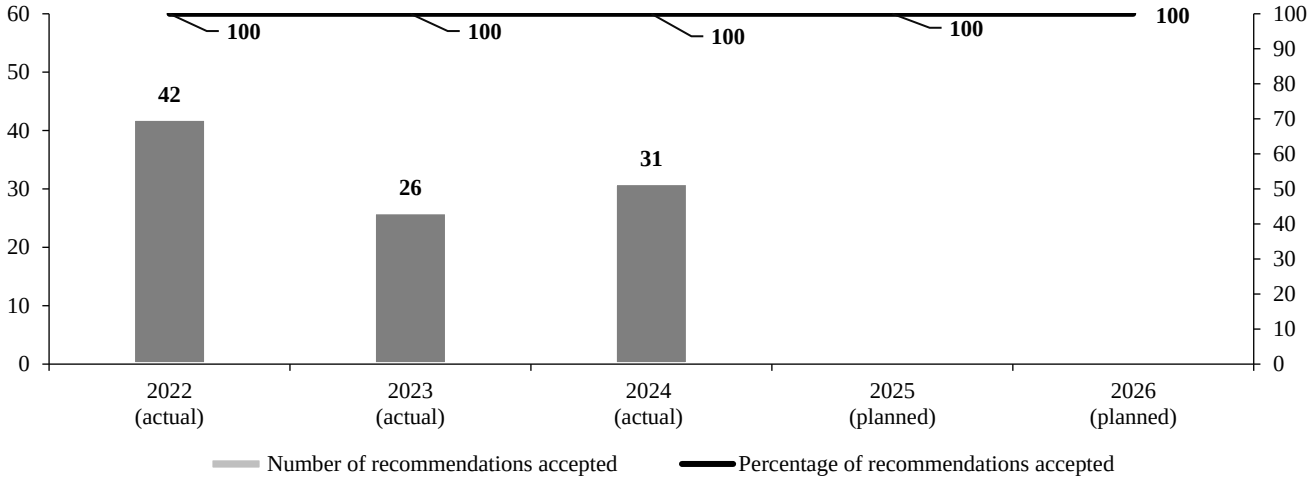
30.25 The subprogramme mainstreams assessment of the delivery of United Nations mandates and programmes, such as the support provided by the Secretariat entities to Member States on the implementation of the Sustainable Development Goals, through relevant audits and advisory assignments.

Lessons learned and planned change

30.26 The lesson for the subprogramme was that implementation of a transformed and modernized United Nations system was essential to improve support to Member States. In applying the lesson, the subprogramme will prioritize the review of implementation of approaches that enhance the work and capabilities of Secretariat entities for better programmatic and operational support to Member States, in line with action 45 of the Pact for the Future (see General Assembly resolution 79/1, para. 73 (a)), in areas such as innovation, data analytics, digital transformation, strategic foresight and behavioural science.

30.27 Expected progress towards the objective is presented in the performance measure below (see figure 30.IV).

Figure 30.IV
Performance measure: audit recommendations accepted that strengthen organizational capabilities in innovation, data analytics, digital transformation, strategic foresight and behavioural science (annual)



Deliverables

30.28 Table 30.2 lists all deliverables of the subprogramme.

Table 30.2
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**–**	**1**	**–**
1. Biennial report on procurement (resolutions 72/266 B and 74/256)	–	–	1	–
B. Generation and transfer of knowledge				
Publications (number of publications)	**150**	**113**	**140**	**140**
2. Internal audit reports (assurance and advisory)	150	113	140	140

Subprogramme 2
Inspection and evaluation

Objective

30.29 The objective, to which this subprogramme contributes, is to strengthen relevance, efficiency, effectiveness and impact in the implementation of programmes and legislative mandates of the Organization and improve decision-making, accountability and learning.

Strategy

30.30 To contribute to the objective, the subprogramme will:

(a) Focus, in conducting evaluations, on programmatic results and outcomes achieved by Secretariat entities in the areas of the peace and security, sustainable development, human rights and humanitarian assistance;

(b) Support accountability for programme improvement through the monitoring of the implementation of evaluation recommendations and their outcomes, including by conducting triennial reviews of OIOS evaluation reports;

(c) Integrate the Secretary-General's cross-cutting strategies into evaluation design and implementation;

(d) Refine its inspection and evaluation methodology and further develop and strengthen evaluation design and data collection and analysis methods;

(e) Provide evaluation methodological guidance and quality assurance support to Secretariat entities and to the wider Organization, including through collaboration with the Department of Management Strategy, Policy and Compliance, and by developing and implementing community of practice workshops, methodology seminars and other capacity-building measures;

(f) Enhance evaluation knowledge-sharing through the production of the biennial report on strengthening evaluation, as well as evaluation newsletters and evaluation synthesis reports;

(g) Support system-wide evaluation through collaboration with the United Nations Sustainable Development Group System-wide Evaluation Office.

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

(a) Increased learning and accountability of Secretariat entities towards achieving their planned programmatic outcomes;

(b) Strengthened evaluation capacity and performance, and greater use of evaluation findings to inform programme planning and the achievement of results within the Organization.

Programme performance in 2024

Enhanced systematic reflection of programme performance by the Secretary-General and Member States

30.32 The subprogramme contributed to enhancing systematic reflection on programmatic performance and results through contributions to the reports of the Secretary-General on the work of the Organization, as well as through communication to intergovernmental bodies and Member States, which provided independent and objective findings on the relevance, quality and usefulness of programme and subprogramme activities. OIOS has conducted two evaluations annually over the past three years that have contributed to that goal.

30.33 Progress towards the objective is presented in the performance measure below (see table 30.3).

Table 30.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office incorporated OIOS findings on contributions of the resident coordinator system to country-level programme coherence	Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office incorporated OIOS findings and recommendations on Development Coordination Office regional support	Report of the Secretary-General (A/79/72-E/2024/12), incorporated OIOS data on resident coordinator system support to United Nations policy advice
Department of Political and Peacebuilding Affairs report on United Nations engagement on the quota for women in Somalia elections, 2020–2022, drew from OIOS recommendations on women and peace and security to support positive outcomes for women in future elections	Office for the Coordination of Humanitarian Affairs reported OIOS findings and recommendations on coordination of humanitarian action and emergency response in briefings to donors	United Nations Human Settlements Programme (UN-Habitat) reported OIOS findings and recommendations on the UN-Habitat strategic plan in briefings to its Governing Council

Planned results for 2026

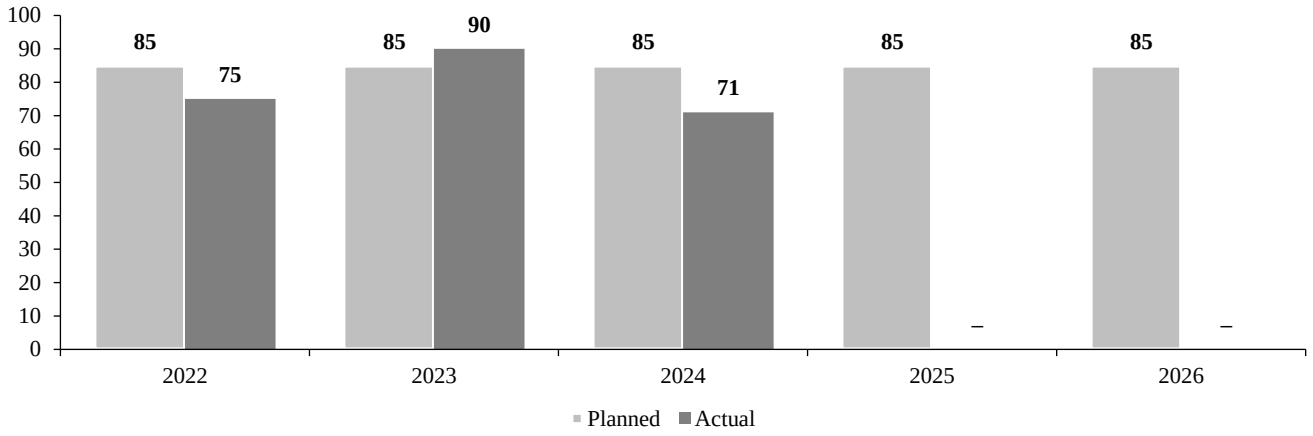
Result 1: strengthened programmatic performance and achievement of results

Programme performance in 2024 and target for 2026

30.34 The subprogramme's work contributed to 71 per cent of recommendations aimed at improving programme delivery being implemented within 24 months of issuance, which did not meet the planned target of 85 per cent. The target was not met due to changes and increased complexities in the operational environment of evaluated entities that meant that some recommendations took longer than anticipated to be fully implemented.

30.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 30.V).

Figure 30.V
Performance measure: percentage of recommendations implemented within 24 months of issuance



Result 2: strengthening the resident coordinator system

Programme performance in 2024 and target for 2026

30.36 The subprogramme's work contributed to an effective resident coordinator system through independent evaluations that examined the results achieved, identified lessons learned and made recommendations for improvement in the support that is provided by Secretariat entities in conflict-affected countries, which met the planned target.

30.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 30.4).

Table 30.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Recommendations accepted to enhance the achievement of the Sustainable Development Goals through more coherent United Nations policy advice	Recommendations accepted to ensure an effective resident coordinator system in conflict-affected countries, and leading and coordinating responses to humanitarian crises	Recommendations accepted by Development Coordination Office to improve global support for the resident coordinators	Recommendations accepted by Development Coordination Office to improve global support for the resident coordinators

Result 3: enhanced programme outcomes

Proposed programme plan for 2025

30.38 The subprogramme will enhance the performance of Secretariat entities in supporting Member States to achieve the pledges they made with the adoption in September 2024 of the Pact for the Future.

Lessons learned and planned change

30.39 The lesson for the subprogramme was the need to align its evaluation coverage with the Pact's five broad focus areas of sustainable development, international peace and security, science and technology, youth and future generations, and transforming global governance, as well as to develop

a robust approach to assessing programme performance in those five areas. In applying the lesson, the subprogramme will strengthen its work planning process to address the highest risks to non-performance in the five areas and continue to enhance its evaluation methodologies for assessing outcomes associated with Member State support on the Pact for the Future.

30.40 Expected progress towards the objective is presented in the performance measure below (see table 30.5).

Table 30.5
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	–	Strengthened programmatic performance in the five areas of the Pact for the Future through nine evaluation, inspection and synthesis reports, on: resident coordinator system support to least developed countries; the Office of Victims' Rights Advocate and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse; UNCTAD; the Department of Economic and Social Affairs; digital transformation and capacity-building modality; the transfer of mandated activities from peacekeeping to development; peacekeeping regional partnerships; peacekeeping digital transformation; and the International Residual Mechanism for Criminal Tribunals	Strengthened programmatic performance in the five areas of the Pact for the Future through nine evaluation, inspection and synthesis reports, on programmatic and cross-cutting thematic areas

Deliverables

30.41 Table 30.6 lists all deliverables of the subprogramme.

Table 30.6
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**10**	**5**	**1**	**4**
1. Evaluation reports on various programmes for the Committee for Programme and Coordination	6	–	–	–
2. Evaluation reports on various programmes for the Fifth Committee	–	1	–	–
3. Triennial reviews of the implementation of the recommendations on the evaluations of various programmes	3	3	1	3
4. Evaluation of the International Residual Mechanism for Criminal Tribunals for the Security Council	1	1	–	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**11**	**14**	**12**	**13**
5. Evaluation and inspection reports	11	14	12	13
E. Enabling deliverables				
Internal justice and oversight: advisory notes, memorandums and guidance to all Secretariat entities, including training programmes.				

Subprogramme 3
Investigations

Objective

30.42 The objective, to which this subprogramme contributes, is to enhance accountability and ethical behaviour within the Organization.

Strategy

30.43 To contribute to the objective, the subprogramme will:

(a) Receive and record all complaints of possible violations of United Nations regulations, rules and pertinent administrative policies, and decide whether they warrant OIOS investigation or some other action;

(b) Investigate reports of possible violations of United Nations regulations, rules and pertinent administrative policies;

(c) Enable prevention of and response to complaints of misconduct, including: (i) sexual misconduct, including sexual exploitation and abuse, as well as sexual harassment; and (ii) fraud and corruption, including procurement fraud and medical insurance fraud;

(d) Support the investigative capacity and capability of: (i) members of troop contingents who are responsible for undertaking investigations into misconduct; and (ii) officials who are responsible for the appointment of investigative panels or entities into misconduct.

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

(a) Improved ability of the Secretary-General and his delegates to make appropriate decisions on jurisdictional or disciplinary action or corrective measures;

(b) Improved ability of United Nations entities to identify and address misconduct;

(c) Improved detection of issues and better control of risks such as sexual exploitation and abuse, sexual harassment, racial discrimination, fraud and corruption.

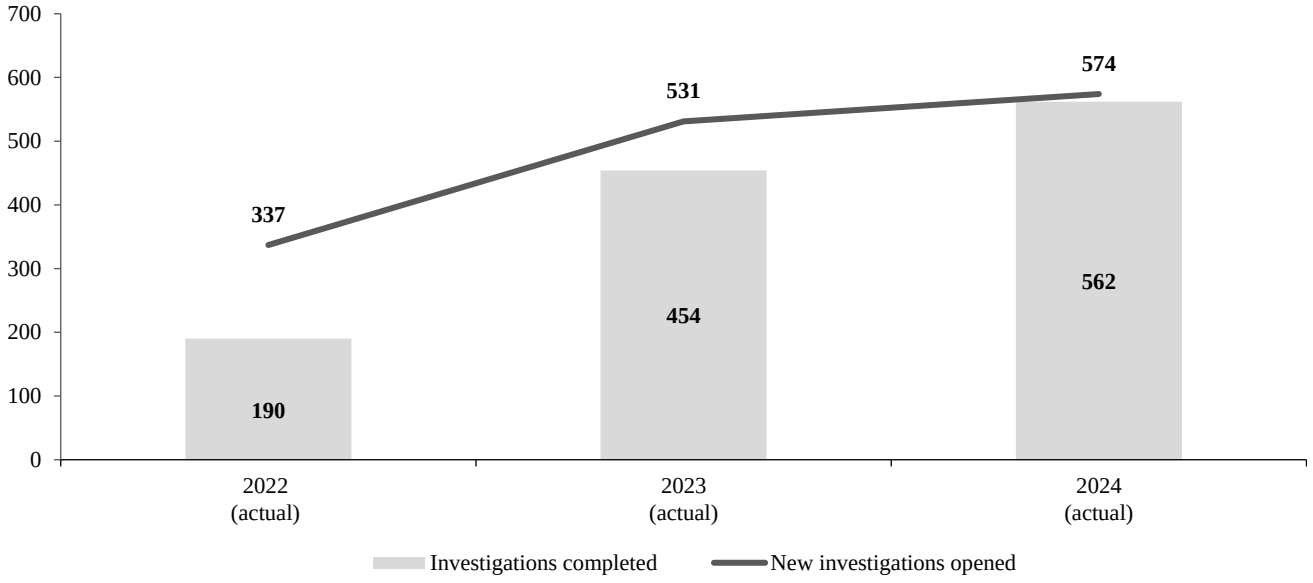
Programme performance in 2024

Strengthening the Organization's ability to protect its resources and hold its personnel accountable by responding to all allegations of misconduct

30.45 The subprogramme saw a continued growth in the number of allegations of misconduct reported to OIOS, including, for example, relating to prohibited conduct (which includes racism and racial discrimination), entitlement fraud and sexual abuse. This resulted in a parallel increase in the number of investigations opened by OIOS and in the number of investigations completed that inform subsequent corrective action by the Organization to protect its financial and human resources and hold its personnel accountable. In 2024, the subprogramme completed 562 investigations and opened 574 new investigations.

30.46 Progress towards the objective is presented in the performance measure below (see figure 30.VI).

Figure 30.VI
Performance measure: number of allegations of misconduct addressed through investigations (annual)



Planned results for 2026

Result 1: strengthened response to misconduct through improved timeliness of investigations

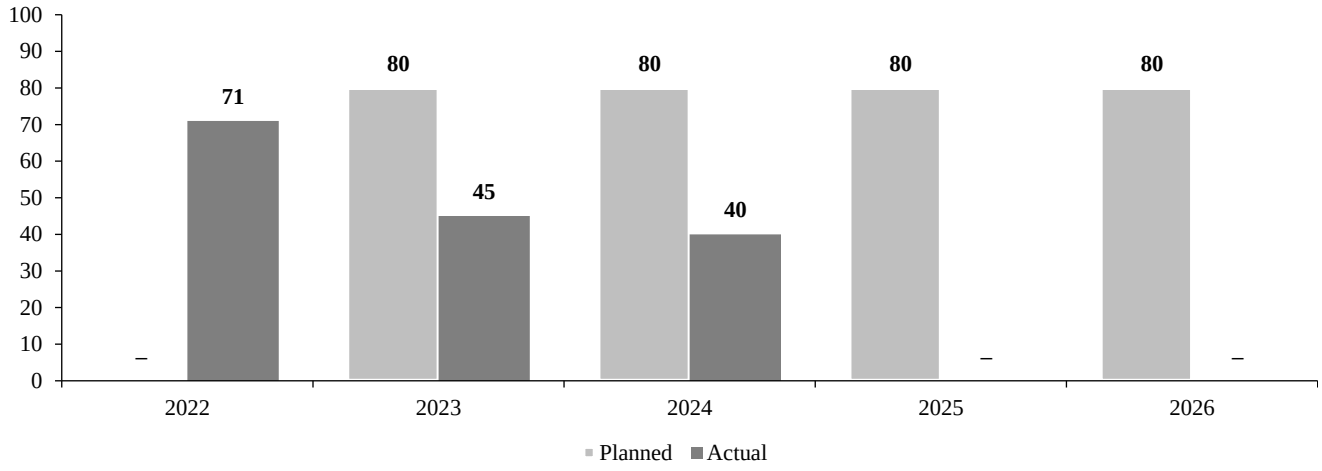
Programme performance in 2024 and target for 2026

30.47 The subprogramme's work contributed to a strengthened response by the Organization to misconduct through the completion of 40 per cent of all OIOS investigations within 12 months, which did not meet the planned target of 80 per cent. The target was not met due to a continued increase in the

number of complaints reported to OIOS. Moreover, during 2024, the subprogramme utilized enhanced monitoring analytics to focus on completing the oldest investigations (that is, those that had been open for the longest duration), meaning that, although the average age of the cases closed in 2024 was temporarily increased, the average age of the cases remaining still open was reduced to 7.2 months (compared with 8.2 months at the end of 2023).

30.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 30.VII).

Figure 30.VII
Performance measure: strengthened response to misconduct (annual)
(Percentage of all investigations completed in fewer than 12 months)



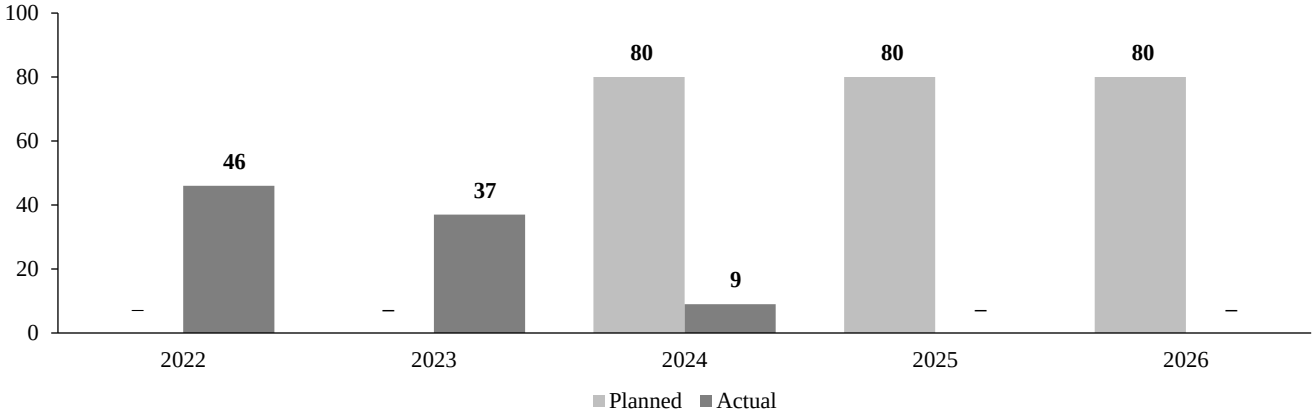
Result 2: strengthened response to misconduct investigations requiring a victim-centred response

Programme performance in 2024 and target for 2026

30.49 The subprogramme's work contributed to 9 per cent of investigations into allegations of sexual exploitation and abuse being completed within the target of six months, which did not meet the planned target of 80 per cent. The target was not met due to a combination of factors, including a high number of reports relating to sexual exploitation and abuse and the complexity of investigations and operating environments in which such investigations are conducted, as well as due to some investigations being conducted jointly with national authorities that had differing processes and timelines for investigations. Moreover, many investigations relating to sexual exploitation and abuse also entail DNA forensic genetic analysis for the purposes of paternity testing, which further increase investigation timelines.

30.50 Progress towards the objective and the target for 2026 presented in the performance measure below (see figure 30.VIII).

Figure 30.VIII
Performance measure: OIOS investigations of sexual exploitation and abuse completed within six months
(Percentage)



Result 3: improved handling of and timely decision-making on misconduct complaints

Proposed programme plan for 2026

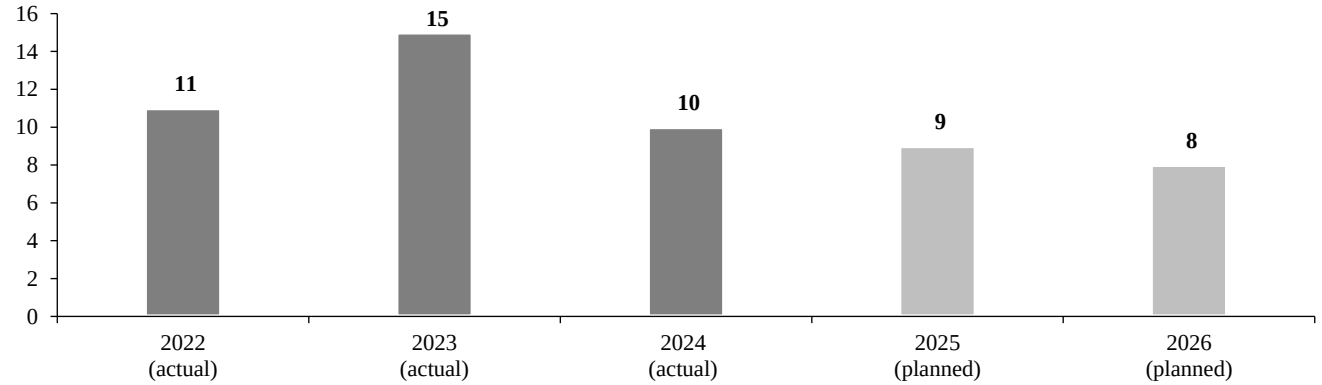
30.51 The trust of United Nations personnel in the Organization's response to reports of misconduct relies on the subprogramme's timely handling and appropriate actioning of complaints. The subprogramme receives complaints through various means, including via email and through its online reporting form, as well as through in-person contacts with complainants. The subprogramme's intake process aims at ensuring the accurate recording and timely handling of reports of possible misconduct as the first step in ensuring reliable, efficient and responsive actioning and investigation of complaints.

Lessons learned and planned change

30.52 The lesson for the subprogramme was that inefficient or ineffective handling of reports of misconduct has the potential to undermine the timely and appropriate response to allegations of misconduct. In applying the lesson, the subprogramme will strengthen the quality and capacity of the intake processes, including through the use of enhanced data analytics tools, to support an increased responsiveness and more informed decision-making.

30.53 Expected progress towards the objective is presented in the performance measure below (see figure 30.IX).

Figure 30.IX
Performance measure: timely handling of misconduct complaints (annual)
(Number of days for intake decision and action)



Deliverables

30.54 Table 30.7 lists all deliverables of the subprogramme.

Table 30.7
Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Publications (number of publications)	**275**	**564**	**275**	**275**
Investigation and closure reports	275	564	275	275
E. Enabling deliverables				
Internal justice and oversight: capacity-building relating to combating fraud and corruption, especially medical insurance fraud, focusing on peace operations.				

B. Proposed post and non-post resource requirements for 2026

Overview

30.55 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 30.8 to 30.10.

Table 30.8
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Change					
Object of expenditure	*2024 expenditure*[a]	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Post	21 832.4	22 215.1	–	–	–	–	–	22 215.1
Other staff costs	1 226.6	2 596.2	–	–	–	–	–	2 596.2
Hospitality	–	0.5	–	–	–	–	–	0.5
Consultants	115.7	214.1	–	–	(0.6)	(0.6)	(0.3)	213.5
Travel of staff	272.5	543.6	–	–	(11.5)	(11.5)	(2.1)	532.1
Contractual services	375.1	491.9	–	–	(40.1)	(40.1)	(8.2)	451.8
General operating expenses	111.4	155.6	–	–	(11.2)	(11.2)	(7.2)	144.4
Supplies and materials	1.7	17.9	–	–	–	–	–	17.9
Furniture and equipment	149.1	107.9	–	–	4.9	4.9	4.5	112.8
Total	**24 084.5**	**26 342.8**	–	–	**(58.5)**	**(58.5)**	**(0.2)**	**26 284.3**

[a] At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be issued by 31 March 2025.

Table 30.9
Overall: proposed posts and post changes for 2026
(Number of posts)

	Number	*Details*
Approved for 2025	116	1 USG, 1 ASG, 3 D-2, 4 D-1, 13 P-5, 29 P-4, 22 P-3, 14 P-2/1, 8 GS (PL), 20 GS (OL), 1 LL
Proposed for 2026	116	1 USG, 1 ASG, 3 D-2, 4 D-1, 13 P-5, 29 P-4, 22 P-3, 14 P-2/1, 8 GS (PL), 20 GS (OL), 1 LL

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

Table 30.10
Overall: proposed posts by category and grade
(Number of posts)

		Changes				
Category	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	4	–	–	–	–	4
P-5	13	–	–	–	–	13
P-4	29	–	–	–	–	29
P-3	22	–	–	–	–	22
P-2/1	14	–	–	–	–	14
Subtotal	**87**	–	–	–	–	**87**
General Service						
Principal level	8	–	–	–	–	8
Other level	20	–	–	–	–	20
Subtotal	**28**	–	–	–	–	**28**
Other						
Local level	1	–	–	–	–	1
Subtotal	**1**	–	–	–	–	**1**
Total	**116**	–	–	–	–	**116**

30.56 Additional details on the distribution of proposed resources for 2026 are reflected in tables 30.11 to 30.13 and figure 30.X.

30.57 As shown in table 30.11 (1), the overall resources proposed for 2026 amount to $26,284,300, reflecting a decrease of $58,500 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 30.11
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
A. Executive direction and management	1 506.8	1 751.8	–	–	22.5	22.5	1.3	1 774.3
B. Programme of work								
1. Internal audit	10 224.1	10 132.0	–	–	(17.5)	(17.5)	(0.2)	10 114.5
2. Inspection and evaluation	4 532.7	4 977.6	–	–	–	–	–	4 977.6
3. Investigations	6 381.1	7 908.0	–	–	–	–	–	7 908.0
Subtotal, B	**21 137.9**	**23 017.6**	–	–	**(17.5)**	**(17.5)**	**(0.1)**	**23 000.1**
C. Programme support	1 439.9	1 573.4	–	–	(63.5)	(63.5)	(4.0)	1 509.9
Subtotal, 1	**24 084.5**	**26 342.8**	–	–	**(58.5)**	**(58.5)**	**(0.2)**	**26 284.3**

(2) *Other assessed*

	2024 expenditure	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Internal audit	18 653.2	15 532.3	1 317.8	8.5	16 850.1
2. Inspection and evaluation	2 229.0	2 633.2	39.2	1.5	2 672.4
3. Investigations	11 256.9	12 597.8	1 548.9	12.3	14 146.7
Subtotal, B	**32 139.2**	**30 763.3**	**2 905.9**	**9.4**	**33 669.2**
C. Programme support	640.4	752.6	81.2	10.8	833.8
Subtotal, 2	**32 779.5**	**31 515.9**	**2 987.1**	**9.5**	**34 503.0**

(3) *Extrabudgetary*

	2024 expenditure	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Internal audit	11 037.9	11 373.9	–	–	11 373.9
2. Inspection and evaluation	478.6	466.6	–	–	466.6
3. Investigations	2 068.0	3 124.9	–	–	3 124.9
Subtotal, B	**13 584.5**	**14 965.4**	–	–	**14 965.4**
C. Programme support	–	–	–	–	–
Subtotal, 3	**13 584.5**	**14 965.4**	–	–	**14 965.4**
Total	**70 448.6**	**72 824.1**	**2 928.6**	**4.0**	**75 752.7**

Table 30.12
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	8	–	–	–	–	8
B. Programme of work						
1. Internal audit	44	–	–	–	–	44
2. Inspection and evaluation	24	–	–	–	–	24
3. Investigations	33	–	–	–	–	33
Subtotal, B	**109**	**–**	**–**	**–**	**–**	**109**
C. Programme support	7	–	–	–	–	7
Subtotal, 1	**116**	**–**	**–**	**–**	**–**	**116**

(2) *Other assessed*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Internal audit	67	–	67
2. Inspection and evaluation	11	–	11
3. Investigations	48	–	48
Subtotal, B	**126**	**–**	**126**
C. Programme support	4	–	4
Subtotal, 2	**130**	**–**	**130**

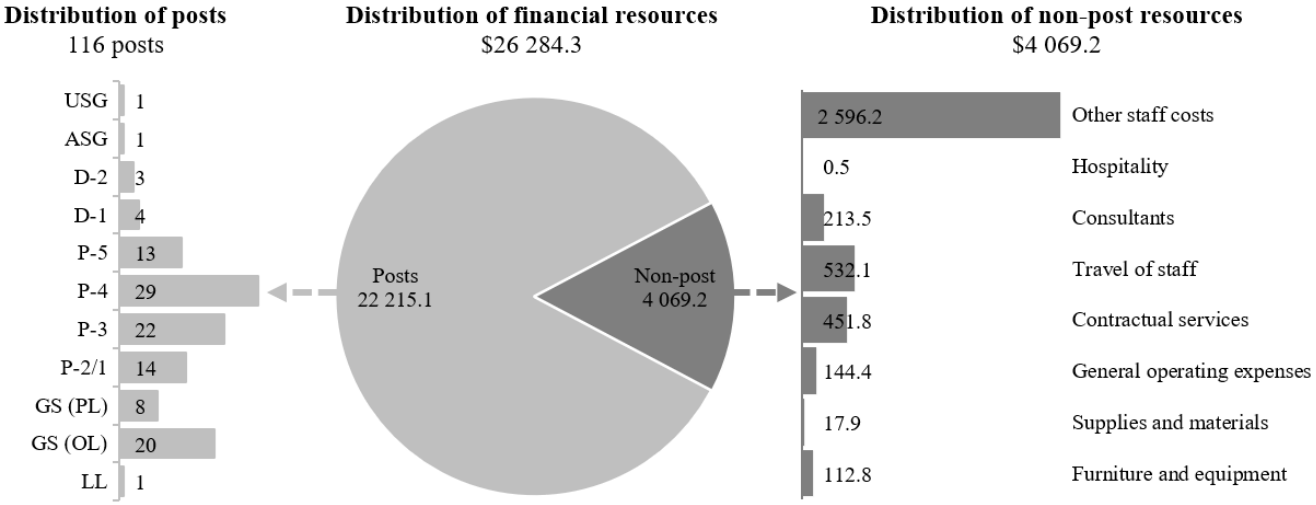
(3) *Extrabudgetary*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Internal audit	46	–	46
2. Inspection and evaluation	–	–	–
3. Investigations	–	–	–
Subtotal, B	**46**	**–**	**46**
C. Programme support	–	–	–
Subtotal, 3	**46**	**–**	**46**
Total	**292**	**–**	**292**

Table 30.13
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	21 832.4	22 215.1	–	–	–	–	–	22 215.1
Non-post	2 252.1	4 127.7	–	–	(58.5)	(58.5)	(1.4)	4 069.2
Total	**24 084.5**	**26 342.8**	–	–	**(58.5)**	**(58.5)**	**(0.2)**	**26 284.3**
Post resources by category								
Professional and higher		87	–	–	–	–	–	87
General Service and related		29	–	–	–	–	–	29
Total		**116**	–	–	–	–	–	**116**

Figure 30.X
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

30.58 As shown in table 30.11 (1), resource changes reflect a net decrease of $58,500 as follows:

(a) **Executive direction and management** (increase of $22,500): The increase of $22,500 is due to additional requirements under contractual services to conduct the external quality assessment of the entire programme of OIOS referred to in paragraph 30.14 above;.

(b) **Subprogramme 1, Internal audit** (decrease of $17,500): The decrease of $17,500 reflects reduced requirements mainly under: (i) travel of staff, due to the increased use of

videoconferencing and teleconferencing ($11,500); (ii) contractual services owing to reduced cost of audit software licenses ($4,100); and (iii) consultancy services resulting from increased use of in-house capacity and expertise ($600);

(c) **Programme support** (decrease of $63,500): The net decrease of $63,500 reflects reduced requirements under: (i) contractual services reflecting lower ICT rates ($58,500); and (ii) general operating expenses owing to reduced communications costs based on mobile phones usage ($10,400). The decrease is offset in part by increased requirements under furniture and equipment due to the planned replacement of laptops ($5,400).

Other assessed resources

30.59 As reflected in tables 30.11 (2) and 30.12 (2), other assessed resources amount to $34,503,000. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations (A/79/783).

Extrabudgetary resources

30.60 As reflected in tables 30.11 (3) and 30.12 (3), extrabudgetary resources amount to $14,965,400. The resources would complement regular budget resources and would provide for 46 posts (1 D-1, 7 P-5, 15 P-4, 13 P-3, 3 GS (PL) and 7 GS (OL)), to perform mainly audit functions. In addition, non-post resources would provide for audit coverage, inspection and evaluations, and investigations in support of United Nations entities funded primarily by extrabudgetary resources. All extrabudgetary resources are provided to OIOS by United Nations agencies, funds and programmes for internal oversight services carried out by OIOS pursuant to mandates provided by the General Assembly or under the authority of the Secretary-General.

30.61 The extrabudgetary resources under the present section are subject to the oversight of OIOS, in accordance with the delegation of authority by the Secretary-General.

Executive direction and management

30.62 The Office of the Under-Secretary-General provides overall strategic planning and monitoring and ensures effective coordination of the workplan for OIOS. The Office of the Under-Secretary-General coordinates the work of the three subprogrammes, liaises with the Board of Auditors and the Joint Inspection Unit and maintains a close working relationship with the oversight functions of the other United Nations system organizations. Furthermore, it provides quality control for the reports of OIOS to the General Assembly, oversees resource utilization and serves as the focal point on performance management and for compliance monitoring of OIOS recommendations.

30.63 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office will continue to take steps to implement the environmental policy of the United Nations Secretariat, including by continuing to reduce its carbon footprint through the use of videoconference facilities for interviews and meetings, ensuring that all printers are set to double-sided printing and encouraging staff to turn off computers and monitors at the end of the workday.

30.64 Information on the timely submission of documentation and advance booking for air travel is reflected in table 30.14.

30.65 In order to comply with the advance purchase policy directive, the Office continues its efforts by implementing an internal standard operating procedure to ensure that staff schedule flights at least two weeks in advance of planned audits, inspections and investigations. OIOS continues to ensure that videoconferencing or teleconferencing facilities are utilized, if possible, for oversight assignments.

Table 30.14
Compliance rate
(Percentage)

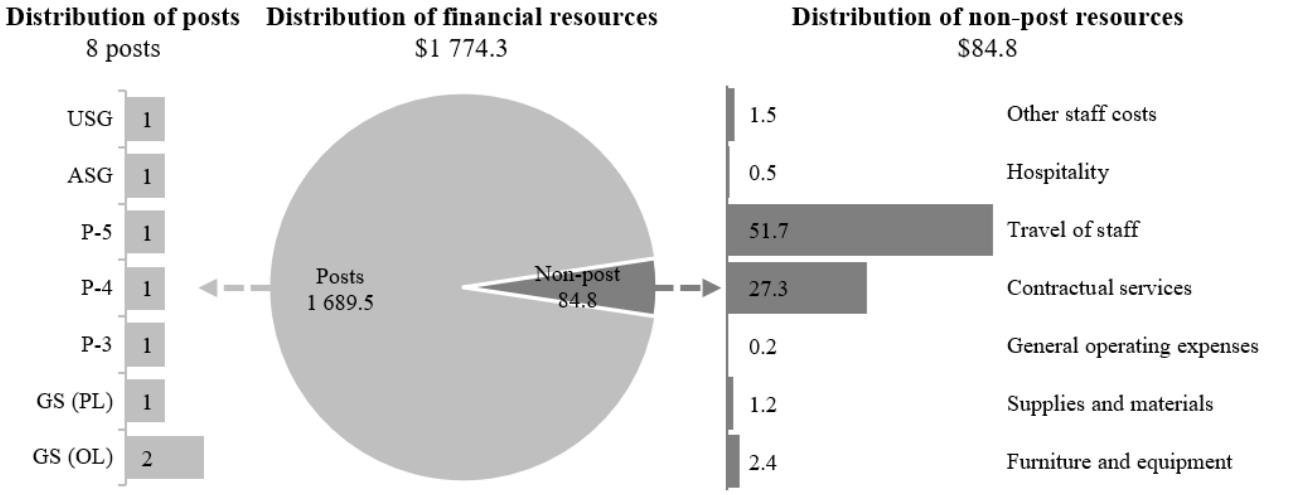
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	88	89	86	100	100

30.66 The proposed regular budget resources for 2026 amount to $1,774,300 and reflect a net increase of $22,500 compared with the approved budget for 2025. The proposed change is explained in paragraph 30.58 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 30.15 and figure 30.XI.

Table 30.15
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 470.9	1 689.5	–	–	–	–	–	1 689.5
Non-post	35.8	62.3	–	–	22.5	22.5	36.1	84.8
Total	**1 506.8**	**1 751.8**	–	–	**22.5**	**22.5**	**1.3**	**1 774.3**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		3	–	–	–	–	–	3
Total		**8**	–	–	–	–	–	**8**

Figure 30.XI
Executive direction and management: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme of work

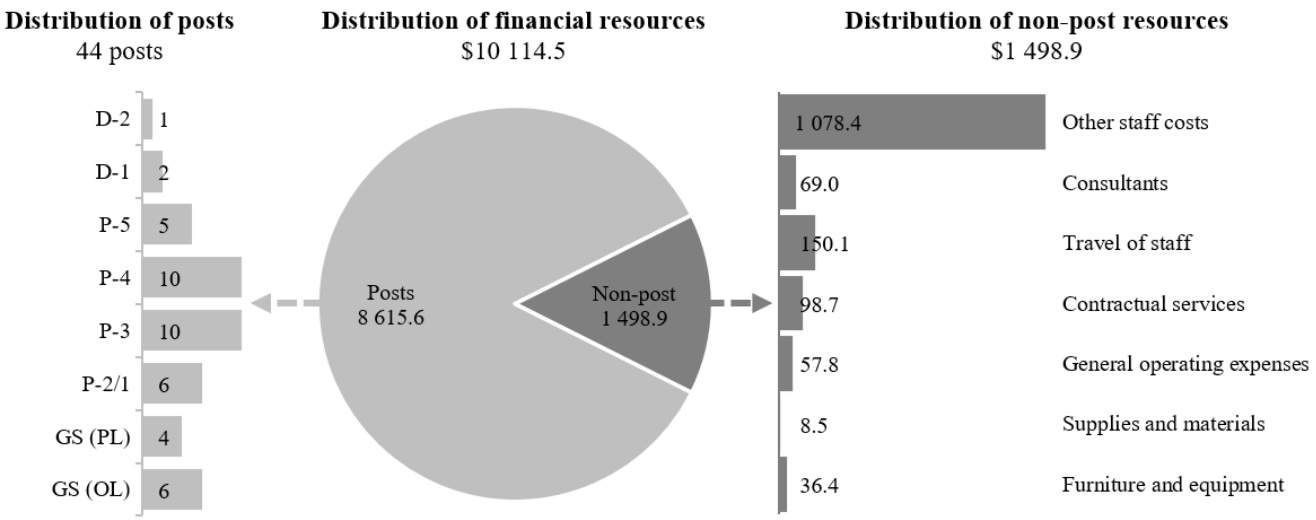
Subprogramme 1
Internal audit

30.67 The proposed regular budget resources for 2026 amount to $10,114,500 and reflect a net decrease of $17,500 compared with the approved budget for 2025. The proposed changes are explained in paragraph 30.58 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 30.16 and figure 30.XII.

Table 30.16
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	9 097.7	8 615.6	–	–	–	–	–	8 615.6
Non-post	1 126.3	1 516.4	–	–	(17.5)	(17.5)	(1.2)	1 498.9
Total	**10 224.1**	**10 132.0**	**–**	**–**	**(17.5)**	**(17.5)**	**(0.2)**	**10 114.5**
Post resources by category								
Professional and higher		34	–	–	–	–	–	34
General Service and related		10	–	–	–	–	–	10
Total		**44**	**–**	**–**	**–**	**–**	**–**	**44**

Figure 30.XII
Subprogramme 1: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



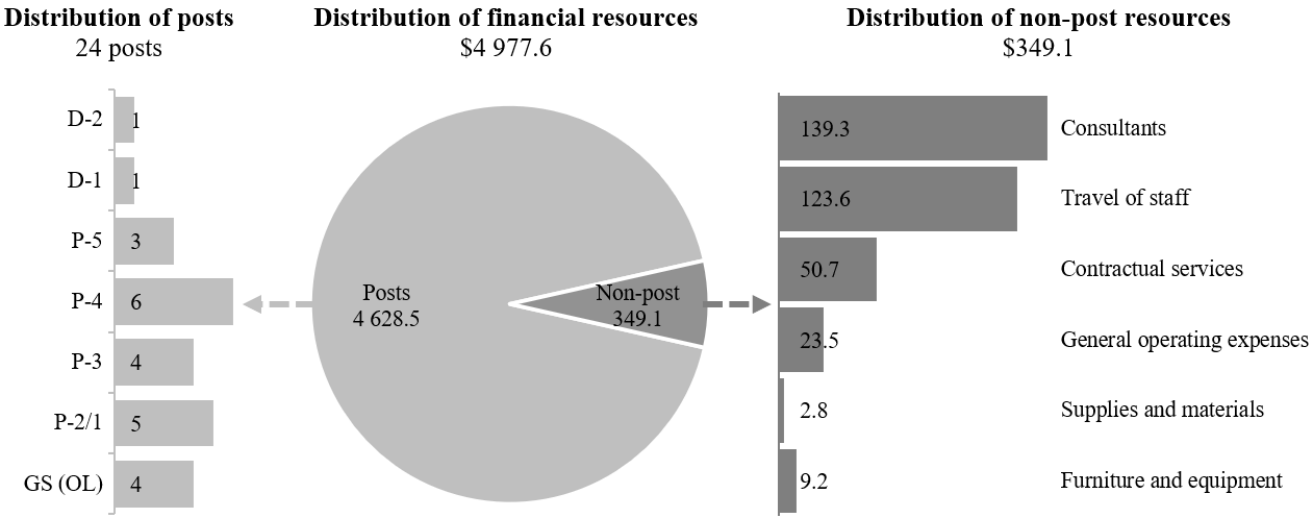
Subprogramme 2
Inspection and evaluation

30.68 The proposed regular budget resources for 2026 amount to $4,977,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 30.17 and figure 30.XIII.

Table 30.17
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	4 338.6	4 628.5	–	–	–	–	–	4 628.5
Non-post	194.1	349.1	–	–	–	–	–	349.1
Total	**4 532.7**	**4 977.6**	–	–	–	–	–	**4 977.6**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		4	–	–	–	–	–	4
Total		**24**	**–**	**–**	**–**	**–**	**–**	**24**

Figure 30.XIII
Subprogramme 2: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



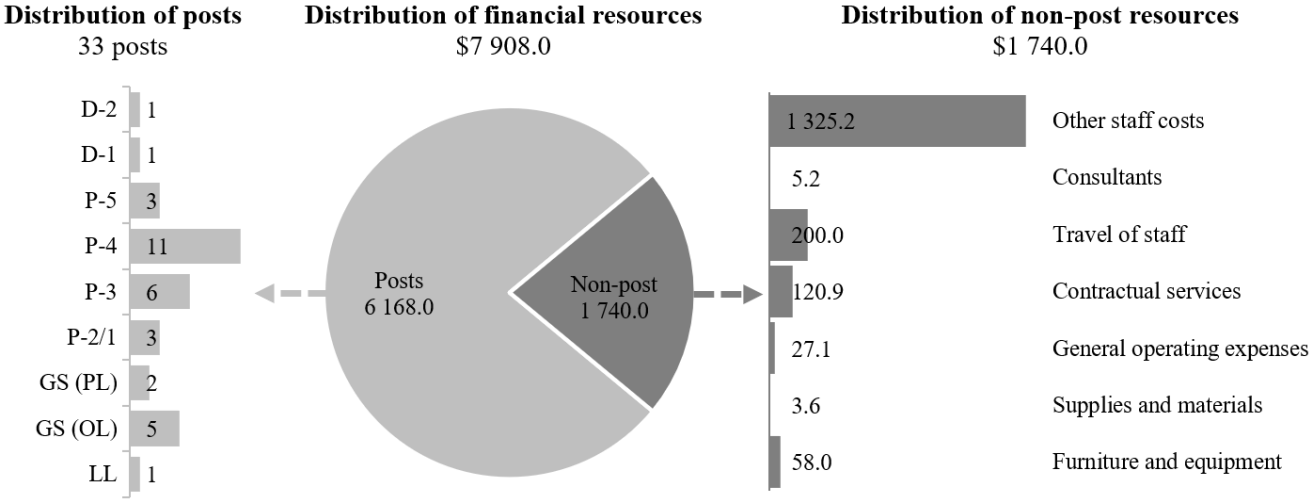
Subprogramme 3
Investigations

30.69 The proposed regular budget resources for 2026 amount to $7,908,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 30.18 and figure 30.XIV.

Table 30.18
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	5 767.1	6 168.0	–	–	–	–	–	6 168.0
Non-post	614.0	1 740.0	–	–	–	–	–	1 740.0
Total	**6 381.1**	**7 908.0**	–	–	–	–	–	**7 908.0**
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		8	–	–	–	–	–	8
Total		**33**	–	–	–	–	–	**33**

Figure 30.XIV
Subprogramme 3: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Programme support

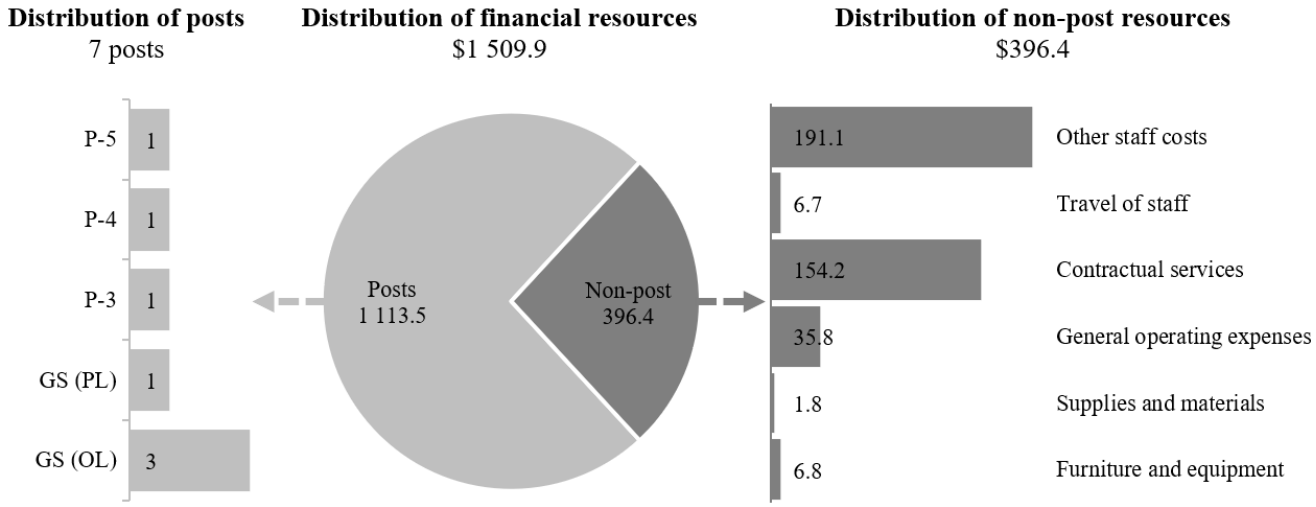
30.70 The Executive Office provides central administrative services to the Office in the areas of human resources management and financial and general administration, including the provision of advice to senior managers of the Office on administrative, financial, personnel and budgetary matters. In addition, it administers the staff, as well as the financial resources of the Office, at Headquarters, Geneva, Vienna, Nairobi and other duty stations, including the various peacekeeping missions and the International Residual Mechanism for Criminal Tribunals, under the delegation of authority granted by the Secretary-General and in accordance with the regulations and rules of the United Nations.

30.71 The proposed regular budget resources for 2026 amount to $1,509,900 and reflect a net decrease of $63,500 compared with the approved budget for 2025. The proposed changes are explained in paragraph 30.58 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 30.19 and figure 30.XV.

Table 30.19
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

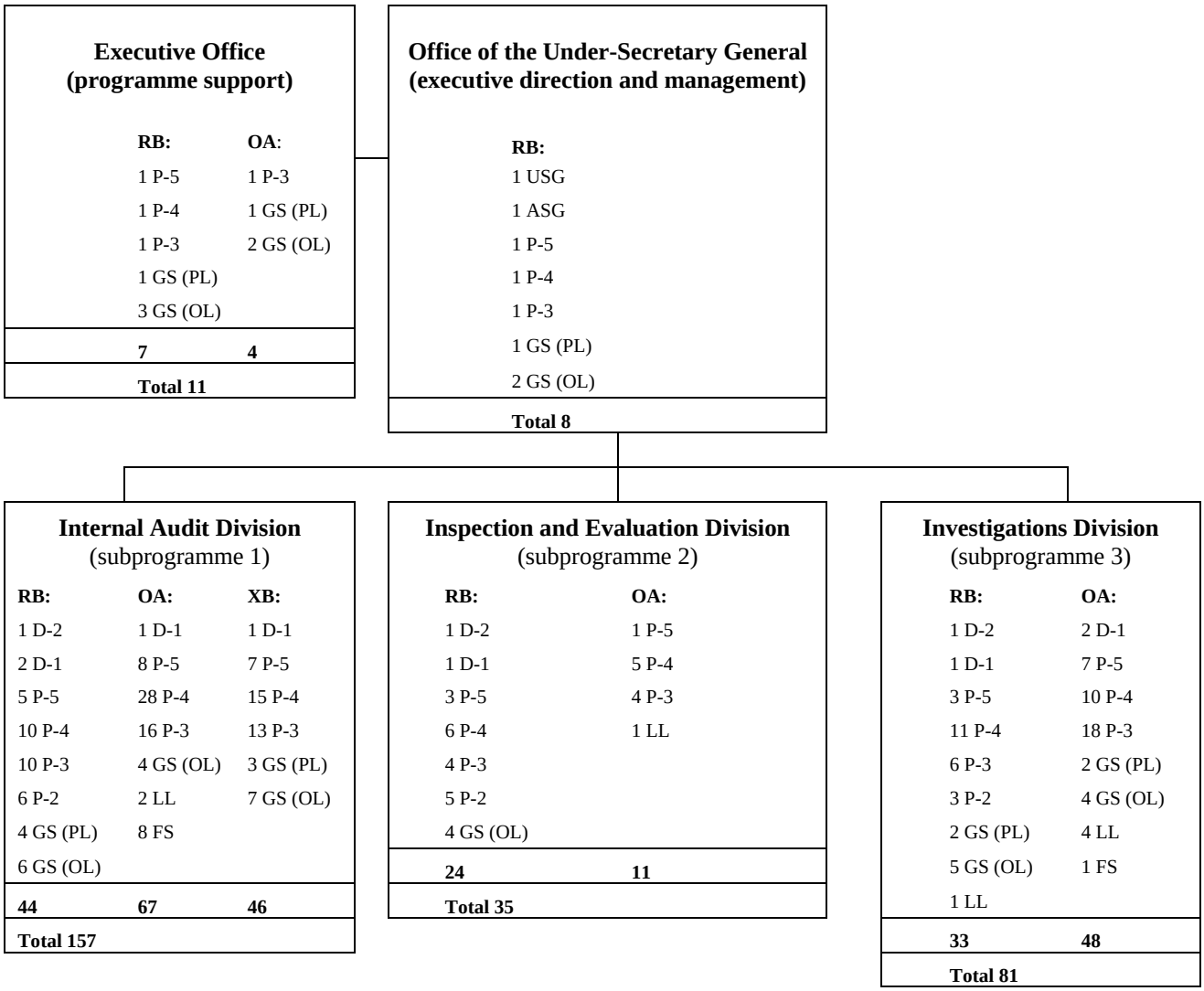
			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	1 158.1	1 113.5	–	–	–	–	–	1 113.5
Non-post	281.8	459.9	–	–	(63.5)	(63.5)	(13.8)	396.4
Total	**1 439.9**	**1 573.4**	**–**	**–**	**(63.5)**	**(63.5)**	**(4.0)**	**1 509.9**
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		4	–	–	–	–	–	4
Total		**7**	**–**	**–**	**–**	**–**	**–**	**7**

Figure 30.XV
Programme support: distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2026



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

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Programme planning

Proposed programme budget for 2026

Part X
Jointly financed administrative activities and special expenses

Section 31
Jointly financed administrative activities

Programme 27
Jointly financed activities

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* A/80/50.

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

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

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I. International Civil Service Commission

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

31.I.1 The International Civil Service Commission (ICSC) was established pursuant to General Assembly resolution 3357 (XXIX) and is responsible for the regulation and coordination of the conditions of service for the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

Programme of work

Objective

31.I.2 The objective, to which ICSC contributes, is to ensure fair and harmonized conditions of service for staff in the United Nations common system.

Strategy and external factors for 2026

31.I.3 To contribute to the objective, the Commission will:

(a) Continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles;

(b) Apply the methodologies for determining salaries and post adjustment classifications;

(c) Provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, for all stakeholders;

(d) Lend its expertise to stakeholders and work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB);

(e) Seek feedback from organizations on the conditions of service of staff;

(f) Conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system;

(g) Monitor and report to the General Assembly on the implementation of its decisions by common system organizations, and recommend appropriate measures to ensure compliance;

(h) Analyse the conditions of service of staff in difficult duty stations;

(i) Periodically conduct comprehensive reviews of the common system compensation package;

(j) Explore options for non-financial incentives for staff of the common system.

31.I.4 In an effort to increase diversity and rejuvenate the workforce within the common system, the Commission will continue monitoring trends in the common system organizations and propose relevant updates to the General Assembly on any new developments as they relate to geographical diversity and the rejuvenation of the workforce.

31.I.5 The above-mentioned work is expected to result in:

(a) The promotion of geographical diversity and rejuvenation of the workforce;

(b) A coherent, attractive and effective common-system human resources management system that is aligned closely with the achievement of organizational goals and objectives;

(c) Adequate conditions of service for all categories of staff.

31.I.6 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by the Commission, and that they fully implement the Commission's decisions and recommendations.

31.I.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Commission will continue to conduct reference checks with other international organizations to ascertain whether the organizations of the common system remain competitive and continue to be attractive on the labour market.

31.I.8 With regard to inter-agency coordination and liaison, within the United Nations common system, the Commission will continue to engage with staff and heads of common system organizations through various forums. Engaging with staff and management of the various organizations will strengthen existing partnerships and lead to greater cooperation among stakeholders and full implementation of decisions and recommendations of the Commission and the General Assembly. This will also contribute to the timely completion of reviews requested of the Commission.

31.I.9 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In 2026, the Commission will update the General Assembly on the implementation of existing gender parity policies in the United Nations common system and report on the implementation of the Commission's recommendations. The Commission will also conduct an assessment and review of the implementation of the parental leave framework, in accordance with General Assembly resolution 77/256 A–B.

31.I.10 In line with the United Nations Disability Inclusion Strategy, the Commission will continue to review the methodology and level of the allowance for a child with disabilities in conjunction with children's and secondary dependants' allowances and consider any additional measures in the context of the ongoing comprehensive review.

Programme performance in 2024

Greater consistency among United Nations common system organizations on the application of post adjustment multipliers

31.I.11 In its resolution 74/255 B, the General Assembly expressed concern at the application of two concurrent post adjustment multipliers in the United Nations common system at the Geneva duty station and noted with concern that the organizations of the common system faced the challenge of having two independent administrative tribunals with concurrent jurisdiction among organizations of the common system. Following several consultations by the Commission and the Secretary-General with the Fifth and Sixth Committees of the General Assembly, the Assembly, in its resolution 77/256 A, decided to amend articles 10 and 11 of the statute of the Commission and reaffirmed the authority and competence of the Commission to establish post adjustment multipliers for duty stations in the United Nations common system, under article 11 (c) of the statute. The Assembly, in the same resolution, invited common system organizations to complete, as quickly as practicable, formal acceptance of the amended statute and called upon all organizations that had not done so to implement the post adjustment multipliers established by the Commission, based on the results of the 2021 baseline cost-of-living surveys. The Commission engaged closely with common system organizations to promote implementation of the Assembly's decisions. By the end of 2024, 24 out of 28 organizations had formally adopted the changes to the Commission's statute.

31.I.12 Progress towards the objective is presented in the performance measure below (table 31.I.1).

Table 31.I.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
The General Assembly decided to amend articles 10 and 11 of the statute of the Commission and reaffirmed the authority and competence of the Commission to establish post adjustment multipliers for duty stations in the United Nations common system, under article 11 (c) of the statute	23 out of 28 organizations formally adopted the changes to the Commission's statute	24 out of 28 organizations formally adopted the changes to the Commission's statute

Planned results for 2026

Result 1: a common system compensation package that is fit for purpose, competitive and cost-efficient

Programme performance in 2024 and target for 2026

31.I.13 The Commission's work contributed to organizations, staff representatives and staff members indicating their satisfaction with the common system compensation package through the global staff survey with a higher response rate than usual (a 27 per cent response rate compared with 21 per cent in the previous survey), which met the planned target.

31.I.14 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 31.I.2).

Table 31.I.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The General Assembly requested a detailed outline of the Commission's approach for the next review of the common system compensation package, including the structure, parameters and timelines	The General Assembly considered a detailed outline of the review of the common system compensation package, which was expected to commence in 2024	Organizations, staff representatives and staff members indicated their satisfaction with the common system compensation package with a higher response rate than usual	The General Assembly considers a progress report of the Commission on the comprehensive review of the compensation package	The General Assembly considers a proposal by the Commission with respect to the common system compensation package

Result 2: more flexibility afforded to staff working in extreme hardship locations

Programme performance in 2024 and target for 2026

31.I.15 The Commission's work contributed to its recommendation on the payment of an allowance in different categories of duty stations, including non-family duty stations, and to the approval by the General Assembly of the continuation of the pilot programme for payment of an amount in lieu of a settling-in grant at category D and E duty stations that are not designated as non-family until the conclusion of the comprehensive review of the compensation package, which met the planned target.

31.I.16 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 31.I.3).

Table 31.I.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
The General Assembly decided to continue the pilot study and to grant, on a pilot basis also, $14,000 annually to eligible staff members in category D duty stations not designated as non-family until 31 December 2024	Attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship	The General Assembly approved the continuation of the pilot programme for payment of an amount in lieu of a settling-in grant at category D and E duty stations that are not designated as non-family until the conclusion of the comprehensive review of the compensation package (A/RES/79/252 A)	Approval by the General Assembly of the Commission's recommendation to regularize the payment of an allowance at duty stations with extreme hardship conditions	Presentation by the Commission to the General Assembly of its final proposal regarding the pilot programme

Result 3: revised standards of conduct to guide organizations on emerging issues

Proposed programme plan for 2026

31.I.17 The standards of conduct for the international civil service were first issued in 1954 and were intended to be a behavioural and ethical guide to inform and inspire staff. The passage of time and the emergence of new ethical challenges have created a need for clearer standards in relation to contacts outside the common system and more transparent accountability systems. The standards were reissued in 1986 and revised in 1998, 2001 and 2012. In 2022, the Commission decided to revise the current standards to ensure that they continued to meet the needs of the organizations. The focus was on external interactions, including political activities and conflict of interest; internal issues such as abuse of authority, harassment, all forms of violence, strengthening of accountability, duty of care and staff-management relations; and emerging issues. The Commission created a working group comprising staff, organizations and the Commission and will present the changes in its 2025 annual report, for roll-out in 2026.

Lessons learned and planned change

31.I.18 The lesson for the Commission was that any preliminary findings when undertaking such reviews should be shared widely with relevant legal offices within common system organizations before

finalizing any changes. In applying the lesson, the Commission will continue to proactively engage with legal experts within the organizations to solicit their views prior to publication so that changes can be implemented by organizations, subject to their approval by the General Assembly.

31.I.19 Expected progress towards the objective is presented in the performance measure below (see table 31.I.4).

Table 31.I.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Common system organizations and staff provided feedback on issues with the application of the standards	Legal offices of all common system organizations provided their views on the proposed revised standards	The General Assembly considers the revised standards	Common system organizations adopt the new standards, subject to approval of the standards by the General Assembly

Legislative mandates

31.I.20 The list below provides all mandates entrusted to the Commission.

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission	76/240; 77/256 (A–B); 79/252 (A–B) United Nations common system

Deliverables

31.I.21 Table 31.I.5 lists all deliverables of the Commission.

Table 31.I.5
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**56**	**119**	**119**	**119**
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Advisory Committee on Post Adjustment Questions	1	12	12	12
6. The International Civil Service Commission spring and summer sessions	44	44	44	44
7. The International Civil Service Commission on specific issues of conditions of service (working group)	8	60	60	60

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	**14**	**–**	**20**	**20**
8. Workshops on the common system compensation package	14	–	20	20
Publications (number of publications)	**24**	**54**	**54**	**54**
9. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	24	24	24
10. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	9	24	24	24
11. Salaries and allowances booklet	1	1	1	1
12. Post adjustment booklet	2	0	2	2
13. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
14. Information on danger pay locations	1	1	1	1
15. Rest and recuperation framework	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management; research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission); training on local salary survey and post adjustment methodologies; and information meetings with Member States and organizations outside the United Nations common system.

E. Enabling deliverables

Administration: International Civil Service Commission website; substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports; and salary surveys and cost-of-living surveys for more than 60 field duty stations.

B. Proposed post and non-post resource requirements for 2026

Overview (jointly financed resources)

31.I.22 The proposed jointly financed resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 31.I.6 to 31.I.8.

Table 31.I.6
Overall: evolution of financial resources by object of expenditure (jointly financed)
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	8 032.7	9 565.0	–	–	–	–	–	9 565.0
Other staff costs	77.7	159.3	–	–	(0.8)	(0.8)	(0.5)	158.5
Non-staff compensation	637.0	646.2	–	–	(3.1)	(3.1)	(0.5)	643.1
Hospitality	3.0	3.9	–	–	–	–	–	3.9
Consultants	270.8	634.7	–	–	(3.1)	(3.1)	(0.5)	631.6
Travel of representatives	740.2	498.4	–	–	213.2	213.2	42.8	711.6
Travel of staff	228.2	261.9	–	–	(6.9)	(6.9)	2.6	255.0
Contractual services	103.6	374.1	–	–	128.1	128.1	34.2	502.2
General operating expenses	1 459.1	1 149.1	–	–	(331.0)	(331.0)	(28.8)	818.1
Supplies and materials	5.2	36.4	–	–	3.6	3.6	9.9	40.0
Furniture and equipment	6.0	64.1	–	–	–	–	–	64.1
Total	**11 563.4**	**13 393.1**	**–**	**–**	**–**	**–**	**–**	**13 393.1**

Table 31.I.7
Overall: proposed posts and post changes for 2026 (jointly financed)
(Number of posts)

	Number	*Details*
Approved for 2025	47	1 D-2, 3 D-1, 4 P-5, 11 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)
Proposed for 2026	47	1 D-2, 3 D-1, 4 P-5, 11 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)

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

Table 31.I.8
Overall: proposed posts by category and grade (jointly financed)
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	3	–	–	–	–	3
P-5	4	–	–	–	–	4
P-4	11	–	–	–	–	11
P-3	3	–	–	–	–	3
P-2/1	4	–	–	–	–	4
Subtotal	**26**	–	–	–	–	**26**
General Service and related						
GS (PL)	3	–	–	–	–	3
GS (OL)	18	–	–	–	–	18
Subtotal	**21**	**–**	**–**	**–**	**–**	**21**
Total	**47**	**–**	**–**	**–**	**–**	**47**

31.I.23 Additional details on the distribution of the proposed resources for 2026 are reflected in table 31.I.10 and figure 31.I.I.

31.I.24 As shown in table 31.I.6, the overall resources proposed for 2026 amount to $13,393,100, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

31.I.25 In accordance with article 21 of the statute of the Commission, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of CEB conducted in March 2025. In the light of the ongoing significant financial constraints faced by United Nations system entities, in January 2025 the Network issued guidance to the jointly financed activities entities in formulating their 2026 budget proposals, noting that it was imperative that the 2026 budget formulation process reflect fiscal prudence and align with the financial realities of contributing organizations. To enable informed decision-making and flexibility in addressing financial constraints, the Network requested each jointly financed activities entity to submit to it two budget scenarios for 2026: one at zero growth and one with a 20 per cent reduction compared with the 2025 approved budget levels, with the caveat that if there were no vacant posts, the 20 per cent reduction might be applied to non-post resources only. That two-scenario approach was intended to enhance awareness among jointly financed activities entities of the financial challenges faced by contributing agencies, while ensuring a transparent, consultative and impact-driven decision-making process for the 2026 budgets. The Network reviewed the budget proposed by the Commission for 2026 and welcomed an initial proposal for a 5 per cent reduction, the Commission having indicated that achieving the requested 20 per cent reduction would be challenging without compromising its core functions. The Network nevertheless noted that there were clear opportunities for further reductions, including with respect to vacant posts in the Commission secretariat and with regard to travel, and requested the Commission to take the most prudent measures possible in finalizing the 2026 budget proposal for consideration by the General Assembly. The proposed resources for 2026 that are shown in the present budget submission are at the same level as those approved for 2025, as finalized by the Commission, with cost-neutral

redeployments of resources mainly from general operating expenses to contractual services and travel of representatives.

31.I.26 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which the organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ICSC is integrating environmental management practices into its operations. In 2026, the Commission will continue its online repository, where most of its survey materials are deposited, and continue to encourage meeting participants to gain access to documents online, and, where not possible, documents have been emailed to meeting participants. Furthermore, with the use of Microsoft Teams, documents are shared with participants without the need to print hard copies. This has significantly reduced the number of documents printed and mailed.

31.I.27 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.I.9. The lower travel compliance rate was due to last-minute requests from organizations for the Commission to participate in meetings and training and late decisions by Commission members to attend meetings owing to their own obligations, as well as late visa approval for some Commission members. The Commission is faced with difficulty when staff and members of the Commission are invited to meetings on very short notice to discuss issues affecting staff in the United Nations common system.

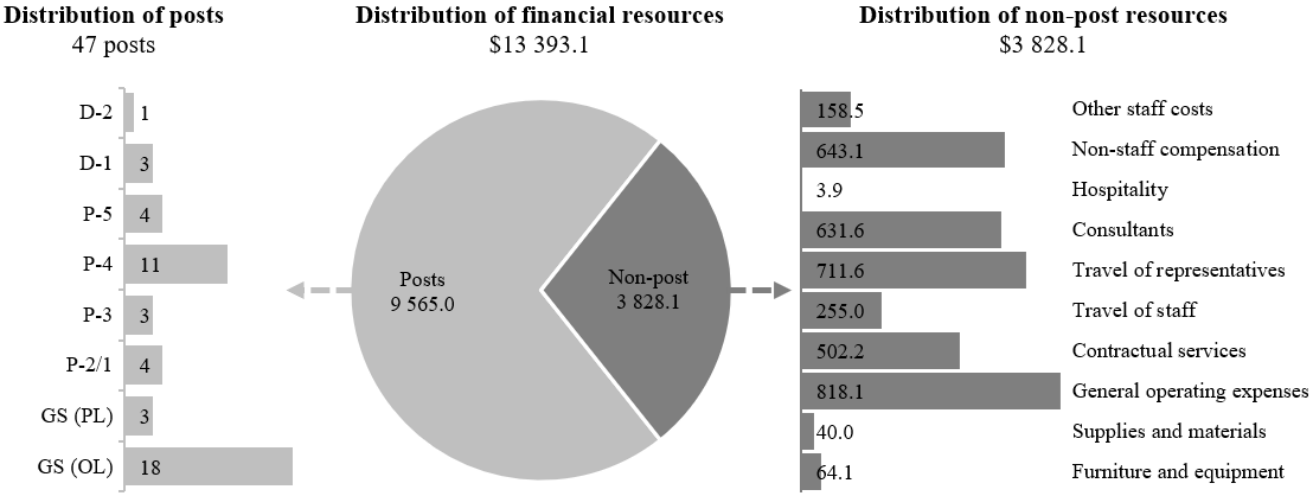
Table 31.I.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	97	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	73	74	77	100	100

Table 31.I.10
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	8 032.7	9 565.0	–	–	–	–	–	9 565.0
Non-post	3 530.7	3 828.1	–	–	–	–	–	3 828.1
Total	**11 563.4**	**13 393.1**	**–**	**–**	**–**	**–**	**–**	**13 393.1**
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		21	–	–	–	–	–	21
Total		**47**	–	–	–	–	–	**47**

Figure 31.I.I
Distribution of proposed resources for 2026 (before recosting)
(Number of posts/thousands of United States dollars)



Regular budget

Table 31.I.11
Evolution of financial and post resources (United Nations share)
(Thousands of United States dollars/number of posts)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	4 896.1	5 093.8	53.2	–	–	53.2	1.0	5 147.0
Total	**4 896.1**	**5 093.8**	**53.2**	**–**	**–**	**53.2**	**1.0**	**5 147.0**

31.I.28 The proposed regular budget resources for 2026 amount to $5,147,000 and reflect an increase of $53,200 (or 1.0 per cent) compared with the approved budget for 2025. As shown in table 31.I.11, resource changes result from technical adjustments ($53,200) due to an increase in the United Nations Secretariat share of the budget of the Commission, from 38.0 per cent for 2025 to 38.4 per cent for 2026, as determined by the CEB secretariat in accordance with the established methodology.

II. Joint Inspection Unit

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

31.II.1 The Joint Inspection Unit is mandated, through its statute, as contained in General Assembly resolution 31/192, to review matters bearing on the efficiency of services and the proper use of funds and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports and notes in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its statute.

Programme of work

Objective

31.II.2 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination of the United Nations system.

Strategy and external factors for 2026

31.II.3 To contribute to the objective, the Joint Inspection Unit will:

(a) Ensure that its programme of work includes system-wide reviews in the identified main thematic areas: accountability and oversight functions and systems; management and administration practices; the implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and governance arrangements and mechanisms, as well as inter-agency coordination;

(b) Undertake system-wide reviews of the management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety and information technology;

(c) Focus on system-wide issues that can be assessed across all or multiple organizations in conducting its reviews, as well as management and administrative reviews of individual organizations;

(d) Develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit;

(e) Analyse the acceptance and implementation of the Unit’s recommendations to establish how rates of acceptance and implementation can be improved and how consideration of the Unit’s reports by legislative organs can be more effective.

31.II.4 The above-mentioned work is expected to result in:

(a) Better information for legislative body decision-making;

(b) Improved efficiency and effectiveness of the organizations of the United Nations system;

(c) Improved coordination and collaboration of the organizations of the United Nations system.

31.II.5 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.

31.II.6 With regard to coordination and cooperation within the United Nations system, the Unit will continue its engagement in various forums, including with the Board of Auditors, the Office of Internal Oversight Services and the audit and oversight committees of participating organizations. The engagement of a broad range of actors, including those beyond the traditional inspection sphere, is critical to mobilizing effective responses and pursuing solutions to improve business processes. This means the continued strengthening of existing partnerships with independent internal oversight entities and oversight committees in participating organizations, but also pursuing new ones that can help to foster innovative approaches. The Unit will pursue measures to continue to promote an integrated approach to support the implementation of the recommendations included in its reports.

31.II.7 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Unit will continue to examine and report on the gender policies and practices of organizations that it has identified for its management and administration reviews.

31.II.8 In line with the United Nations Disability Inclusion Strategy, the Joint Inspection Unit will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

Programme performance in 2024

Greater visibility and transparency in the selection of review topics

31.II.9 During the Unit's self-assessment exercise, participating organizations were consulted extensively. One of the observations recorded was that a more structured assessment of topics, using a set of explicit criteria, was needed as a basis for choosing the system-wide topics for review. The Unit developed selection criteria to assess the Unit's topics that included risk, priority, value for money and coordination enhancement, and also developed a scoring template to record inspectors' assessment of topics against the criteria. The criteria and scoring template were approved by inspectors and added as an annex to the internal working procedures. The application of the selection criteria in 2024 for the 2025 programme of work assures participating organizations and stakeholders of an objective basis for topic selection.

31.II.10 Progress towards the objective is presented in the performance measure below (see table 31.II.1).

Table 31.II.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Greater visibility and transparency for participating organizations in the selection of review topics

Planned results for 2026

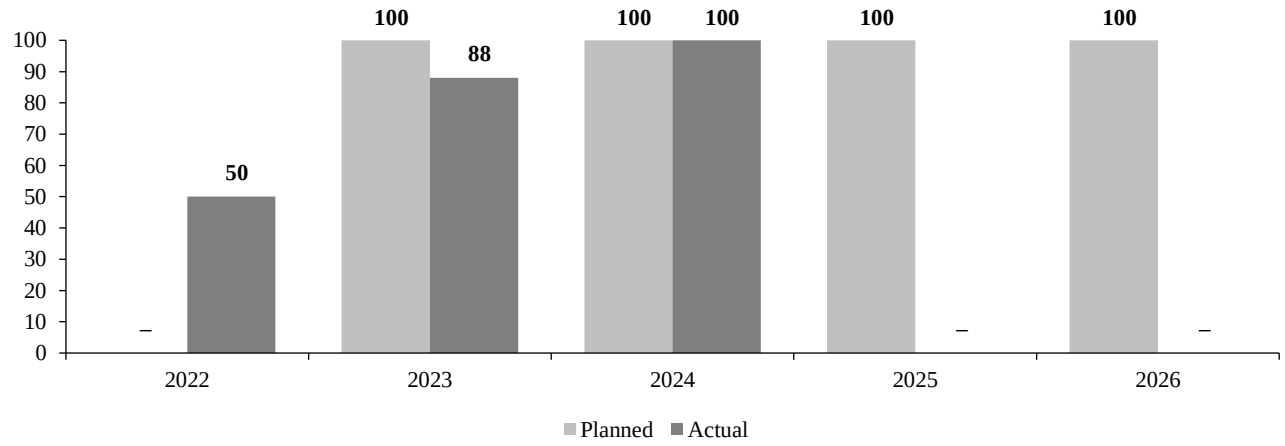
Result 1: timely availability of reviews to enable appropriate action by participating organizations to implement recommendations

Programme performance in 2024 and target for 2026

31.II.11 The Unit's work contributed to the availability of 100 per cent of reviews carried over from the previous year, which met the planned target.

31.II.12 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 31.II.I).

Figure 31.II.I
Performance measure: availability of reviews carried over from the previous year (annual)
(Percentage)



Result 2: enhanced management of administrative and programmatic issues by organizations of the United Nations system through the implementation by the Joint Inspection Unit of strategic and operational recommendations

Programme performance in 2024 and target for 2026

31.II.13 The Unit's work contributed to the improved usefulness and impact of the Unit's reports for the organizations of the United Nations system, through the improved formulation of recommendations that better identified the required elements (i.e. what, by whom, when and for what result/impact) and through the establishment of a process for participating organizations to provide inputs on draft recommendations, which met the planned target.

31.II.14 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 31.II.2).

Table 31.II.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Improved usefulness and impact of Joint Inspection Unit reports for organizations of the United Nations system through more efficient and enhanced data collection and data analytics	Improved usefulness and impact of the Unit's reports for organizations of the United Nations system through improved formulation of recommendations that better identified the required elements (i.e. what, by whom, when and for what result/impact)	Improved usefulness and impact of the Unit's reports for organizations of the United Nations system through outreach and communications to ensure that the results of its reports are disseminated across the United Nations system organizations and to Member States	Improved reporting on the acceptance, implementation and intended impact of the Unit's recommendations by organizations of the United Nations system

Result 3: strengthened impact of Joint Inspection Unit recommendations

Proposed programme plan for 2026

31.II.15 The value and impact of the recommendations made in the Unit's products (reports and notes) are realized when they are accepted and implemented by the participating organizations. The Unit has developed its strategic framework to focus on key intended impact areas for recommendations. The framework seeks to ensure that the Unit balances the mix of recommendations in order to have an intended impact that focuses on selected areas for the participating organizations.

Lessons learned and planned change

31.II.16 The lesson for the Unit was that it was necessary to refine the proportion and distribution of the intended impact of recommendations in order to strengthen the focus on certain identified areas. In applying the lesson, the Unit will target recommendations that will have a greater intended impact in certain areas, such as transparency and accountability; effectiveness; efficiency; and dissemination of good practices.

31.II.17 Expected progress towards the objective is presented in the performance measure below (see table 31.II.3).

Table 31.II.3
Performance measure: proportion of recommendations with intended impact in the identified areas

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	26 per cent: enhanced transparency and accountability 23 per cent: enhanced effectiveness 15 per cent: enhanced efficiency and dissemination of good practices	50 per cent: transparency, accountability, coordination, cooperation, control and compliance 30 per cent: effectiveness, coherence and harmonization 20 per cent: efficiency and dissemination of good practices	50 per cent: transparency, accountability, coordination, cooperation, control and compliance 30 per cent: effectiveness, coherence and harmonization 20 per cent: efficiency and dissemination of good practices

Legislative mandates

31.II.18 The list below provides all mandates entrusted to the Joint Inspection Unit.

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit	76/261; 77/279; 78/276	Joint Inspection Unit

Deliverables

31.II.19 Table 31.II.4 lists all deliverables of the Joint Inspection Unit.

Table 31.II.4
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**6**	**5**	**7**	**6**
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	5	4	6	5
Substantive services for meetings (number of three-hour meetings)	**12**	**8**	**10**	**8**
Meetings of:				
3. The Fifth Committee	10	6	8	6
4. The Second Committee	–	–	–	–
5. The Committee for Programme and Coordination	1	1	1	1
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**10**	**2**	**2**	**2**
7. Notes	10	2	2	2

B. Proposed post and non-post resource requirements for 2026

Overview (jointly financed activities)

31.II.20 The proposed jointly financed resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 31.II.5 to 31.II.7.

Table 31.II.5
Overall: evolution of financial resources by object of expenditure (jointly financed)
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	8 368.0	9 189.0	–	–	–	–	–	9 189.0
Other staff costs	–	35.2	–	–	0.4	0.4	1.1	35.6
Consultants	43.4	81.7	–	–	1.8	1.8	2.2	83.5
Travel of staff	152.7	227.8	–	–	5.0	5.0	2.2	232.8
Contractual services	33.3	47.3	–	–	(0.9)	(0.9)	(1.9)	46.4
General operating expenses	31.3	56.8	–	–	(11.7)	(11.7)	(20.6)	45.1
Supplies and materials	2.6	3.8	–	–	–	–	–	3.8
Furniture and equipment	30.9	195.0	(170.4)	–	5.4	(165.0)	(84.6)	30.0
Total	**8 662.1**	**9 836.6**	**(170.4)**	**–**	**–**	**(170.4)**	**(1.7)**	**9 666.2**

Table 31.II.6
Overall: proposed posts and post changes for 2026 (jointly financed)
(Number of posts)

	Number	*Details*
Approved for 2025	32	12 D-2,[a] 2 P-5, 3 P-4, 5 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)
Proposed for 2026	32	12 D-2,[a] 2 P-5, 3 P-4, 5 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)

[a] Includes 11 temporary posts for inspectors at the D-2 level.

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

Table 31.II.7
Overall: proposed posts by category and grade (jointly financed)
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	12[a]	–	–	–	–	12[a]
P-5	2	–	–	–	–	2
P-4	3	–	–	–	–	3
P-3	5	–	–	–	–	5
P-2/1	1	–	–	–	–	1
Subtotal	**23**	**–**	**–**	**–**	**–**	**23**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	8	–	–	–	–	8
Subtotal	**9**	**–**	**–**	**–**	**–**	**9**
Total	**32**	**–**	**–**	**–**	**–**	**32**

[a] Includes 11 temporary posts for inspectors at the D-2 level.

31.II.21 Additional details on the distribution of the proposed resources for 2026 are reflected in table 31.II.9 and figure 31.II.II.

31.II.22 As shown in table 31.II.5, the overall resources proposed for 2026 amount to $9,666,200, reflecting a net decrease of $170,400 (or 1.7 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

31.II.23 In accordance with article 20 of the statute of the Joint Inspection Unit, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of CEB conducted in March 2025. The Network reviewed the budget proposed by the Unit for 2026, following the same process as outlined in paragraph 31.I.25 above for the Commission. The Network expressed appreciation with a 26 per cent budget reduction in non-post resources proposed by the Unit, which is due to the removal of non-recurring items budgeted in 2025. The proposed resources for 2026 shown in the present budget submission are as proposed by the Unit.

31.II.24 As shown in table 31.II.9, resource changes result from technical adjustments (decrease of $170,400) under furniture and equipment, reflecting the removal of non-recurrent resources approved for 2025 for the replacement of the Unit's web-based tracking system and the purchase of a new conferencing system.

31.II.25 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Unit will continue to reduce its carbon footprint by reducing the quantity of documentation printed, as well as by limiting travel and maximizing the use of possible alternatives to face-to-face meetings, whenever feasible.

31.II.26 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.II.8. The Unit requires that, for each of its review projects, a travel plan be submitted to facilitate the advance purchase of the related air tickets. Better advanced planning has

enabled the Unit to be almost fully compliant with the target requiring air tickets to be purchased at least two weeks in advance of travel, thus guaranteeing lower travel costs.

Table 31.II.8
Compliance rate
(Percentage)

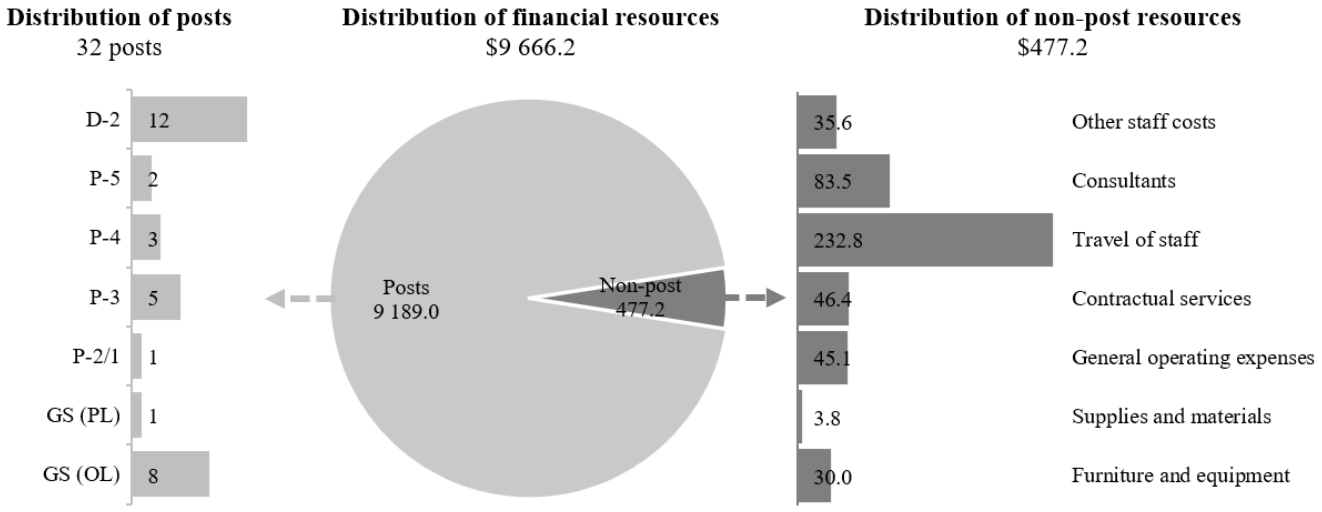
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	81	93.5	94.3	100	100

Table 31.II.9
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	8 368.0	9 189.0	–	–	–	–	–	9 189.0
Non-post	294.1	647.6	(170.4)	–	–	(170.4)	(26.3)	477.2
Total	**8 662.1**	**9 836.6**	**(170.4)**	–	–	**(170.4)**	**(1.7)**	**9 666.2**
Post resources by category								
Professional and higher		23[a]	–	–	–	–	–	23[a]
General Service and related		9	–	–	–	–	–	9
Total		**32**	**–**	**–**	**–**	**–**	**–**	**32**

[a] Includes 11 temporary posts for inspectors at the D-2 level.

Figure 31.II.II
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Regular budget

Table 31.II.10
Evolution of financial and post resources (United Nations share)
(Thousands of United States dollars)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	2 397.1	2 635.0	(3.1)	–	–	(3.1)	(0.1)	2 631.9
Total	**2 397.1**	**2 635.0**	**(3.1)**	**–**	**–**	**(3.1)**	**(0.1)**	**2 631.9**

31.II.27 The proposed regular budget resources for 2026 amount to $2,631,900 and reflect a net decrease of $3,100 (or 0.1 per cent) compared with the approved budget for 2025. As reflected in table 31.II.10, resource changes result from technical adjustments and reflect a decrease of $46,400, representing the United Nations Secretariat share (27.2 per cent) of the reduction presented above under the jointly financed budget of the Unit ($170,400), offset in part by an increase in the United Nations Secretariat share of the budget of the Unit from 26.8 per cent for 2025 to 27.2 per cent for 2026 ($43,300), as determined by the CEB Secretariat in accordance with the established methodology.

III. United Nations System Chief Executives Board for Coordination

A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

31.III.1 CEB, composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of CEB derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 13 (III) and decision 2001/321. At a time when the international community is confronted by increasingly complex and interrelated global challenges, coordinated and coherent action by the entities of the United Nations system is imperative. Mobilizing the system's collective capacity is vital to supporting Member States in the integrated and accelerated implementation of the 2030 Agenda for Sustainable Development and the Pact for the Future, as well as the full range of mandates entrusted to United Nations system entities.

Programme of work

Objective

31.III.2 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

Strategy and external factors for 2026

31.III.3 To contribute to the objective, CEB will:

(a) Provide vision and leadership to guide the effective, coherent and coordinated implementation of mandates by United Nations system organizations;

(b) Provide a forum for senior leaders of the United Nations system to agree on strategic action, enhance cooperation and pursue policy coherence in both programmatic and administrative areas and coordinate the use of resources, capacities and knowledge;

(c) Through its High-level Committee on Programmes:

(i) Foster strategic system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals;

(ii) Develop shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action;

(d) Through its High-level Committee on Management:

(i) Accelerate the development of innovative approaches to improve efficiency and simplify and innovate business practices, fostering the harmonization, mutual recognition and integration of business operations, as well as encourage a coordinated approach to multilingualism across CEB member organizations;

(ii) Utilize its functional networks on finance and budget, human resources, digitization and technology, procurement and safety and security to mainstream best practices, innovative management approaches and partnerships in all areas of management and to collect and publish comprehensive system-wide financial and human resources data.

31.III.4 The above-mentioned work is expected to result in:

(a) Accelerated progress towards the integrated and accelerated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities, including the follow-up to and implementation of the Pact for the Future and its annexes;

(b) A more coherent, coordinated and efficient United Nations system response to global challenges, such as setbacks to sustainable development, inequalities, threats to human rights, negative impacts of climate change and risks of new and emerging technologies;

(c) Greater capacity of United Nations system organizations to provide effective management responses that drive systemic change in support of the delivery of mandates, through a focus on providing better data analytics; innovation and digital transformation; strategic foresight; and a work culture that encourages stronger results orientation;

(d) Improved analytical quality of United Nations system-wide comprehensive, comparable financial and human resources data, evidence-based advancement of the ongoing ICSC comprehensive compensation review and enhanced transparency and accountability regarding system-wide financial flows.

31.III.5 With regard to the external factors, the overall plan for 2026 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.

31.III.6 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees. The CEB annual human resources statistics will continue to present data on personnel of the United Nations system by category, grade and gender, helping to systematically track gender representation across the system. The CEB secretariat will continue to collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on tracking the financial contribution of United Nations activities to gender equality and the empowerment of women. In addition, the CEB secretariat will support the High-level Committee on Programmes in continuing to address gender equality and women's empowerment in a cross-cutting manner, spanning the Committee's agenda.

31.III.7 In line with the United Nations Disability Inclusion Strategy, the CEB High-level Committee on Management will continue to accelerate disability inclusion within organizations' internal operations through the activities of its cross-functional networks.

Programme performance in 2024[1]

Strengthened system-wide unity in support of climate action

31.III.8 The adverse impacts of climate change are felt by people everywhere, especially in developing countries. To bring the full weight of the United Nations system together for urgent climate action, the High-level Committee on Programmes developed and approved a set of strategic common messages to strengthen unity among organizations in support of ambitious outcomes at the twenty-ninth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and beyond. The Committee rapidly coalesced around seven key priority areas for action, which included emission reductions and climate finance, thereby effectively harmonizing

[1] For a full account of results, see the annual overview report of the United Nations System Chief Executives Board for Coordination for 2024 (forthcoming).

positions and facilitating synergies. As a dynamic product, the CEB-endorsed common messages continue to provide a shared narrative for the United Nations system to advocate for accelerated action to protect people and planet.

31.III.9 Progress towards the objective is presented in the performance measure below (see table 31.III.1).

Table 31.III.1
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
–	–	Strengthened unity, enabling the United Nations system to collectively promote key priorities and accelerated climate action for the benefit of people and planet

Planned results for 2026

Result 1: mutual recognition as an enabler of management reform across the United Nations system

Programme performance in 2024 and target for 2026

31.III.10 The CEB secretariat's work contributed to the expansion of inter-agency initiatives that employ mutual recognition in key areas such as procurement and human resources, which met the planned target.

31.III.11 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 31.III.2).

Table 31.III.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Successful cases of and best practices on mutual recognition identified Strategy established to address obstacles to the operationalization of mutual recognition	Bottlenecks in the application of mutual recognition principles addressed through improved awareness and operationalization of management guidance	Expansion of inter-agency initiatives that employ mutual recognition	Mainstreaming of shared services enabled by the application of the mutual recognition principle	Further mainstreaming of the mutual recognition principle to enhance operational effectiveness, supported through a community of practice and a network of mutual recognition champions

Result 2: United Nations Digital ID, a building block in enabling interoperability across United Nations organizations

Programme performance in 2024 and target for 2026

31.III.12 The CEB secretariat's work contributed to the first United Nations Digital ID use case, which was focused on maintaining updated human resources and financial data, going live to enable pension benefit calculation by the United Nations Joint Staff Pension Fund for selected sponsoring organizations, which met the planned target.

31.III.13 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 31.III.3).

Table 31.III.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	First use case, focused on maintaining updated human resources and financial data, went live to enable pension benefit calculation by the United Nations Joint Staff Pension Fund for selected sponsoring organizations	Digital ID available for other use cases and in use in more United Nations organizations, which enables efficient data transfer and collaboration across United Nations system organizations	Digital ID solution extended to other organizations, with additional business cases, to facilitate increased interoperability across the United Nations system

Result 3: improved coherence of United Nations system activities for the acceleration of progress towards the Sustainable Development Goals and implementation of the Pact for the Future

Proposed programme plan for 2026

31.III.14 The Pact for the Future, a wide-ranging international agreement aimed at delivering a better future for people and planet, was adopted by the General Assembly at the Summit of the Future in September 2024 to accelerate progress towards achieving the Sustainable Development Goals while rising to new challenges and opportunities. The CEB secretariat supported processes under the High-level Committee on Programmes and the High-level Committee on Management to coordinate specific United Nations system contributions to intergovernmental deliberations preceding the Summit and to enhance United Nations system internal capacities. Each process enabled a common understanding and shared position among United Nations system entities. As a contribution to implementation of the Pact, United Nations organizations have to strengthen their capabilities to better deliver on their mandates and support Governments in meeting their commitments.

Lessons learned and planned change

31.III.15 The lesson for the CEB secretariat, based on its experience supporting activities in the lead-up to the Summit, was that coherence is best achieved through inclusive consultative processes among the United Nations system organizations, leveraging their diverse technical knowledge and experience. In applying the lesson, the CEB secretariat will support the two Committees in bringing together expertise spanning the United Nations to facilitate strategic system-wide policy coherence and

coordination in programmatic and management areas of relevance across United Nations system mandates in order to contribute to accelerating progress towards the Sustainable Development Goals and implementing the Pact for the Future in a manner that complements activities being coordinated in other contexts.

31.III.16 Expected progress towards the objective is presented in the performance measure below (see table 31.III.4).

Table 31.III.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Agreement across the United Nations system on a conceptual framework on measures of progress on sustainable development that complement and go beyond gross domestic product (GDP)[a]	Shared vision among United Nations system organizations on: – data governance at the international level (see CEB/2023/1/Add.2) – duties to future generations (see CEB/2023/1/Add.1) – opportunities for collaboration on digital transformation	Collective thinking among United Nations system organizations on: – possible goals and principles for data governance at the international level (see CEB/2024/2/Add.1) – global governance of artificial intelligence (see CEB/2024/1/Add.1) and the responsible use of artificial intelligence in the United Nations system[b]	Improved United Nations system coherence on countering transnational organized crime Accelerated implementation of the United Nations Disability Inclusion Strategy across the United Nations system	Improved United Nations system coherence on: – measures of progress on sustainable development that complement and go beyond GDP – solutions for enhanced digital transformation capabilities in United Nations system organizations, in accordance with action 45 of the Pact for the Future

[a] See https://unsceb.org/valuing-what-counts-united-nations-system-wide-contribution-beyond-gross-domestic-product-gdp.
[b] See https://unsceb.org/sites/default/files/2025-01/Framework%20for%20a%20Model%20Policy%20on%20the%20%20Responsible%20Use%20of%20AI%20in%20UN%20System.pdf.

Legislative mandates

31.III.17 The list below provides all mandates entrusted to CEB.

General Assembly resolutions

64/289	System-wide coherence	79/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	79/247	Programme planning

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee	2001/321	Further consideration of the annual overview review report of the Administrative Committee on Coordination

Deliverables

31.III.18 Table 31.III.5 lists all deliverables of CEB.

Table 31.III.5
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**8**	**7**	**6**	**7**
1. Annual overview report of CEB for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	1	1	–	1
3. Note by the Secretary-General with comments by CEB on reviews conducted by the Joint Inspection Unit	6	5	5	5
Substantive services for meetings (number of three-hour meetings)	**11**	**18**	**10**	**10**
Meetings of:				
4. The Fifth Committee	6	14	6	6
5. The Second Committee	1	–	–	–
6. The Committee for Programme and Coordination	2	2	2	2
7. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. The Economic and Social Council	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**6**	**6**	**6**	**6**
9. Reports on United Nations system financial, human resources and procurement statistics	3	3	3	3
10. Compilations and analyses of best practices in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system annual financial and human resources statistics (from approximately 40 reporting entities) available to all Member States and other stakeholders.				
D. Communication deliverables				
Digital platforms and multimedia content: CEB website accessible by all Member States and other stakeholders.				
E. Enabling deliverables				
Administration: summary of deliberations of two regular sessions (each) of CEB, the High-level Committee on Programmes and the High-level Committee on Management; reports for meetings of ICSC on common positions of the United Nations system relating to conditions of service; biannual promulgation of rates for freelance interpreters and translators; accounting guidance and system-wide support papers for United Nations entities; secretariat support for meetings of CEB, the High-level Committee on Programmes and the High-level Committee on Management; secretariat support for the Task Force on Accounting Standards, ad hoc inter-agency taskforce arrangements and United Nations representation at meetings of the Board of the International Public Sector Accounting Standards; maintenance of data management portal for the collection of data for the United Nations system on human resources and financial data (annual collection from approximately 40 entities); and annual headcount of United Nations system field staff.				

B. Proposed post and non-post resource requirements for 2026

Overview (jointly financed activities)

31.III.19 The proposed jointly financed resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 31.III.6 to 31.III.8.

Table 31.III.6
Overall: evolution of financial resources by object of expenditure (jointly financed)
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	3 796.6	3 797.1	–	–	–	–	–	3 797.1
Other staff costs	419.9	400.0	–	–	(46.2)	(46.2)	(11.6)	353.8
Consultants	7.5	33.0	–	–	(8.1)	(8.1)	(24.5)	24.9
Travel of staff	184.6	185.8	–	–	(17.0)	(17.0)	(9.1)	168.8
Contractual services	66.8	143.7	–	–	(64.3)	(64.3)	(44.7)	79.4
General operating expenses	27.7	104.7	–	–	(22.4)	(22.4)	(21.4)	82.3
Supplies and materials	–	13.7	–	–	(12.2)	(12.2)	(89.0)	1.5
Furniture and equipment	5.2	24.1	–	–	(9.3)	(9.3)	(38.6)	14.8
Total	**4 508.3**	**4 702.1**	**–**	**–**	**(179.5)**	**(179.5)**	**(3.8)**	**4 522.6**

Table 31.III.7
Overall: proposed posts and post changes for 2026 (jointly financed)
(Number of posts)

	Number	*Details*
Approved for 2025	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2026	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 1 GS (PL), 4 GS (OL)

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

Table 31.III.8
Overall: proposed posts by category and grade (jointly financed)
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	3	–	–	–	–	3
P-4	2	–	–	–	–	2
P-3	2	–	–	–	–	2
Subtotal	**10**	**–**	**–**	**–**	**–**	**10**
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	4	–	–	–	–	4
Subtotal	**5**	**–**	**–**	**–**	**–**	**5**
Total	**15**	**–**	**–**	**–**	**–**	**15**

31.III.20 Additional details on the distribution of the proposed resources for 2026 are reflected in table 31.III.10 and figure 31.III.I.

31.III.21 As shown in table 31.III.6, the overall resources proposed for 2026 amount to $4,522,600, reflecting a decrease of $179,500 (or 3.8 per cent) compared with the approved budget for 2025. Resource changes result from other changes.

31.III.22 Given that the activities of the CEB secretariat are jointly funded by agencies, funds and programmes of the United Nations common system, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of CEB conducted in March 2025. The Network reviewed the budget proposed by the CEB secretariat (including for the International Public Sector Accounting Standards (IPSAS) project) for 2026 following the same process outlined under paragraph 31.I.25 above for ICSC. The CEB secretariat presented two scenarios for 2026: one with a zero nominal growth and a second with an approximately 20 per cent reduction in non-post resources, as further detailed below. The Network endorsed the second scenario, with a 2026 budget level of $4,522,600 for the CEB secretariat (including $238,600 for the IPSAS project).

31.III.23 As shown in table 31.III.10, resource changes result from a reduction of $179,500 under other changes in compliance with a decision of the Finance and Budget Network on the level of resources for 2026 for the CEB secretariat, reflecting decreases under (a) other staff costs ($46,200) resulting from the downward reclassification of the temporary position for the IPSAS project from the P-5 to the P-3 level; (b) contractual services ($64,300); (c) general operating expenses ($22,400); (d) travel of staff ($17,000); (e) supplies and materials ($12,200); (f) furniture and equipment ($9,300); and (g) consultants ($8,100).

31.III.24 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, CEB is integrating environmental management practices into its operations. In 2026, in line with the Strategy for Sustainability Management in the

United Nations System, 2020–2030, the CEB secretariat will continue to ensure that all meetings that it supports are single-use-plastic-free and paper-free to reduce waste and cut carbon emissions, as well as continue to promote an eco-friendly culture.

31.III.25 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.III.9. The CEB secretariat will continue to track compliance and to pursue the advance planning and nomination of travelling staff to meetings and conferences, whenever possible.

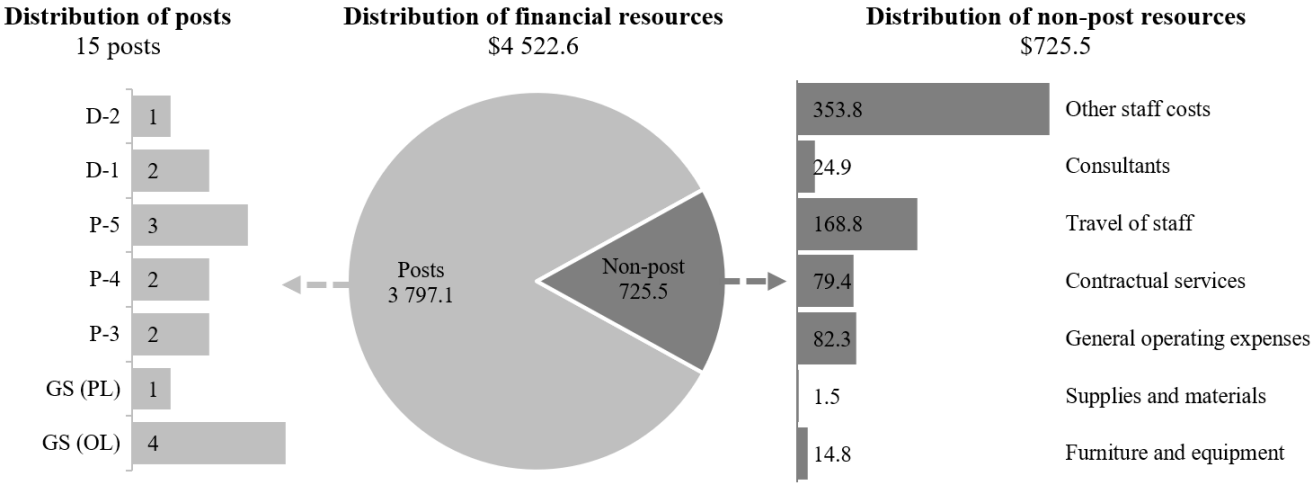
Table 31.III.9
Compliance rate
(Percentage)

	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	92.9	92.6	97.8	100	100

Table 31.III.10
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 796.6	3 797.1	–	–	–	–	–	3 797.1
Non-post	711.7	905.0	–	–	(179.5)	(179.5)	(19.8)	725.5
Total	**4 508.3**	**4 702.1**	**–**	**–**	**(179.5)**	**(179.5)**	**(3.8)**	**4 522.6**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		5	–	–	–	–	–	5
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

Figure 31.III.I
Distribution of proposed resources for 2026
(Number of posts/thousands of United States dollars)



Regular budget

Table 31.III.11
Overall: evolution of financial resources (United Nations share)
(Thousands of United States dollars)

Object of expenditure	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Non-post								
Grants and contributions	1 318.5	1 408.5	(17.6)	–	(53.1)	(70.7)	(5.0)	1 337.8
Total	**1 318.5**	**1 408.5**	**(17.6)**	**–**	**(53.1)**	**(70.7)**	**(5.0)**	**1 337.8**

31.III.26 The proposed regular budget resources for 2026 amount to $1,337,800 and reflect a decrease of $70,700 (or 5.0 per cent) compared with the approved budget for 2025. As reflected in table 31.III.11, resource changes result from technical adjustments and other changes, as follows:

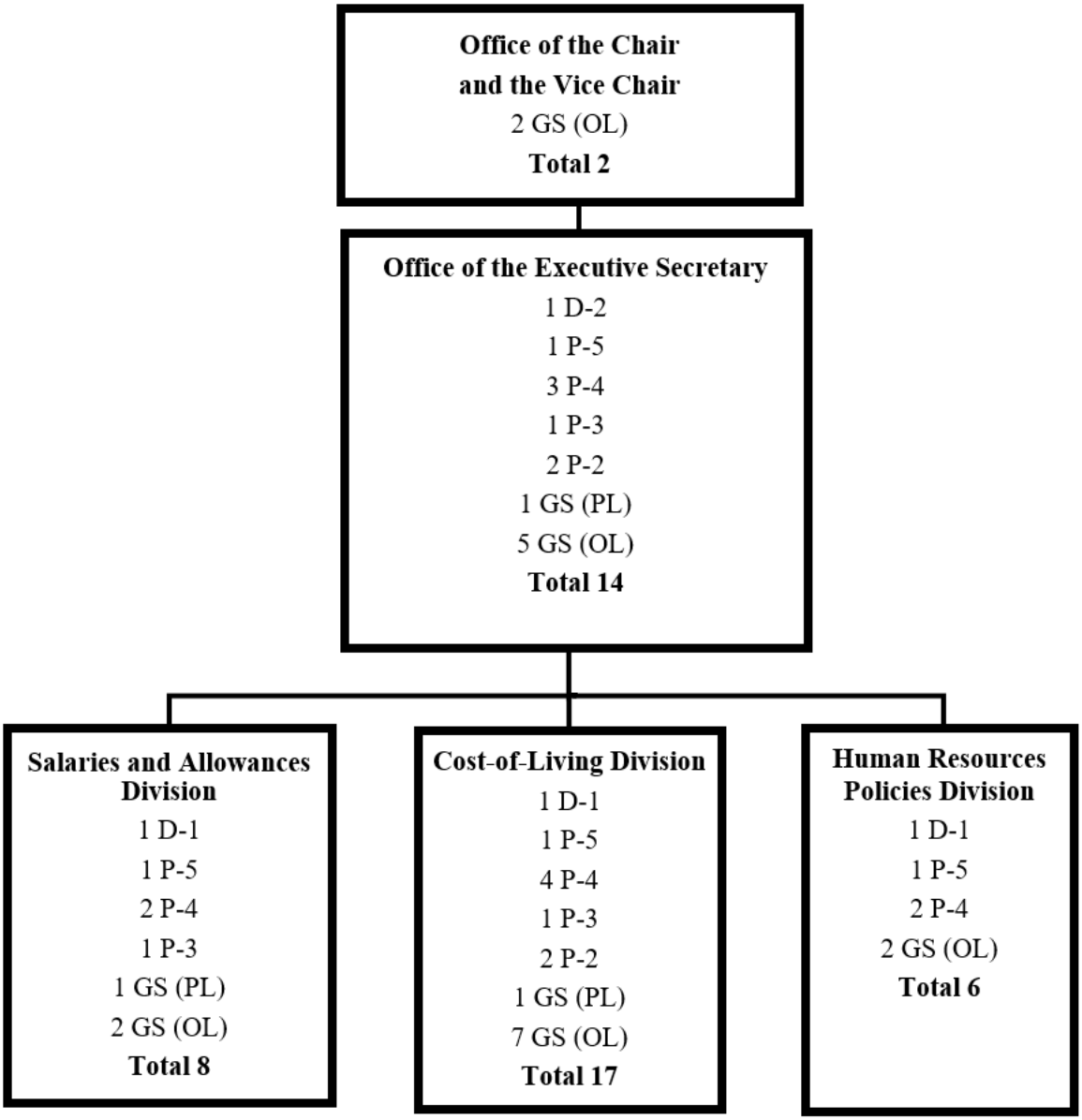
(a) **Technical adjustments**: A decrease of $17,600 resulting from a reduction in the United Nations Secretariat share of the budget of the CEB secretariat from 29.9 per cent for 2025 to 29.6 per cent for 2026, as determined by the CEB secretariat in accordance with the established methodology;

(b) **Other changes**: A decrease of $53,100, reflecting the United Nations Secretariat share (29.6 per cent) of the proposed decrease presented above under jointly funded resources ($179,500).

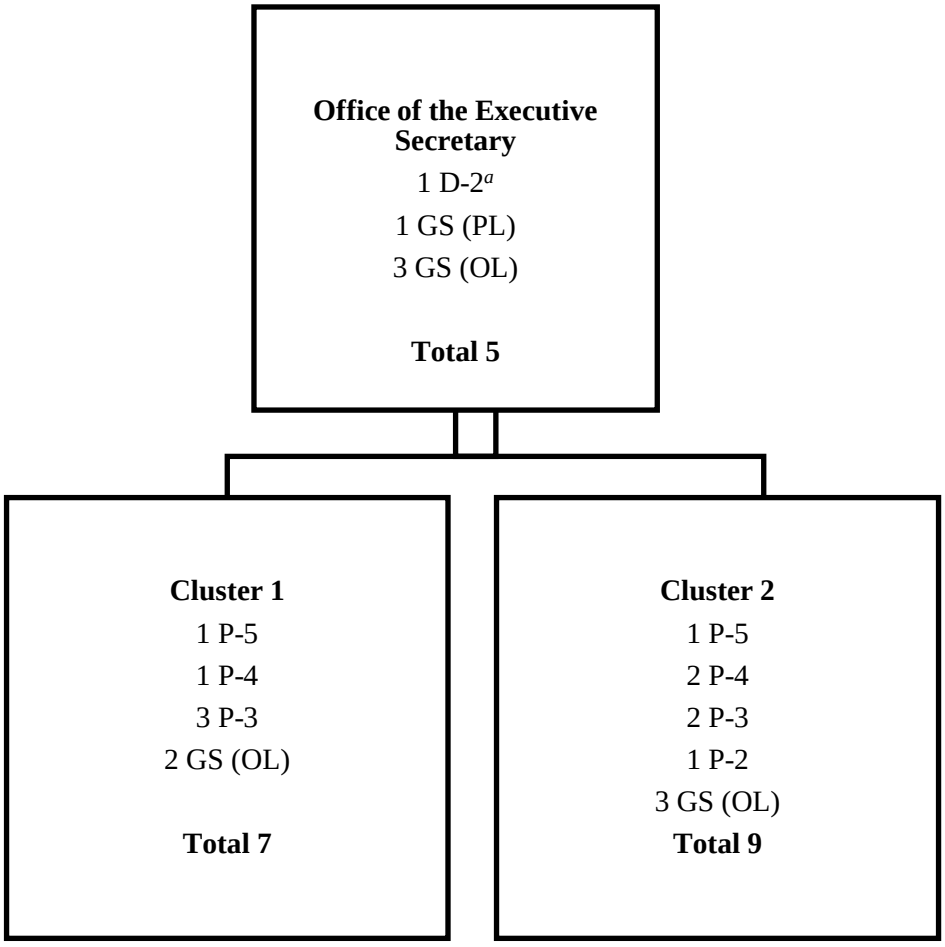
Annex I

Organizational structure and post distribution for 2026

A. International Civil Service Commission



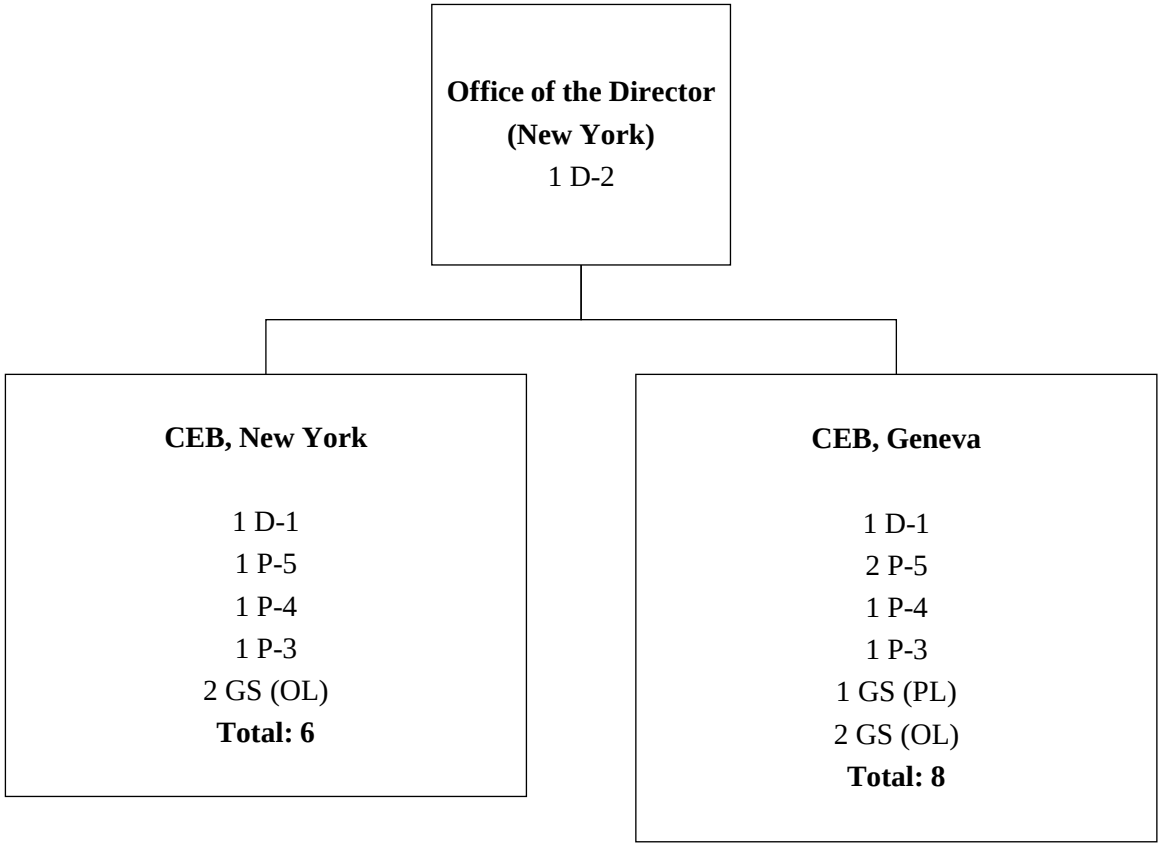
B. Joint Inspection Unit



Note: jointly financed activities.

[a] Does not include 11 temporary posts for inspectors at the D-2 level.

C. United Nations System Chief Executives Board for Coordination



Note: jointly financed activities.

Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Annex II

Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities

1. The methodology applied since 1974 in respect of the cost-sharing of the International Civil Service Commission (ICSC) budget is based on the "Consultative Committee on Administrative Questions formula", which apportions the ICSC costs on the basis of the number of staff, as contained in the personnel statistics published by the United Nations System Chief Executives Board for Coordination (CEB) secretariat. The United Nations share of the costs also includes the shares for the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees, on the basis of the decision by the General Assembly that the costs relating to these two entities are funded from the regular budget of the United Nations.

2. The methodology applied since 1996–1997 for the cost-sharing of the Joint Inspection Unit budget is derived from the expenditure reported in the audited accounts of the participating organizations, excluding:

   (a) Expenditure relating to peacekeeping;

   (b) Expenditure in kind, including the value of donated commodities;

   (c) A total of 50 per cent of the expenditure of the International Trade Centre corresponding to the share of the World Trade Organization, on the principle that the regular budget of the Centre is funded in equal parts by the United Nations and the World Trade Organization, which does not participate in the work of the Joint Inspection Unit.

3. The methodology applied since 2006 for the cost-sharing of the CEB secretariat's budget is based on 50 per cent of staff, in accordance with the most recently available personnel statistics, and 50 per cent of total expenditure, in accordance with the most recently available audited financial statements, minus expenditure in kind, excluding expenditure relating to peacekeeping operations.

4. The methodology applied for the cost-sharing of the system-wide International Public Sector Accounting Standards budget is based on the same cost-sharing formula used to apportion the budget of the CEB secretariat, with the exclusion of the International Fund for Agricultural Development, which is not an active member in the International Public Sector Accounting Standards project.

Annex III

Overview of financial and post resources

The jointly financed budgets of the International Civil Service Commission and the Joint Inspection Unit, as shown in the present budget submission, are for General Assembly consideration and approval, including the United Nations share. The jointly financed budget of United Nations System Chief Executives Board for Coordination is presented for information purposes, while its United Nations share is presented for approval.

Table 1
Evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Full budget (jointly financed activities): financial resources								
International Civil Service Commission	11 563.4	13 393.1	–	–	–	–	–	13 393.1
Joint Inspection Unit	8 662.1	9 836.6	(170.4)	–	–	(170.4)	(1.7)	9 666.2
United Nations System Chief Executives Board for Coordination	4 508.3	4 702.1	–	–	(179.5)	(179.5)	(3.8)	4 522.6
Total	**24 733.8**	**27 931.8**	**(170.4)**	–	**(179.5)**	**(349.9)**	**(1.3)**	**27 581.9**
Full budget (jointly financed activities): main category of expenditure								
Posts	20 197.2	22 551.1	–	–	–	–	–	22 551.1
Non-post	4 536.6	5 380.7	(170.4)	–	(179.5)	(349.9)	(6.5)	5 030.8
Total	**24 733.8**	**27 931.8**	**(170.4)**	**–**	**(179.5)**	**(349.9)**	**(1.3)**	**27 581.9**
Regular budget (United Nations share): financial resources								
International Civil Service Commission	4 896.1	5 093.8	53.2	–	–	53.2	1.0	5 147.0
Joint Inspection Unit	2 397.1	2 635.0	(3.1)	–	–	(3.1)	(0.1)	2 631.9
United Nations System Chief Executives Board for Coordination	1 318.5	1 408.5	(17.6)	–	(53.1)	(70.7)	(5.0)	1 337.8
Total	**8 611.7**	**9 137.3**	**32.5**	**–**	**(53.1)**	**(20.6)**	**(0.2)**	**9 116.7**

Table 2
Overview of post resources
(Number of posts)

	Full budget (jointly financed activities)		
	2025 approved	*2026 estimate*	*Variance*
Full budget (jointly financed activities)			
International Civil Service Commission	47	47	–
Joint Inspection Unit	32	32	–
United Nations System Chief Executives Board for Coordination	15	15	–
Total	**94**	**94**	**–**

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part X
Jointly financed administrative activities and special expenses

Section 32
Special expenses

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* A/80/50.

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

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Proposed post and non-post resource requirements for 2026

Overview

32.1 Under section 32, Special expenses, resources are provided to cover specific expenditure requirements for: (a) contributions to after-service health insurance; (b) compensatory payments; (c) general insurance charges; (d) bank charges; and (e) pension payments to former Secretaries-General. The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in table 32.1.

Table 32.1
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	55.8	–	–	–	–	–	–	–
Other staff costs	87 399.0	92 495.0	–	–	2 186.1	2 186.1	2.4	94 681.1
Non-staff compensation	460.8	456.2	–	–	(99.4)	(99.4)	(21.8)	356.8
Consultants	74.2	151.9	–	–	–	–	–	151.9
Contractual services	1.7	8.6	–	–	–	–	–	8.6
General operating expenses	4 157.8	4 147.0	–	–	390.0	390.0	9.4	4 537.0
Total	**92 149.4**	**97 258.7**	**–**	**–**	**2 476.7**	**2 476.7**	**2.5**	**99 735.4**

32.2 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 32.2 and 32.3 and figure 32.I.

32.3 As reflected in table 32.2 (1), the overall resources proposed for 2026 amount to $99,735,400, reflecting a net increase of $2,476,700 (or 2.5 per cent) compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 32.2
Overall: evolution of financial resources by source of funding and component
(Thousands of United States dollars)

(1) *Regular budget*

			Changes					
Component	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Contributions to after-service health insurance	84 948.0	90 733.0	–	–	1 809.2	1 809.2	2.0	92 542.2
B. Compensatory payments	2 584.0	1 913.9	–	–	376.9	376.9	19.7	2 290.8
C. General insurance	3 964.9	3 951.0	–	–	399.5	399.5	10.1	4 350.5
D. Bank charges	191.7	204.6	–	–	(9.5)	(9.5)	(4.6)	195.1
E. Pension payments to former Secretaries-General	460.8	456.2	–	–	(99.4)	(99.4)	(21.8)	356.8
Subtotal, 1	**92 149.4**	**97 258.7**	**–**	**–**	**2 476.7**	**2 476.7**	**2.5**	**99 735.4**

(2) *Other assessed*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Contributions to after-service health insurance	12 365.0	13 332.2	1 915.5	14.4	15 247.7
Subtotal, 2	**12 365.0**	**13 332.2**	**1 915.5**	**14.4**	**15 247.7**

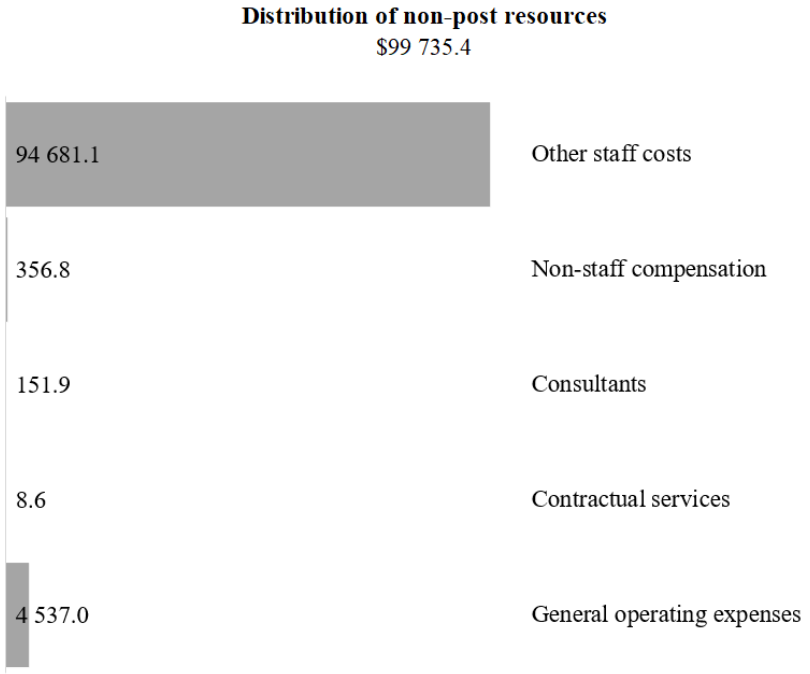
(3) *Extrabudgetary*

Component	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
A. Contributions to after-service health insurance	6 626.5	7 673.5	10 415.9	135.7	18 089.4
Subtotal, 3	**6 626.5**	**7 673.5**	**10 415.9**	**135.7**	**18 089.4**
Total (1+2+3)	**111 140.9**	**118 264.4**	**14 808.1**	**12.5**	**133 072.5**

Table 32.3
Overall: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	92 149.4	97 258.7	–	–	2 476.7	2 476.7	2.5	99 735.4
Total	**92 149.4**	**97 258.7**	**–**	**–**	**2 476.7**	**2 476.7**	**2.5**	**99 735.4**

Figure 32.I
Distribution of proposed resources for 2026
(Thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Other changes

32.4 As reflected in table 32.2 (1), the net increase of $2,476,700 is due to the following:

(a) **Contributions to after-service health insurance**. The net increase of $1,809,200 relates to the projected growth in after-service health insurance participants, reflecting a continuation of the heightened rate of enrolments experienced during 2024 and during the first quarter of 2025, and increasing medical costs and utilization levels based on payment trends ($13.3 million), offset in part by a decrease of $11.5 million relating to the revision in apportionment ratios across funding sources, in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/79/7 (para. X.57)), as endorsed by the General Assembly in its resolution 79/257. Following a review of the funding source for the final salary of retirees who enrolled in after-service health insurance, including an actuarial review of the impact on after-service health insurance costs of the downsizing of peacekeeping operations and the sustainability of the extrabudgetary funding modality, the current apportionment ratios, in the context of the proposed programme budget, are being revised for after-service health insurance costs at Headquarters, from the regular budget, at 77 per cent, peacekeeping, at 15 per cent, and extrabudgetary, at 8 per cent, to the regular budget, at 69 per cent, peacekeeping, at 17 per cent, and extrabudgetary, at 14 per cent,, and, for costs at Geneva and Vienna, as follows: regular budget, at 86 per cent, and extrabudgetary, at 14 per cent;

(b) **Compensatory payments**. The increase of $376,900 takes into account the increase in projected payments for 2026 after an account of the 2024 expenditure experience;

(c) **General insurance**. The increase of $399,500 relates to the increase in property insurance policy premiums in 2025 and 2026;

(d) **Bank charges**. The decrease of $9,500 reflects actual expenditure experience based on the average expenditure experience for 2023 and 2024 and does not take into possible account gains on exchange rates, which is specific to a budget period;

(e) **Pension payments to former Secretaries-General**. The decrease of $99,400 reflects a reduction in the number of pensioners based on the expenditure experience in the first quarter of 2025.

Other assessed and extrabudgetary resources

32.5 As reflected in table 32.2 (2), other assessed resources amount to $15,247,700. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783). The revision of the cost-sharing apportionment would be reflected in context of the next support account budget for peacekeeping operations for the period from 1 July 2026 to 30 June 2027.

32.6 As reflected in table 32.2 (3), the estimated extrabudgetary resources for contributions to after-service health insurance are estimated at $18,089,400.

A. Contributions to after-service health insurance

32.7 The after-service health insurance programme extends health-care benefits under the United Nations insurance schemes to eligible retirees and their eligible dependants. Coverage is provided on a shared-contribution basis in accordance with a decision taken by the General Assembly at its twenty-first session. Coverage is also provided to staff members whose appointments are terminated as a result of disability. In all cases, coverage is available only to those who are eligible to receive a periodic benefit from the United Nations Joint Staff Pension Fund or under the rules governing compensation for service-incurred death, injury or illness. In accordance with Assembly resolution 38/235, the maximum cost-sharing ratio is 2 to 1 between the Organization and the participant.

32.8 By its resolution 40/258 A, the General Assembly decided to extend after-service health insurance coverage to former locally recruited staff who had participated in the medical expense assistance plan under appendix E to the Staff Rules of the United Nations.

32.9 By its resolution 61/264, the General Assembly approved changes to the after-service health insurance provisions for new staff members recruited on or after 1 July 2007. Under the terms of that resolution, following retirement, staff members are eligible for cost-sharing of after-service coverage if they have participated in a United Nations-system contributory health insurance plan for a minimum of 10 years at the time of retirement. Staff members recruited before 1 July 2007 who have participated in a United Nations contributory plan for at least 5 years are also eligible, provided that they pay the full premium for the period for which their participation falls short of the 10-year requirement for cost-shared participation.

32.10 The General Assembly, in its resolution 64/241, requested the Secretary-General to submit to it at its sixty-seventh session a report on managing after-service health insurance liabilities, bearing in mind that the pay-as-you-go principle was one of the viable options. The Assembly also requested the Secretary-General to continue to validate the accrued liabilities with the figures audited by the Board of Auditors and to include that information and the outcome of the validation in the requested report. The report of the Secretary-General on managing after-service health insurance liabilities (A/68/353) was submitted to the Assembly at its sixty-eighth session. The Assembly, in its resolution 68/244, endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions on the continuation of the pay-as-you-go approach to the funding of the after-service

health insurance liabilities. It also requested the Secretary-General to examine the option of broadening the mandate of the United Nations Joint Staff Pension Fund, to include the cost-effective, efficient and sustainable administration of after-service health insurance benefits, taking into account the advantages and disadvantages of that option, including its financial and legal implications, and to report thereon at the seventieth session of the Assembly, as well as to undertake a survey of current health-care plans for active and retired staff within the United Nations system, to explore options to increase efficiency and contain costs and to report thereon at its seventieth session. In his report on managing after-service health insurance (A/73/662), informed in large part by the work of the inter-agency Working Group on After-Service Health Insurance, the Secretary-General continued to apprise the Assembly of the work undertaken in response to its request. In its resolution on managing after-service health insurance (resolution 73/279 B), the Assembly endorsed the recommendations contained in the report of the Advisory Committee (A/73/792), including that the Secretary-General further explore options for the improvement of efficiency and the containment of costs, including liabilities associated with current and future staff, with a view to reducing the Organization's expenditure on health insurance plans and its after-service health insurance obligations.

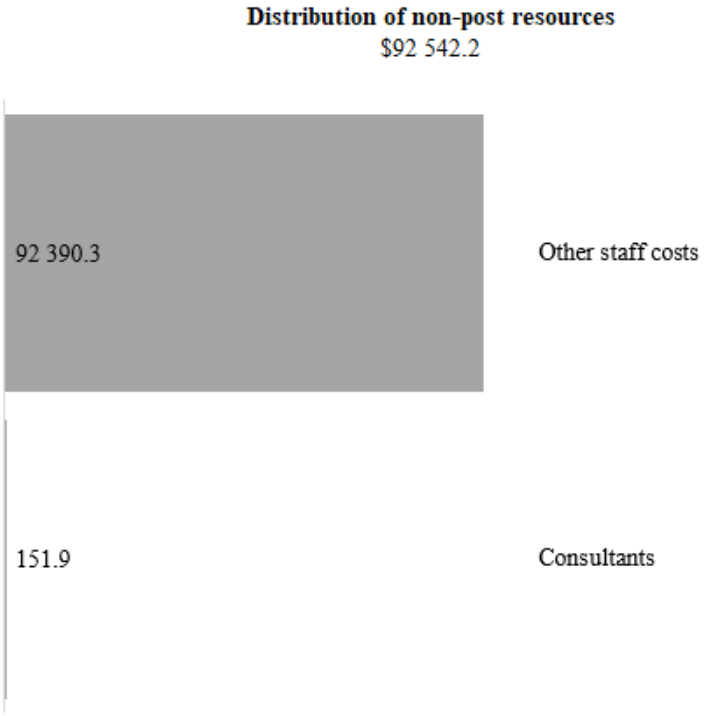
32.11 The report of the Secretary-General on managing after-service health insurance liabilities (A/76/373) was submitted to the General Assembly at its seventy-sixth session. In the report, the Secretary-General responded to the Assembly's request and set out a comprehensive proposal on after-service health insurance funding.

32.12 The proposed regular budget resources for 2026 amount to $92,542,200, reflecting an increase of $1,809,200 (or 2 per cent) compared with the approved budget for 2025. The proposed change is explained in paragraph 32.4 (a) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 32.4 and figure 32.II.

Table 32.4
Contributions to after-service health insurance: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	55.8	–	–	–	–	–	–	–
Non-post	84 815.7	90 733.0	–	–	1 809.2	1 809.2	2.0	92 542.2
Total	**84 948.0**	**90 733.0**	**–**	**–**	**1 809.2**	**1 809.2**	**2.0**	**92 542.2**

Figure 32.II
Contributions to after-service health insurance: distribution of proposed resources for 2026
(Thousands of United States dollars)



B. Compensatory payments

32.13 The requirements under compensatory payments provide for compensation to members of commissions, committees or similar United Nations bodies in the event of death, injury or illness attributable to service with the United Nations. The responsibilities of the United Nations in this area, as well as the rules governing compensatory payments, are detailed in Secretary-General's bulletin ST/SGB/103/Rev.1.

32.14 Compensation is also provided to staff members or their dependants in the event of death, injury or illness attributable to the performance by the staff member of official duties on behalf of the United Nations. The compensation is governed by the specific rules under appendix D to the Staff Regulations and Rules of the United Nations (ST/SGB/2018/1).

32.15 The costs incurred on both those accounts may include monthly survivor benefits for life, monthly disability benefits for life, lump-sum indemnities for permanent disabilities, funeral expenses, sick leave credit and medical expenses.

32.16 The proposed regular budget resources for 2026 amount to $2,290,800, reflecting an increase of $376,900 (or 19.7 per cent) compared with the approved budget for 2025. The proposed change is explained in paragraph 32.4 (b) above. Additional details on the distribution of proposed resources for 2026 are reflected in table 32.5.

Table 32.5
Compensatory payments: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post								
Other staff costs	2 584.0	1 913.9	–	–	376.9	376.9	19.7	2 290.8
Total	**2 584.0**	**1 913.9**	**–**	**–**	**376.9**	**376.9**	**19.7**	**2 290.8**

C. General insurance

32.17 The provisions under general insurance relate mainly to insurance on the buildings and property at Headquarters, as well as in Addis Ababa (Economic Commission for Africa), Santiago (Economic Commission for Latin America and the Caribbean) and Beirut (Economic and Social Commission for Western Asia). The United Nations Offices at Geneva, Vienna and Nairobi, as well as the Economic and Social Commission for Asia and the Pacific in Bangkok, separately maintain property and liability coverage for their offices locally. General insurance also covers automobile liability insurance at Headquarters, liability insurance for aircraft used for travel by the Secretary-General but not owned by the United Nations, and insurance for other air travel of staff. In addition, in accordance with General Assembly resolution 41/210, the United Nations has established a self-insurance plan for general liability risk in respect of acts occurring in the Headquarters district in New York. The provisions also cover a stand-alone insurance policy for acts of terrorism, which, following the events of 11 September 2001, was established effective 2003 as a result of limitations in the scope of insurance coverage for risks, such as acts of terrorism that would normally have been covered under the general policies.

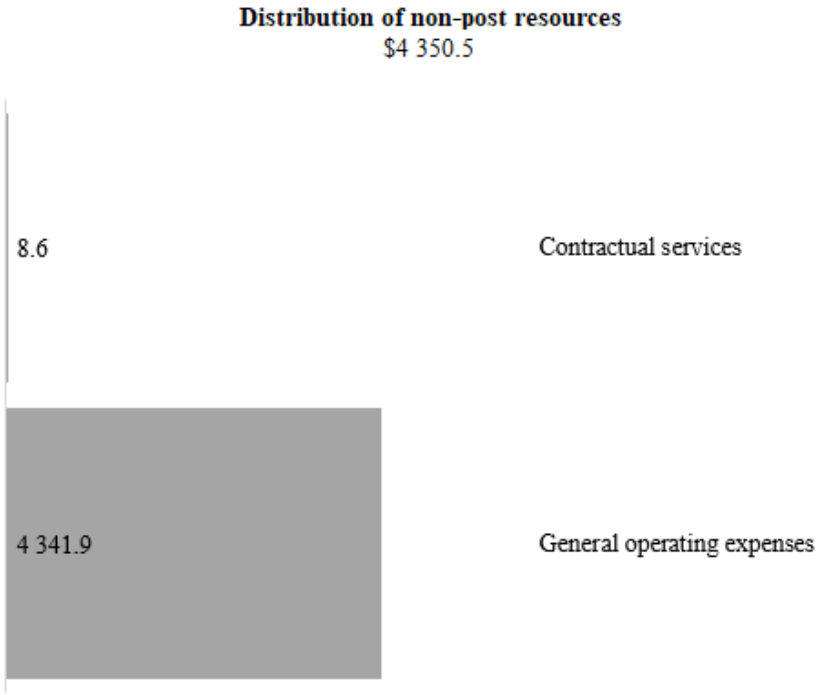
32.18 The outreach initiatives continued to encourage additional markets to bid for coverage of risks to the United Nations. Some limitations in the scope of insurance coverage, however, continue to be prevalent. Two such examples are the flood coverage restrictions introduced in the wake of storm Sandy in New York and the continued requirement for specific insurance for acts of terrorism. Actual premiums will be driven by the United Nations claims experience for previous years, and by the general state of insurance markets at the time of the renewal of the policy. The damages sustained by the Economic and Social Commission for Western Asia (currently estimated at $6 million) to its building and the contents thereof as a result of the explosion in Beirut on 4 August 2020 and other property losses continue to have an impact on the property insurance renewal premium. In addition to loss history, insurance premiums are also affected by market conditions and capacity, that is, the number of underwriters in the marketplace willing to insure the risk at the time of renewal, inflation and reinsurance costs. The insurance marketplace is constantly evolving on the basis of global economic conditions, natural and human-made disasters or regulatory requirements, and insurers' perception of specific risks relating to the United Nations.

32.19 The proposed regular budget resources for 2026 amount to $4,350,500 and reflect an increase of $399,500 (or 10.1 per cent) compared with the approved budget for 2025. The proposed change is explained in paragraph 32.4 (c) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 32.6 and figure 32.III.

Table 32.6
General insurance: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	3 964.9	3 951.0	–	–	399.5	399.5	10.1	4 350.5
Total	**3 964.9**	**3 951.0**	**–**	**–**	**399.5**	**399.5**	**10.1**	**4 350.5**

Figure 32.III
General insurance: distribution of proposed resources for 2026
(Thousands of United States dollars)



D. Bank charges

32.20 The bank charges include fees for account maintenance, electronic fund transfers and other banking services used by the United Nations.

32.21 The proposed regular budget resources for 2026 amount to $195,100 and reflect a decrease of $9,500 (or 4.6 per cent) compared with the approved budget for 2025. The proposed change is explained in paragraph 32.4 (d) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 32.7.

Table 32.7
Bank charges: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post								
General operating expenses	191.7	204.6	–	–	(9.5)	(9.5)	(4.6)	195.1
Total	**191.7**	**204.6**	**–**	**–**	**(9.5)**	**(9.5)**	**(4.6)**	**195.1**

E. Pension payments to former Secretaries-General

32.22 This component covers the retirement allowances for a former Secretary-General and for the widows of two former Secretaries-General at the half rate on the basis of the maximum retirement benefit payable as from 1 January 2025.

32.23 The proposed regular budget resources for 2026 amount to $356,800 and reflect a net decrease of $99,400 (or 21.8 per cent) compared with the approved budget for 2025. The proposed change is explained in paragraph 32.4 (e) above. Additional details on the distribution of the proposed resources for 2026 are reflected in table 32.8.

Table 32.8
Pension payments to former Secretaries-General: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post								
Non-staff compensation	460.8	456.2	–	–	(99.4)	(99.4)	(21.8)	356.8
Total	**460.8**	**456.2**	**–**	**–**	**(99.4)**	**(99.4)**	**(21.8)**	**356.8**

Annex I

Monthly expenditure for contributions to after-service health insurance by funding source, 2020–2024 and January–March 2025[a]

(United States dollars)

Month	*Regular budget*	*Support account*	*Extrabudgetary resources*	*Total*	*Number of participants as at 31 December*
January 2020	7 498 676	–	–	7 498 676	
February 2020	7 044 854	–	–	7 044 854	
March 2020	7 217 062	–	–	7 217 062	
April 2020	2 464 176	2 665 180	1 421 429	6 550 785	
May 2020	5 931 579	1 945 943	1 037 836	8 915 358	
June 2020	7 129 989	1 034 849	551 919	8 716 757	
July 2020	6 198 848	1 007 753	537 468	7 744 070	
August 2020	6 310 941	989 777	527 881	7 828 598	
September 2020	5 974 591	963 539	513 887	7 452 018	
October 2020	6 126 249	996 460	531 445	7 654 154	
November 2020	6 531 423	976 026	520 547	8 027 996	
December 2020	6 378 101	983 085	524 312	7 885 498	
Total, 2020	**74 806 489**	**11 562 612**	**6 166 726**	**92 535 826**	**10 735**
January 2021	6 149 046	942 311	501 133	7 592 491	
February 2021	7 772 987	4 223	–	7 777 210	
March 2021	4 492 454	1 904 924	1 007 072	7 404 450	
April 2021	8 234 888	16 025	–	8 250 913	
May 2021	6 488 254	972 695	508 732	7 969 681	
June 2021	4 626 334	2 021 515	1 059 408	7 707 257	
July 2021	6 362 594	966 956	514 987	7 844 537	
August 2021	6 177 574	946 557	504 474	7 628 604	
September 2021	6 344 997	971 707	515 529	7 832 232	
October 2021	6 566 579	962 453	506 751	8 035 782	
November 2021	7 536 659	10 542	–	7 547 201	
December 2021	5 112 240	2 008 209	1 085 641	8 206 091	
Total, 2021	**75 864 607**	**11 728 117**	**6 203 726**	**93 796 450**	**11 010**
January 2022	6 843 746	979 383	522 337	8 345 466	
February 2022	5 847 898	926 390	494 075	7 268 363	
March 2022	6 080 929	979 568	522 436	7 582 933	
April 2022	7 074 064	962 958	513 577	8 550 599	
May 2022	8 454 773	–	–	8 454 773	
June 2022	4 683 053	1 933 981	1 027 360	7 644 394	
July 2022	6 026 659	963 063	513 633	7 503 355	
August 2022	6 177 176	999 190	521 712	7 698 078	
September 2022	6 235 365	950 930	507 162	7 693 457	
October 2022	5 051 827	964 209	–	6 016 036	

Month	*Regular budget*	*Support account*	*Extrabudgetary resources*	*Total*	*Number of participants as at 31 December*
November 2022	7 145 580	967 563	514 080	8 627 223	
December 2022	6 766 687	957 731	1 026 824	8 751 242	
Total, 2022	**76 387 757**	**11 584 966**	**6 163 196**	**94 135 919**	**11 229**
January 2023	7 084 809	989 614	527 794	8 602 217	
February 2023	7 460 755	–	–	7 460 755	
March 2023	6 846 683	1 892 148	1 009 146	9 747 977	
April 2023	6 164 893	974 106	519 523	7 658 522	
May 2023	6 099 554	985 414	525 554	7 610 522	
June 2023	6 283 873	1 003 531	522 282	7 809 686	
July 2023	6 405 283	1 023 351	545 787	7 974 421	
August 2023	6 452 526	1 018 090	542 981	8 013 597	
September 2023	6 557 795	1 033 645	551 277	8 142 717	
October 2023	7 106 754	1 004 962	535 980	8 647 696	
November 2023	4 609 144	854 756	455 870	5 919 770	
December 2023	7 405 071	1 021 729[b]	553 777	8 980 577	
Total, 2023	**78 477 141**	**11 801 346**	**6 289 971**	**96 568 458**	**12 888**[c]
January 2024	6 683 535	1 035 368	551 138	8 270 041	
February 2024	8 744 394	(8 156)	–	8 736 238	
March 2024	5 295 495	2 160 389	1 146 899	8 602 783	
April 2024	8 555 786	3 754	–	8 559 540	
May 2024	5 259 089	2 081 566	1 108 665	8 449 320	
June 2024	7 505 847	1 033 743	547 997	9 087 587	
July 2024	8 523 089	9 282	–	8 532 371	
August 2024	4 660 869	1 957 450	1 041 864	7 660 183	
September 2024	6 420 760	1 045 394	550 550	8 016 704	
October 2024	6 244 694	893 553	472 404	7 610 651	
November 2024	7 001 037	1 059 623	562 259	8 622 919	
December 2024	9 921 119	1 169 276	644 699	11 735 094	
Total, 2024[d]	**84 815 715**	**12 441 242**	**6 626 475**	**103 883 431**	**13 572**
January 2025	4 652 463	1 052 262	353 051	6 057 776	
February 2025	8 467 272	4 455	–	8 471 727	
March 2025	8 509 023	2 645 397	1 408 035	12 562 455	
Total, 2025[e]	**21 628 758**	**3 702 114**	**1 761 086**	**27 091 958**	

[a] Monthly expenditure for after-service health insurance is charged on a pay-as-you-go basis to the regular budget at first and then adjusted periodically at Headquarters to apportion costs across funding sources, with approximately 15 per cent apportioned to peacekeeping operations and 8 per cent to extrabudgetary resources.

[b] December 2023 expenditure includes year-end adjustments.

[c] Includes Medical Insurance Plan after-service health insurance participants who are now included in Umoja starting in 2023.

[d] 2024 expenditure was reduced owing to the application of a “premium holiday”.

[e] 2025 expenditure was updated with retroactive adjustments implemented in April 2025.

Annex II

Property insurance claims paid 2020–2025

(United States dollars)

Year	*Entity*	*Total claim paid*
2020	ESCWA – Beirut	6 057 697
2020	United Nations Headquarters – Office of Information and Communications Technology	545 781
2020	MONUSCO	421 274
2021	UNICEF – South Sudan	73 544
2022	MONUSCO	449 751
2024	UNICEF – Burundi[a]	429 252
2024	Global Service Centre/Valencia	1 000 000
2025	MONUSCO[a]	2 500 000

Abbreviations: ESCWA, Economic and Social Commission for Western Asia; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNICEF, United Nations Children's Fund.

[a] Claim estimate.

United Nations A/80/6 (Sect. 33)

General Assembly

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Eightieth session
Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part XI
Capital expenditures

Section 33
Construction, alteration, improvement and major maintenance

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* A/80/50.

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

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10. Office of the United Nations Special Coordinator for the Middle East Peace Process. 16

B. Major construction projects 16

Annex

Indicative estimates for the major construction projects in 2026 17

Overview

33.1 The present section covers the resources to fund capital investment requirements for the construction, alteration, periodic maintenance and improvement of, and upgrades to, facilities, buildings, equipment and general infrastructure in established offices across the global United Nations Secretariat, including for safety and security, conferencing and information and communications technology (ICT). To ensure a coherent and systematic approach to capital expenditure requirements across the Organization, such resources are requested under the present section. Section 33 does not include requirements related to posts or staffing costs in connection with the administration and management of the projects and activities proposed in the present section; those costs are included under the respective sections of the proposed programme budget for 2026 for United Nations Headquarters, the United Nations Office at Geneva, the United Nations Office at Nairobi, the United Nations Office at Vienna, the Economic Commission for Africa (ECA), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the United Nations Truce Supervision Organization (UNTSO) and the Office of the United Nations Special Coordinator for the Middle East Peace Process. Section 33 does not include requirements related to special political missions, which are included in their respective budget proposals.

33.2 The resources proposed are in line with the International Public Sector Accounting Standards and encompass requirements for projects that result in an increase of the value of the asset and/or extend its useful life, including: (a) projects of a capital-intensive and of a structural nature that would substantially improve facilities or infrastructure; and (b) projects to repair, replace and/or upgrade existing installations (e.g. heating, ventilation, air conditioning, conferencing equipment and physical security equipment) along with the underlying infrastructure, hardware and other components or related systems required for their operation (e.g. electrical, information technology and other networks, associated hardware and systems). The proposed projects comprise both one-time projects and new and continuing multi-year projects. In addition, pursuant to the decision of the General Assembly in its resolution 77/263 A and previous resolutions, the proposals under the present section include a provision for the annual repayments of the loans from the host country (Switzerland) to finance the strategic heritage plan of the United Nations Office at Geneva.

33.3 In accordance with General Assembly resolution 79/258 A and previous resolutions, the Global Asset Management Policy Service (in the Field Operations Finance Division of the Office of Programme Planning, Finance and Budget in the Department of Management Strategy, Policy and Compliance) is responsible for the provision of guidance, support and technical advice with regard to the planning, management and monitoring of capital investment projects related to major construction and renovation.

33.4 At Headquarters, the projects proposed to be funded under section 33 fall under the responsibility of the Department of Operational Support in respect of facilities, the Department of Safety and Security in respect of safety and security, and the Office of Information and Communications Technology in respect of enterprise technology networks. The administrative services in Geneva, Vienna and Nairobi and at the regional commissions are responsible for the implementation of the projects at their respective duty stations.

33.5 With regard to safety and security, projects to upgrade and enhance capabilities for the protection of United Nations staff and premises globally are evaluated by, and subsequently implemented in close coordination with, the Department of Safety and Security to ensure optimal standardization, such as in the ongoing implementation of the multi-year access control project across the Secretariat.

33.6 With regard to information and telecommunications technology, the Office of Information and Communications Technology provides central leadership in the establishment and implementation of Organization-wide ICT strategy and standards in the modernization of information systems and the improvement of ICT services. The Office directs and oversees the operation and upgrade of the global ICT infrastructure at Headquarters, offices away from Headquarters and the regional

commissions, including through regular reviews. In addition, the Office operates and maintains the infrastructure and equipment for conferencing services at Headquarters. Upgrades are implemented through annual projects to upgrade the enterprise networks. Such projects also serve to progressively standardize systems, including the related infrastructure and equipment, to ensure comparable standards of functionality, quality and reliability of the related services across the Organization, including in respect of telecommunications.

33.7 The resources proposed for 2026 under the present section, as detailed below, are required for the continuation of existing and new multi-year projects that are linked to the programme of capital investments from 2026 through 2031 presented in the most recent report of the Secretary-General on capital investment planning (A/79/510).

33.8 In line with the request from the General Assembly, in its resolution 75/252, to include indicative estimates for the major construction projects in the proposed programme budget under section 33 for information purposes only, a table with the requested information related to those capital projects is provided in the annex. Such estimates may be revised in the progress reports for each project to reflect the implementation status and associated resource requests. As the estimates are provided for information purposes only, the resources for those projects, including for the corresponding project management teams under the respective budget sections other than section 33, are not proposed as part of the resources submitted herewith for section 33; in continuation of past practice, these resources will be requested in the context of the forthcoming annual progress reports of the Secretary-General to be submitted at the main part of the eightieth session of the Assembly.

Proposed resource requirements for 2026

Overview of resources

33.9 The overall resources proposed for 2026 amount to $39,856,300, reflecting a net decrease of $48,164,200 (or 54.7 per cent) compared with the appropriation for 2025. Resource changes result from two factors, as explained in paragraphs 33.10 and 33.11 below, namely: (a) technical adjustments (a decrease of $51,642,900); and (b) other changes (a net increase of $3,478,700). The distribution of the proposed resources is reflected in table 33.1.

Table 33.1
Evolution of financial resources by category of projects and location
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Alteration, upgrades and major maintenance programmes								
Headquarters	778.1	–	–	–	3 444.0	3 444.0		3 444.0
UNOG[a]	2 833.5	3 453.9	–	–	586.2	586.2	17.0	4 040.1
UNON	278.8	358.9	–	–	641.1	641.1	178.6	1 000.0
UNOV	1 376.4	1 411.2	–	–	–	–		1 411.2
ECA	818.0	4 431.3	–	–	(3 426.7)	(3 426.7)	(77.3)	1 004.6
ECLAC	405.0	801.4	–	–	(616.4)	(616.4)	(76.9)	185.0
ESCAP	716.9	1 119.5	–	–	(43.2)	(43.2)	(3.9)	1 076.3
ESCWA	–	2 546.5	–	–	(1 534.0)	(1 534.0)	(60.2)	1 012.5

			Changes					
	2024 expenditure	*2025 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
UNTSO	455.0	927.8	–	–	(427.8)	(427.8)	(46.1)	500.0
UNSCO	178.0	–	–	–	1 000.0	1 000.0		1 000.0
Subtotal	**7 839.7**	**15 050.5**	**–**	**–**	**(376.8)**	**(376.8)**	**(2.5)**	**14 673.7**
B. Information and communications technology								
Headquarters ICT network	3 105.9	2 902.3	–	–	33.7	33.7	1.2	2 936.0
ICT (global network)	1 180.2	1 670.4	–	–	–	–	–	1 670.4
UNOG	60.0	868.8	–	–	661.2	661.2	76.1	1 530.0
UNON	489.8	517.8	–	–	(12.8)	(12.8)	(2.5)	505.0
UNOV	151.0	267.6	–	–	(112.8)	(112.8)	(42.2)	154.8
ECLAC	459.2	922.6	–	–	(197.6)	(197.6)	(21.4)	725.0
ESCWA	200.2	199.9	–	–	355.1	355.1	177.6	555.0
Subtotal	**5 646.3**	**7 349.4**	**–**	**–**	**726.8**	**726.8**	**9.9**	**8 076.2**
C. Global standardization upgrade of conferencing systems, equipment and installations								
Headquarters	3 604.4	1 922.5	–	–	(1 922.5)	(1 922.5)	(100.0)	–
Subtotal	**3 604.4**	**1 922.5**	**–**	**–**	**(1 922.5)**	**(1 922.5)**	**(100.0)**	**–**
D. Safety and security								
DSS	2 108.7	3 091.2	–	–	4 546.0	4 546.0	147.1	7 637.2
UNOG	854.4	2 696.0	–	–	(193.0)	(193.0)	(7.2)	2 503.0
UNON	1 101.6	799.7	–	–	752.9	752.9	94.1	1 552.6
UNOV	23.7	–	–	–	1 084.2	1 084.2		1 084.2
ECA	1 773.8	4 100.7	–	–	(1 200.7)	(1 200.7)	(29.3)	2 900.0
ECLAC	328.2	317.8	–	–	418.2	418.2	131.6	736.0
ESCAP	223.5	762.7	–	–	(481.5)	(481.5)	(63.1)	281.2
ESCWA	–	287.1	–	–	125.1	125.1	43.6	412.2
Subtotal	**6 413.9**	**12 055.2**	**–**	**–**	**5 051.2**	**5 051.2**	**41.9**	**17 106.4**
E. Major construction projects[b]								
Strategic heritage plan of UNOG	24 776.2	32 183.7	(32 183.7)	–	–	(32 183.7)	(100.0)	–
Replacement of office blocks A to J at UNON	14 107.7	–	–	–	–	–	–	–
Renovation of the conference services facilities at UNON	9 837.0	19 459.2	(19 459.2)	–	–	(19 459.2)	(100.0)	–
Seismic mitigation retrofit and life-cycle replacements project at ESCAP	987.7	–	–	–	–	–	–	–

			Changes					
	2024 expenditure	*2025 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Renovation of the North Building at ECLAC	9 622.6	–	–	–	–	–	–	–
Renovation of Africa Hall at ECA	12 097.2	–	–	–	–	–	–	–
Subtotal	**71 428.4**	**51 642.9**	**(51 642.9)**	**–**	**–**	**(51 642.9)**	**(100.0)**	**–**
Total	**94 932.7**	**88 020.5**	**(51 642.9)**	**–**	**3 478.7**	**(48 164.2)**	**(54.7)**	**39 856.3**

Abbreviations: DSS, Department of Safety and Security; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi; UNOV, United Nations Office at Vienna; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process.

[a] Includes an amount of $3,040,100 for the annual repayment in 2026 of the loan related to the strategic heritage plan.

[b] Indicative estimates for 2026 for the major construction projects are provided in the annex for information purposes only.

Technical adjustments

33.10 Resource changes reflecting a decrease of $51,542,900 are due to the removal of non-recurrent requirements for the projects approved for 2025 by the General Assembly in its resolution 79/258 A, namely: (a) the strategic heritage plan of the United Nations Office at Geneva ($32,183,700); and (b) the renovation of the conference service facilities at the United Nations Office at Nairobi ($19,459,200). The resources for those projects for 2026 will be requested in the forthcoming related progress reports of the Secretary-General, which will be submitted for consideration during the main part of the eightieth session of the Assembly.

Other changes

33.11 Resource changes reflect a net increase of $3,478,700, as follows: (a) an increase of $5,051,200 under safety and security projects; (b) an increase of $726,800 under information and communications technology; (c) a decrease of $1,922,500 under the global standardization upgrade of conferencing systems, equipment and installations; and (d) a decrease of $376,800 under alteration, upgrades and major maintenance programmes.

33.12 The resources under section 33 undergo reprogramming, including redistribution for each budget period, because they cover a portfolio of activities of which only a portion is a recurrent requirement, the remainder being either one-time or multi-year projects. Each proposed programme budget for a new budget period reflects the completion of non-recurrent activities and the introduction of newly programmed, non-recurrent investment requirements, in alignment with the most recent report of the Secretary-General on capital investment planning (A/79/510). With regard to the global standardization upgrade of conferencing systems, equipment and installations, resources are not proposed for 2026 since the formulation of the common global standards that will determine the specifications to procure and the technical architecture to install all equipment and systems supporting broadcasting and conferencing services is ongoing.

Nature of proposed activities

33.13 Table 33.2 breaks down the resource requirements into: (a) one-time projects; and (b) new and continuing multi-year phased projects. The breakdown by subcategory allows the aggregate portfolio of activities proposed under section 33 to be viewed in terms of nature and duration by location.

Table 33.2
Nature of projects proposed for 2026 by location
(Thousands of United States dollars)

	Headquarters	*Global enterprise networks (managed by OICT)*	*Subtotal Headquarters (including global implementation projects)*	*UNOG*	*UNON*	*UNOV*	*ECA*	*ECLAC*	*ESCAP*	*ESCWA*	*UNTSO*	*UNSCO*	*Subtotal*	*Total*
A. One-time projects (new)	2 215.0	–	2 215.0	–	315.0	271.1	–	150.2	281.2	–	–	1 000.0	2 017.5	4 232.5
B. New and continuing multi-year projects														
Continuation of multi-year projects	10 761.0	1 670.4	12 431.4	6 720.1	1 742.6	2 379.1	3 400.0	910.0	1 076.3	1 868.3	500.0	–	18 596.4	31 027.8
New multi-year projects	1 041.2	–	1 041.2	1 353.0	1 000.0	–	504.6	585.8	–	111.4	–	–	3 554.8	4 596.0
Subtotal, B	**11 802.2**	**1 670.4**	**13 472.6**	**8 073.1**	**2 742.6**	**2 379.1**	**3 904.6**	**1 495.8**	**1 076.3**	**1 979.7**	**500.0**	**–**	**22 151.2**	**35 623.8**
Total	**14 017.2**	**1 670.4**	**15 687.6**	**8 073.1**	**3 057.6**	**2 650.2**	**3 904.6**	**1 646.0**	**1 357.5**	**1 979.7**	**500.0**	**1 000.0**	**24 168.7**	**39 856.3**

Abbreviations: OICT, Office of Information and Communications Technology; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi; UNOV, United Nations Office at Vienna; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process.

A. Resource requirements by duty station

1. Headquarters (including global implementation projects)

Resource requirements: $15,687,600

33.14 As summarized in table 33.3, the total provision of $15,687,600 would provide for: (a) one-time projects ($2,215,000); and (b) new and continuing multi-year projects ($13,472,600).

33.15 Under one-time projects, the provision of $2,215,000 would cover: (a) the upgrading of the fire alarm system ($1,100,000); (b) the inspection of the façade of the General Assembly and Conference Buildings, and cleaning to prevent weather-related grime and corrosion from deteriorating the façade ($800,000); and (c) the replacement of the roofing at the Secretariat entrance overhang ($315,000).

33.16 Under the multi-year continuing activities for major maintenance and improvement of facilities and general infrastructure, a provision of $879,000 would provide for: (a) upgrading the river water intake tunnel system, which provides the cooling water to the chiller condenser equipment and is necessary to maintain the cooling system in operation ($380,000); and (b) enhancing accessibility in the delegates' areas, including design and construction ($499,000).

33.17 Under the multi-year continuing activities for the improvement of ICT infrastructure, the resources proposed, amounting to $4,606,400, include: (a) the maintenance and renewal of the Check Point firewall software at Headquarters, including hardware and software licences necessary to keep the Organization protected against cyberattacks and data leakage ($577,800); (b) the annual upgrading of the enterprise network infrastructure in the United Nations Headquarters technology rooms to support mandated ICT services for the Secretariat, General Assembly and Conference Buildings ($2,358,200); and (c) the consolidated maintenance contract at Headquarters, offices away from Headquarters and the regional commissions to support full coverage of the enterprise network equipment, ensuring the same level of service across duty stations, which has become increasingly important owing to the growing requirements of central enterprise applications ($1,670,400).

33.18 Under the multi-year continuing activities for safety and security improvements, the proposed resources amounting to $6,946,000 would be required for bolstering security capabilities across the Secretariat, General Assembly, Conference and Annex Buildings. The proposal encompasses: (a) continuing the implementation of the compartmentalization of the electronic access control system, including the upgrading of hardware and software components that serve as a first line of defence and allow enhanced visitor tracking by using a smart card-based system that meets headquarters minimum operating security standards for secure access control ($2,845,700); (b) continuing the upgrades to a main security post, which provides dedicated access for delegates and their vehicles, by introducing additional ballistic protection and increasing the space that houses the security officers and systems required to control the entry/exit points ($2,662,400); (c) upgrading and expanding the existing video surveillance system to enhance security measures and improve monitoring capabilities within and around the Headquarters premises ($1,250,800); and (d) strengthening security screening and detection at access points at Headquarters premises by upgrading outdated screening systems and inadequate equipment ($187,100).

33.19 Under the new multi-year projects, the provision of $1,041,200 would provide for: (a) the replacement of the water tanks which provide backup supply for fire suppression and the water supply system ($350,000); (b) the replacement of outdated and worn out vehicular and pedestrian barriers, including motorized sliding and swing vehicular gates and motorized traffic arm barrier systems ($639,700); and (c) the acquisition of specialized firefighting units equipped with advanced fire suppression systems ($51,500).

33.20 The resource requirements for Headquarters are summarized in table 33.3.

Table 33.3
Resource requirements by nature of project, Headquarters (including global implementation projects)
(Thousands of United States dollars)

Description	*Amount*
A. One-time projects (new)	
Major maintenance of facilities and general infrastructure	2 215.0
Subtotal, A	**2 215.0**
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	499.0
Major maintenance of facilities and general infrastructure	380.0
Improvement of ICT infrastructure (Headquarters)	2 936.0
Improvement of ICT infrastructure (global)	1 670.4
Safety and security infrastructure	6 946.0
Subtotal, B.1	**12 431.4**
2. New multi-year projects	
Major maintenance of facilities and general infrastructure	350.0
Safety and security improvements	691.2
Subtotal, B.2	**1 041.2**
Total	**15 687.6**

2. United Nations Office at Geneva

Resource requirements: $8,073,100

33.21 The provision of $8,073,100 would be required to fund continuing ($6,720,100) and new ($1,353,000) multi-year activities.

33.22 Under the continuing multi-year activities, the resources would provide for: (a) the assessment and replacement of the emergency generators ($800,000); (b) the assessment and replacement of corroded heating pipes at the end of their lifespan which are not part of the scope of the strategic heritage plan ($100,000); (c) the collection and disposal of hazardous materials ($100,000); (d) the replacement of outdated technological infrastructure equipment ($880,000); and (e) the strengthening of the security screening and detection system, including the installation of revolving doors at access points to the historical buildings in the Palais des Nations campus that can be activated by electronic access control only, in order to prevent the possibility of more than one person entering at the same time, thus ensuring that access to the interior of the buildings is permitted only to authorized pre-accredited individuals ($1,800,000). The provision also includes an amount of $3,040,100 (SwF 2,502,000) for the annual repayments to the host country of the loan related to the strategic heritage plan.

33.23 Under new multi-year activities, the resources would provide for: (a) the implementation of a standard-compliant digital preservation system for born-digital data and records in order to ensure the Organization’s accountability and long-term information management for future reference and transparency ($650,000); (b) the upgrading of the integrated security operations centre ($324,500); and (c) the upgrading of the perimeter fence and the perimeter intrusion detection system ($378,500).

33.24 The selection of the proposed projects has been made in close consultation with the strategic heritage plan project team to ensure that the proposed works would not need to be redone in the future and that only essential needs and urgent repairs, particularly at the Palais des Nations, are considered while the overall renovation project is under way.

33.25 The resource requirements for the United Nations Office at Geneva are summarized in table 33.4.

Table 33.4
Resource requirements by nature of project, United Nations Office at Geneva
(Thousands of United States dollars)

Description	*Amount*
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Major maintenance of facilities and general infrastructure	1 000.0
Improvement of ICT infrastructure	880.0
Safety and security improvements	1 800.0
Repayment of the loan for the strategic heritage plan	3 040.1
Subtotal, B.1	**6 720.1**
2. New multi-year projects	
Improvement of ICT infrastructure	650.0
Safety and security improvements	703.0
Subtotal, B.2	**1 353.0**
Total	**8 073.1**

3. United Nations Office at Nairobi

Resource requirements: $3,057,600

33.26 The total provision of $3,057,600 would provide for: (a) a one-time project ($315,000); and (b) new and continuing multi-year projects ($2,742,600).

33.27 Under one-time projects, the provision of $315,000 would cover the design and construction of a modern armoury for weapons tracking and inventory.

33.28 Under the multi-year continuing projects, a provision of $1,742,600 would provide for: (a) the annual renewal of the Check Point firewall software for information security and protection against cyberattacks ($70,000); (b) the upgrade and provision of ICT active components ($435,000); (c) the construction of a state-of-the-art integrated security operations centre and the integration of the existing security control centre and radio room at the publishing building, as well as the refurbishment of the existing secondary operations centre ($432,600); (d) the replacement of outdated access control devices with standardized models, as well as the Software House card readers and door controllers ($487,100); (e) the upgrading and improvement of the functionality of video surveillance analysis and video analytics servers ($263,900); and (f) the replacement of the existing spike barriers and compressor system ($54,000).

33.29 Resources proposed for a new multi-year project relate to the upgrading and expansion of the existing multistorey car park to meet the increased demand as a result of increased staffing on the complex ($1,000,000).

33.30 The resource requirements are summarized in table 33.5.

Table 33.5
Resource requirements by nature of project, United Nations Office at Nairobi
(Thousands of United States dollars)

Description	*Amount*
A. One-time projects (new)	
Safety and security improvements	315.0
Subtotal, A	**315.0**
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of ICT infrastructure	505.0
Safety and security improvements	1 237.6
Subtotal, B.1	**1 742.6**
2. New multi-year projects	
Improvement of facilities and general infrastructure	1 000.0
Subtotal, B.2	**1 000.0**
Total	**3 057.6**

4. United Nations Office at Vienna

Resource requirements: $2,650,200

33.31 The total provision of $2,650,200 would continue to cover both the share of the United Nations Office at Vienna to finance the maintenance and upgrades of the Vienna International Centre, which is managed by the United Nations Industrial Development Organization on a cost-shared basis through an agreement among the organizations based at the Centre and the host Government (with regard to major maintenance projects), as well as the share of the United Nations Office at Vienna in respect of the safety and security installations at the Centre, together with the associated ICT components. The requested amount is calculated on the basis of the current share of the Office, which is 23.661 per cent of the total alteration and improvement requirements, as well as safety and security improvements, and 11.831 per cent of the total major maintenance requirements. This share is based on a composite of the space, staff and workload of the four organizations in determining the respective share of costs.

33.32 For 2026, the contribution of the United Nations Office at Vienna is for: (a) the Common Buildings Management Fund for the periodic repairs, upgrades and maintenance of the Vienna International Centre ($1,411,200); (b) the Check Point firewall software for information security and protection against cyberattacks ($154,800); and (c) perimeter security improvements, including the construction of the ballistic protection and lockdown mechanism for Gate 3 at the Vienna International Centre ($813,100).

33.33 In addition, contributions to one-time projects for safety and security improvements include: (a) the replacement of end-of-life X-ray metal detectors ($149,100); (b) the replacement of network components ($67,800); and (c) the enhancement of video management system software ($54,200).

33.34 The resource requirements are summarized in table 33.6.

Table 33.6
Resource requirements by nature of project, United Nations Office at Vienna
(Thousands of United States dollars)

Description	*Amount*
A. One-time projects (new)	
Safety and security improvements	271.1
Subtotal, A	**271.1**
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	654.4
Major maintenance of facilities and general infrastructure	756.8
Improvement of ICT infrastructure	154.8
Safety and security improvements	813.1
Subtotal, B.1	**2 379.1**
Total	**2 650.2**

5. Economic Commission for Africa

Resource requirements: $3,904,600

33.35 The total provision of $3,904,600 would provide for: (a) the continuation of multi-year projects ($3,400,000); and (b) new multi-year activities ($504,600).

33.36 Under continuing multi-year projects, the resources proposed would provide for: (a) the refurbishment of the Zambezi Building cladding, as the result of a technical survey revealed the need for the removal and reinstallation of large patches of the granite claddings across the building, as well as smaller-scale maintenance and repair, in order to avoid further erosion and safety risks ($500,000); and (b) the strengthening, hardening and compartmentalizing of the Commission's compound in Addis Ababa, including the perimeter wall and gates ($2,900,000).

33.37 A new multi-year project relates to the refurbishment within the ground floor of the Niger Building for the implementation of flexible workspace fit-out and the refurbishment of the security hub ($504,600).

33.38 The resource requirements are summarized in table 33.7.

Table 33.7
Resource requirements by nature of project, Economic Commission for Africa
(Thousands of United States dollars)

Description	*Amount*
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	500.0
Safety and security improvements	2 900.0
Subtotal, B.1	**3 400.0**

Description	*Amount*
2. New multi-year projects	
Improvement of facilities and general infrastructure	504.6
Subtotal, B.2	**504.6**
Total	**3 904.6**

6. Economic Commission for Latin America and the Caribbean

Resource requirements: $1,646,000

33.39 The total provision of $1,646,000 would provide for the implementation of: (a) a one-time project ($150,200); and (b) new and continuing multi-year projects ($1,495,800).

33.40 The one-time provision of $150,200 would upgrade the existing vehicular access gates to enhance perimeter security, ensure compliance with the minimum operating security standards of the Department of Safety and Security and mitigate identified security risks.

33.41 A provision of $910,000 would cover the continuation of projects, including: (a) ongoing interventions to improve accessibility ($100,000); (b) the restoration of interior panels and furniture in the Raúl Prebisch Conference Room ($85,000); (c) ICT security operations ($320,000); (d) the digital transformation project ($305,000); and (e) the upgrading of the Commission's statistical and geospatial databanks and platforms ($100,000).

33.42 The proposal for a new multi-year project amounting to $585,800 would replace obsolete security equipment with updated technology to ensure operational continuity, system reliability and compliance with security standards.

33.43 The resource requirements are summarized in table 33.8.

Table 33.8
Resource requirements by nature of project, Economic Commission for Latin America and the Caribbean
(Thousands of United States dollars)

Description	*Amount*
A. One-time projects (new)	
Safety and security improvements	150.2
Subtotal, A	**150.2**
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	100.0
Major maintenance of facilities and general infrastructure	85.0
Improvement of ICT infrastructure	725.0
Subtotal, B.1	**910.0**
2. New multi-year projects	
Safety and security improvements	585.8
Subtotal, B.2	**585.8**
Total	**1 646.0**

7. Economic and Social Commission for Asia and the Pacific

Resource requirements: $1,357,500

33.44 The total of $1,357,500 would provide for: (a) one-time projects ($281,200); and (b) continuing multi-year projects ($1,076,300).

33.45 The provision of $281,200 would provide for one-time projects, including: (a) the enhancement of the electronic access control system by replacing outdated infrastructure with modern, high-security solutions ($205,500); and (b) the replacement of outdated access control devices, including controllers and readers ($75,700).

33.46 Resources amounting to $1,076,300 would provide for continuing initiatives, including: (a) the upgrading of existing fire alarm systems with audible and visible warning systems to comply with the accessibility requirements in the Service Building and the Conference Centre ($400,000); (b) the renovation of audiovisual facilities ($50,000); (c) the construction of a new main entrance ($100,000); (d) the replacement of shatter-resistant film on windows at the Conference Centre ($457,600); and (e) asbestos abatement, to continue the removal of low-risk asbestos-containing material discovered during surveying ($68,700).

33.47 The resource requirements are summarized in table 33.9.

Table 33.9
Resource requirements by nature of project, Economic and Social Commission for Asia and the Pacific
(Thousands of United States dollars)

Description	*Amount*
A. One-time projects (new)	
Safety and security improvements	281.2
Subtotal, A	**281.2**
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	550.0
Major maintenance of facilities and general infrastructure	526.3
Subtotal, B.1	**1 076.3**
Total	**1 357.5**

8. Economic and Social Commission for Western Asia

Resource requirements: $1,979,700

33.48 The total provision of $1,979,700 would provide for continuing ($1,868,300) and new ($111,400) multi-year projects, including: (a) the continuation of the accessibility improvements project ($400,000); (b) the ongoing replacement of heating, ventilation and air-conditioning systems ($427,500); (c) the implementation of solar photovoltaic panels and power backup systems ($120,000); (d) the replacement and overhaul of major building equipment ($65,000); (e) the ongoing upgrade of integrated security systems in the information technology infrastructure ($250,000); (f) the ongoing upgrade and major maintenance of enterprise information technology infrastructure ($305,000); (g) the replacement of barriers at the vehicular entrance to United Nations

House ($133,700); (h) the replacement of turnstiles at United Nations House ($167,100); and (i) the strengthening of the United Nations House perimeter ($111,400).

33.49 The resource requirements are summarized in table 33.10.

Table 33.10
Resource requirements by nature of project, Economic and Social Commission for Western Asia
(Thousands of United States dollars)

Description	*Amount*
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	1 012.5
Improvement of ICT infrastructure	555.0
Safety and security improvements	300.8
Subtotal, B.1	**1 868.3**
2. New multi-year projects	
Safety and security improvements	111.4
Subtotal, B.2	**111.4**
Total	**1 979 7**

9. United Nations Truce Supervision Organization

Resource requirements: $500,000

33.50 The total provision of $500,000 would provide for the continuing multi-year project relating to the complex in Jerusalem, including: (a) renovating existing toilet facilities to meet hygiene standards; (b) replacing interior finishes to rejuvenate the appearance and functionality of interior spaces; (c) repairing roof leakage, interior cracks and drainage gutters; (d) overall painting works; and (e) enhancing the performance, efficiency and reliability of the existing central boiler system within the compound.

33.51 The resource requirements are summarized in table 33.11.

Table 33.11
Resource requirements by nature of project, United Nations Truce Supervision Organization
(Thousands of United States dollars)

Description	*Amount*
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	500.0
Total	**500.0**

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

Resource requirements: $1,000,000

33.52 The total provision of $1,000,000 would provide for a one-time project relating to the renovation of the Gaza compound to make functional the current compound, which has been damaged as a result of the current situation in Gaza.

33.53 The resource requirements are summarized in table 33.12.

Table 33.12
Resource requirements by nature of project, Office of the United Nations Special Coordinator for the Middle East Peace Process
(Thousands of United States dollars)

Description	*Amount*
A. One-time project (new)	
Improvement of facilities and general infrastructure	1 000.0
Total	**1 000.0**

B. Major construction projects

33.54 As indicated in paragraph 33.8 above, in accordance with General Assembly resolution 75/252, the indicative estimates for the major construction projects (the strategic heritage plan of the United Nations Office at Geneva and the project to address the deteriorating conditions and limited capacity of the conference services facilities at the United Nations Office at Nairobi) are presented in the annex to the present fascicle for information purposes only.

Annex

Indicative estimates for the major construction projects in 2026

(Thousands of United States dollars)

Description	*2025 appropriation*	*2026 estimate*[a]
Section 33		
Major construction projects[b]		
Strategic heritage plan of the United Nations Office at Geneva[c]	32 183.7	83 839.6
Renovation of conference services facilities at the United Nations Office at Nairobi	19 459.2	37 286.0
Subtotal, section 33	**51 642.9**	**121 125.6**
Sections 18, 29D and 34[d]	**4 890.5**	**3 247.1**
Total	**56 533.4**	**124 372.7**

[a] Indicative estimates for the major construction projects are presented for information purposes only.
[b] Staff cost related to the major construction projects are not included under section 33.
[c] Current estimates, pending consideration by the General Assembly of the report of the Secretary-General containing the update to the eleventh annual progress report on the project A/79/352/Add.1).
[d] Amount proposed outside the proposed programme budget for 2026.

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Proposed programme budget for 2026

Part XII
Safety and security

Section 34
Safety and security

Programme 28
Safety and security

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* A/80/50.

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

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

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A. Proposed programme plan for 2026 and programme performance in 2024

Overall orientation

Mandates and background

34.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 59/276, by which the Department was established. The Department enables the United Nations to carry out its operations and programmes globally and provides support to approximately 180,000 personnel and 400,000 of their dependants in more than 125 States and territories.

34.2 The security environment in which the United Nations operates remains highly complex and unpredictable, owing to multiple factors, including war, conflict, civil unrest and crime, as well as the expansion by non-State armed groups of their scope and capabilities by exploiting unaddressed grievances, the indifference to international humanitarian law of some actors and unprecedented levels of climate change-induced migration, in specific contexts, which interact with social, political and economic drivers in places where the United Nations is called to deliver its mandates.

Strategy and external factors for 2026

34.3 The Department will continue to implement its activities and strengthen its capabilities in support of United Nations mandates and objectives through a risk-based approach tailored to the needs of United Nations system entities in carrying out their programmes while keeping their personnel safe in challenging operating environments. To sustain ongoing reforms for increased resilience, efficiency and results, the Department will place greater emphasis on strategic coordination between subprogrammes and across United Nations Headquarters and field locations to enhance the coherence, timeliness and impact monitoring of the Department's strategic initiatives.

34.4 The emphasis on resilience is driven by the risks that the operational environment poses to the Department's ability to carry out its mission, as articulated in its enterprise risk management system. The Department will continue to strengthen its resilience through the development of country programmes that articulate the Department's contributions to United Nations results as presented in the United Nations Sustainable Development Cooperation Framework and in humanitarian response plans, and by strengthening synergies between core strategic capacities for preparedness and emergency response and field operations. The Department will also maintain its capacities and partnerships to enhance its response to sudden, large-scale crises, drawing on rapidly deployable assets from across the Department's varied sources of security expertise and in tandem with other United Nations entities for a cohesive response.

34.5 The Department will also pursue operational efficiency across its operations to meet increased demands within existing means, including through the continued implementation of a digital transformation project. This effort will focus on further digitizing relevant processes, accelerating analytical and reporting capabilities and building digital literacy skills across the Department's workforce. Efficiency will also remain a central dimension in the Department's conduct of thematic evaluations, compliance monitoring missions and lessons learned exercises.

34.6 The Department will continue to implement the multi-year standardized access control project to upgrade the United Nations security infrastructure, as presented in the report of the Secretary-General on capital investment planning (A/79/510).

34.7 The Department will update and enhance its training programme in support of integrated security workforce performance and its ability to tailor security services to the needs of United Nations programmes around the world. The Department's advocacy and communication efforts will further stress, concretely and transparently, how security support contributes to the achievement of results by enabling

the delivery of United Nations mandates. The Department will also continue to work towards reaching gender parity and pursue geographical representation and diversity in the profile of its workforce.

34.8 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will continue its commitment to close collaboration with implementing partners of the United Nations, including non-governmental organizations, notably through the Saving Lives Together framework, which promotes security-related information-sharing and best practice exchanges between the United Nations and international non-governmental organizations.

34.9 With regard to inter-agency coordination and liaison, the Department will continue to play a leadership role, through the Inter-Agency Security Management Network, in the development, updating and implementation of system-wide security policies aimed at enabling United Nations operations within acceptable risk levels, and tactical measures, including personnel security training and awareness. In particular, the Department will collaborate with the Network to finalize and implement recommendations from an in-depth review of the United Nations security management system, initiated in 2025 at the request of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB). Furthermore, the Department will continue to participate in inter-agency coordination mechanisms, including the High-level Committee.

34.10 With regard to the external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2026 is based on the following planning assumptions:

(a) Crises and security environments will evolve quickly and unpredictably, and the ability of the United Nations to gain safe access to areas and communities for programme delivery will continue to be challenged. Simultaneous large-scale and complex emergencies will continue to require agility, flexibility and rapid security responses to support the scale-up, and adjustment as required, of the United Nations presence and humanitarian programmes;

(b) Security needs will remain high during drawdowns and withdrawals of United Nations peace operations, and active engagement with Member States will be required when such transitions occur;

(c) Personnel of the United Nations and its premises will continue to face direct and indirect threats, including from threat actors using innovative and advanced techniques, which will require new and specialized responses from the United Nations security management system;

(d) Host Governments will continue to provide security support to the United Nations; and in some cases, this support may need to be supplemented depending on the security context and capacities;

(e) Demand for enhanced levels of security risk analysis, training, advice, responses and solutions to support the security needs and obligations of United Nations Designated Security Officials and of members of the Security Management Team will continue to be high;

(f) Adequate extrabudgetary resources are available for additional security capabilities to enable programming, notably in crisis settings.

34.11 The Department integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Department will continue to strengthen its gender-sensitive approach to security management. On the basis of regular engagement with its network of focal points and in close collaboration with the Inter-Agency Security Management Network, it will also continue to refine its approach to creating a safe working environment for United Nations staff and operations and increasing awareness of and taking action to prevent sexual exploitation and abuse, among other matters.

34.12 In line with the United Nations Disability Inclusion Strategy, the Department will build a supportive environment for persons with disabilities. It will continue to incorporate disability inclusion into its risk management process and engage with organizations of persons with disabilities when developing measures to enable the accessibility of premises and to ensure the safety and security of persons with disabilities. It will maintain a regular review of accommodation and accessibility for staff and delegates with disabilities and monitor their satisfaction with the level of support received.

Legislative mandates

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

General Assembly resolutions and decisions

54/192; 55/175; 78/118; 79/138	Safety and security of humanitarian personnel and protection of United Nations personnel	Decision 57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel	59/276, sect. XI	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations
56/286	Strengthening the security and safety of United Nations premises	61/263	Strengthened and unified security management system
		78/290	Improving global road safety

Security Council resolutions

1502 (2003)	2730 (2024)

Deliverables

34.14 Table 34.1 lists all cross-cutting deliverables of the programme.

Table 34.1
Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	*2024 planned*	*2024 actual*	*2025 planned*	*2026 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report on the safety and security of humanitarian personnel and protection of United Nations personnel	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**2**	**2**	**2**	**2**
5. Security Policy Manual	1	1	1	1
6. Designated Official and Security Management Team Handbook	1	1	1	1
E. Enabling deliverables				
Safety and security: internal United Nations security management system policies, procedures and guidelines, technical support briefings on security policies, procedures and guidelines of the United Nations security management system for more than 150 designated officials for security and security decision makers and for 4,000 security professionals and United Nations personnel in the field and at Headquarters; and security-related platforms, including the United Nations Security Managers Information Network and the programme criticality database used in all 41 high- and very high-risk areas of operations.				

Evaluation activities

34.15 The following evaluations are planned for 2026:

(a) Independent evaluation of capacities and systems for preparedness and resilience of the Department;

(b) Independent evaluation of the approach taken by the Department to risk management.

Programme of work

Subprogramme 1
Security and safety services

Objective

34.16 The objective, to which this subprogramme contributes, is to ensure a safe and secure environment for all United Nations personnel, delegates, dignitaries and other visitors while conducting activities at United Nations Headquarters, offices away from Headquarters and regional commissions and while attending special events hosted by the United Nations at external locations.

Strategy

34.17 To contribute to the objective, the subprogramme will provide strategic coordination and management of the security and safety services at eight duty stations, as well as operational guidance and technical supervision with regard to security risk management, physical security, close protection, crisis management, fire safety, recruitment, resilience, training and oversight of security and safety projects at those locations.

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

(a) Safe, secure and efficient access of delegates, staff and visitors to United Nations premises and external special events;

(b) Effective delivery of United Nations mandates and programmes at United Nations premises and external special events.

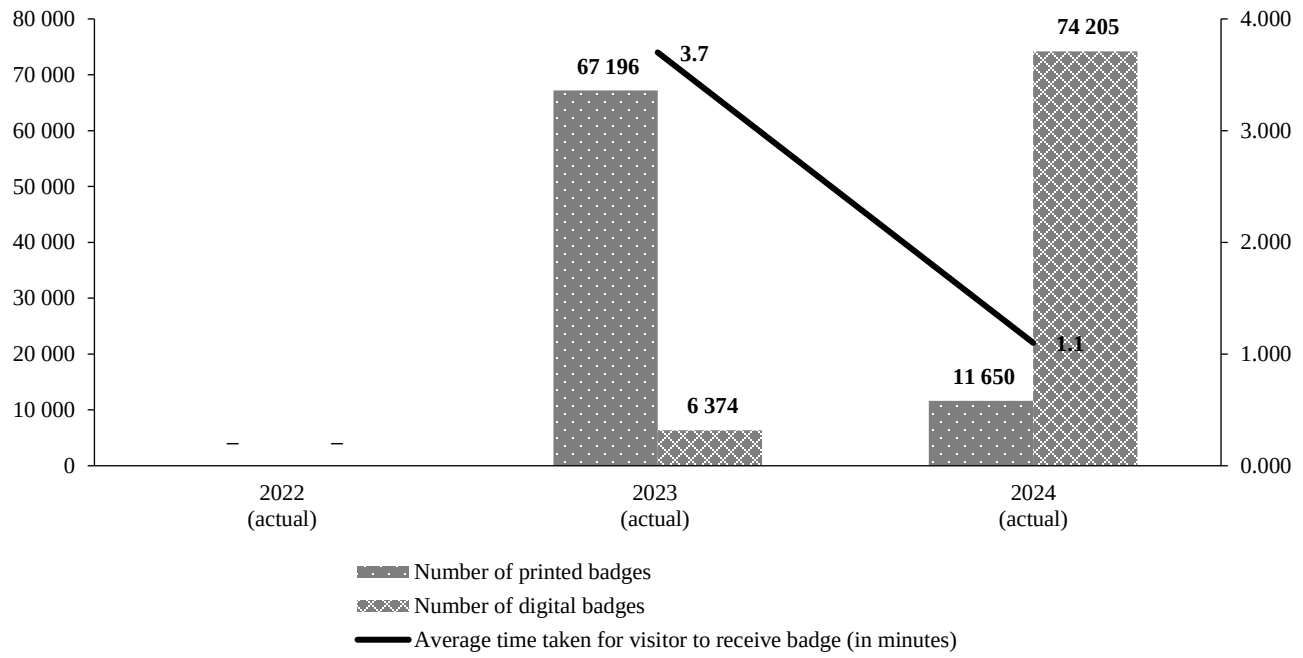
Programme performance in 2024

Conference participants and visitors utilize digital badges at the United Nations Office at Geneva

34.19 In the past, conference participants and other visitors to the Palais des Nations often had to wait in long lines to process their physical security badges before being admitted into the premises. In 2023, the subprogramme piloted a more efficient digital badging solution for delegates, conference participants and visitors to the United Nations Office at Geneva. In 2024, this solution was rolled out extensively to almost all visitors to the Palais des Nations. Registered conference participants and visitors now receive a digital badge by email, consisting of their photo, a Quick Response (QR) code, their name and the date of their meeting or appointment. Operating in a similar manner to an airline electronic boarding pass, the digital badge, once downloaded to any mobile device, enables faster entry to the premises by dispensing with the time needed to create a “physical” badge and provides visitors with an easy and convenient solution to access the premises. This solution has also contributed towards the elimination of paper, metal and plastic waste and reductions in the lead time for the processing and issuance of badges.

34.20 Progress towards the objective is presented in the performance measure below (see figure 34.I).

Figure 34.I
Performance measure: improved ease of access for visitors to the Palais des Nations (annual)



Planned results for 2026

Result 1: delegates and participants experience a uniform and consistent approach to security- and safety-related matters for conferences and special events held at external venues

Programme performance in 2024 and target for 2026

34.21 The subprogramme's work contributed to delegates and participants at conferences and special events held at external venues receiving consistent safety and security services, with similar lengths of time for the collection of credentials and security screening as at Headquarters, which met the planned target.

34.22 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 34.2).

Table 34.2
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Delegates receive security and safety services, including collection of credentials and physical security screening, according to the expertise and experience of the event security coordinator and interaction with the host country security counterpart	Delegates receive security and safety services that are consistent across conferences and are in line with benchmarks established at Headquarters	Delegates and participants at conferences and special events held at external venues receive consistent safety and security services, with similar lengths of time for the collection of credentials and security screening as at Headquarters	Efficient access for conference participants, with all conferences and special events at external venues having separate dedicated lanes for delegates, United Nations staff and external service staff for physical security screening and collection of credentials	Smooth physical security screening and efficient access to events held at Headquarters, with at least 50 per cent of delegates receiving their credentials in advance of the event

Result 2: improved ease of movement of delegates and staff across duty stations

Programme performance in 2024 and target for 2026

34.23 The subprogramme's work contributed to six of the eight duty stations utilizing a common operating system and online infrastructure, which did not meet the planned target of a common operating system and online infrastructure established to support a common credential access control card across all eight duty stations for delegates and staff. The target was not met due to challenges with implementing foundational work for integration of the common operating system in two duty stations.

34.24 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 34.3).

Table 34.3
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	Delegates and staff members have credentials which allow access to premises at the issuing duty station only	Six of the eight duty stations utilize a common operating system and online infrastructure to support a common credential access control card for delegates and staff	Physical infrastructure is in place to facilitate the ease of access of delegates and staff travelling between the eight duty stations under a common platform for access control	Two duty stations implement new United Nations grounds pass credentials

Result 3: improved registration, badging and security facilities for persons with disabilities

Proposed programme plan for 2026

34.25 The subprogramme is responsible for engaging with and ensuring the safety and security of all delegates and other participants in events at United Nations premises. From their arrival to the

premises and the conduct of physical security checking to their accreditation and badging processes, and their movements within United Nations premises, it is essential for persons with disabilities to share a similar, safe and respectful experience as all other persons entering, working in or visiting United Nations premises.

Lessons learned and planned change

34.26 The lesson for the subprogramme was that while it has adapted infrastructure to facilitate physical access for persons with disabilities, it needs to further engage with organizations of persons with disabilities to better understand their needs and requirements, integrate accessibility measures into registration and badging facilities and provide specialized training to its staff to ensure that persons with disabilities experience United Nations premises on an equal basis with others.

34.27 Expected progress towards the objective is presented in the performance measure below (see table 34.4).

Table 34.4
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Limited facilities and procedures in place at registration and badging facilities for persons with disabilities	Improved procedures and facilities in place at registration and badging facilities for persons with disabilities in two duty stations	Improved procedures and facilities in place at registration and badging facilities for persons with disabilities in two additional duty stations

Deliverables

34.28 Table 34.5 lists all deliverables of the subprogramme.

Table 34.5
Subprogramme 1: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Safety and security: security and access control for approximately 6 million people per year at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions; security support for approximately 84 United Nations special events and conferences held away from United Nations premises; approximately 9,000 close protection operations for senior United Nations officials and visiting dignitaries; 2,600 security incident investigations; 2,400 fire safety checks.

Subprogramme 2
Field operations

Objective

34.29 The objective, to which this subprogramme contributes, is to ensure the safety and security of personnel and the security of United Nations premises and assets in the United Nations field duty stations to enable the implementation of United Nations mandates, programmes and activities worldwide.

Strategy

34.30 To contribute to the objective, the subprogramme will:

(a) Provide operational security support for United Nations field programme delivery and field programme personnel through effective and timely security coordination and advice;

(b) Provide consistent and integrated strategic and operational support to, and guidance for, field operations in the preparation for and management of security crises, including through the integration of core strategic capacities, specifically resilience and emergency response;

(c) Deploy security professionals in a rapid and timely fashion to countries, missions and areas, including those affected by crisis situations and security contingencies;

(d) Conduct security assessment missions to field locations to review and assess local security management processes and procedures;

(e) Conduct regional workshops and global conferences for all of the Department's senior field security professionals to share operational best practices and lessons learned and to ensure consistent security management practices and procedures;

(f) Develop its capacity to capture and analyse data and deliver analytical products for security decision makers.

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

(a) Improved preparedness, effectiveness, efficiency, relevance and resilience of security risk management processes;

(b) Enhanced capacity to enable United Nations programmes to be carried out in high-risk environments, in line with the United Nations goal to stay and deliver;

(c) Enhanced ability of security decision makers to take risk-informed decisions;

(d) Enhanced and streamlined security management measures in the field.

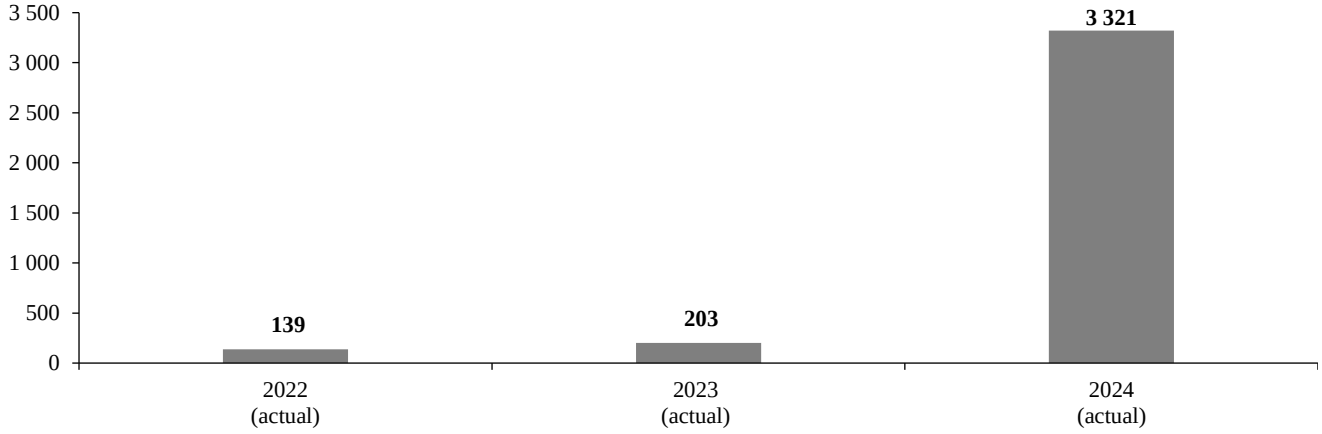
Programme performance in 2024

United Nations programme delivery enabled in very high-risk areas

34.32 The subprogramme enables the United Nations to deliver its critical mandates, programmes and activities across the globe, including in areas characterized as high risk and very high risk. The year 2024 saw further increases in instability and deepening crises across every region, with associated increased needs of civilians for United Nations humanitarian programmes to assist them. The subprogramme enabled very high-risk missions in numerous locations, including Haiti, Israel and the Occupied Palestinian Territory, Lebanon and Ukraine. These included carrying out security assessments for operational readiness and enabling missions to deliver water, food and life-saving medicine to civilians in urgent need of humanitarian assistance, investigating human rights violations, facilitating high-level engagement and expanding humanitarian access.

34.33 Progress towards the objective is presented in the performance measure below (see figure 34.II).

Figure 34.II
Performance measure: number of very high-risk missions enabled (annual)



Planned results for 2026

Result 1: improved coherence and consistency of security management processes and procedures to better enable United Nations operations across field operations globally

Programme performance in 2024 and target for 2026

34.34 The subprogramme's work contributed to improved quality, coherence and consistency of security management processes by field operations through the use of improved tools for risk assessment and security contingency planning; and to field operations using strategic foresight to identify possible emerging security threats to United Nations programme delivery and to design appropriate responses, which met the planned target.

34.35 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 34.6).

Table 34.6
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
Field operations adopted recommendations related to risk mitigation measures, such as in Somalia, where United Nations operations mainstreamed security analysis and operational responses into programming and budgeting, as well as the availability of timely and up-to-date information to Member States	Improved quality and consistency of local security management processes, procedures and tools, with local security decision makers using the Safety and Security Incident Recording System dashboard to gain real-time insights into the security and safety landscape	Improved quality, coherence and consistency of security management processes by field operations through the use of improved tools for risk assessment and security contingency planning Field operations used strategic foresight to identify possible emerging	Improved accounting for United Nations personnel in the field during crisis incidents by local security decision makers, through enhanced data management and analysis	Improved quality, coherence and consistency of security risk management documents produced by field operations globally through the integration of quality cross-checking techniques into the online security risk management e-tool, and the development and piloting of online

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
		security threats to United Nations programme delivery and to design appropriate responses		security planning systems

Result 2: improved preparedness and response to crises

Programme performance in 2024 and target for 2026

34.36 The subprogramme's work contributed to United Nations Designated Officials for Security, security professionals and other members of crisis management teams utilizing security management processes and procedures, including by drawing on specialized response capabilities, to effectively respond to specific crises, which met the planned target.

34.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 34.7).

Table 34.7
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	A crisis coordination mechanism was established to improve information flow and ensure more efficient response to crises in high-risk countries	United Nations Designated Officials for Security, security professionals and other members of crisis management teams utilized security management processes and procedures, including by drawing on specialized response capabilities, to effectively respond to specific crises	Timely coordination and response, with a crisis coordination mechanism established, as required, within 72 hours of a specific crisis	Enhanced readiness through operational foresight and the analysis of humanitarian crisis risk criteria

Result 3: improved security decision-making

Proposed programme plan for 2026

34.38 The subprogramme provides operational security support for United Nations field programme delivery and field programme personnel through effective and timely security coordination and advice. Given the increased number of crises, and the expanding complexity and scope of operations globally, more data and analysis are required to better inform decision-making on the allocation of limited security resources.

Lessons learned and planned change

34.39 The lesson for the subprogramme was that the Department needed to utilize a more strategic, data-informed approach to identify the best allocation of its resources. In applying the lesson, the subprogramme has initiated the development of a data-based tool that integrates the security complexity of the operational environment as well as the scale and scope of operations. This tool will enable more informed analysis and decision-making by senior security leadership on the most effective and efficient allocation of security resources, ultimately enhancing the ability of the Organization to plan and operate in high-risk environments with greater confidence and security.

34.40 Expected progress towards the objective is presented in the performance measure below (see table 34.8).

Table 34.8
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
–	–	Data sets were identified and collected, with a tool being developed drawing on the data to better inform analysis and decision-making on the distribution of security resources	The new resource allocation process is conducted using a data-based tool	The Department's field capacity is better aligned with security needs, using partner-approved criteria

Deliverables

34.41 Table 34.9 lists all deliverables of the subprogramme.

Table 34.9
Subprogramme 2: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Safety and security: approximately 20 security assessment visits annually, as well as security services and surge deployments in response to emerging and newly identified needs; approximately 600 security risk management reviews; approximately 360 records per month entered into the Safety and Security Incident Recording System; approximately 5,500 premises records maintained in the premises database; workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices for key security personnel of United Nations security management systems.

Subprogramme 3
Partnerships and specialized support

Objective

34.42 The objective, to which this subprogramme contributes, is to ensure the safety and security of United Nations operations, premises and personnel and to improve the efficiency and effectiveness of the security operations and security management system of the United Nations.

Strategy

34.43 To contribute to the objective, the subprogramme will:

(a) Implement an information management strategy to provide the United Nations security management system with the operational backbone required for efficient, data-driven approaches to security risk management and to build and manage business processes and technology for all aspects of security delivery, including personal protection services, emergency communications, critical incident stress management, physical security and road safety;

(b) Provide leadership, coordination and oversight for safety and security training, including on topics such as resilience-building, security risk management and operational safeguarding;

(c) Increase and diversify strategic partnerships with regional and global networks in the field of close protection expertise with the intention of benchmarking and aligning United Nations personal protection services to international best practices;

(d) Provide leadership and coordination for a rapid psychosocial support response in the aftermath of critical incidents and collaborate with the United Nations system and external partners to build the psychological resilience of United Nations security management system personnel;

(e) Lead the development of physical security guidance, standards and technical specifications and undertake physical security assessments of United Nations premises worldwide;

(f) Coordinate the development of United Nations system-wide security policy and guidance as the secretariat for the Inter-Agency Security Management Network.

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

(a) Effective prevention of and coherent response to security incidents by United Nations security management system actors, through timely and efficient decision-making and enhanced access to data;

(b) Effective management of risks for the movement of senior United Nations officials;

(c) Mitigation of the short- and long-term psychological impact of exposure to critical incidents on United Nations security management system personnel;

(d) Reduction of physical security risks to United Nations premises and personnel;

(e) Reduction of road crash fatalities for United Nations security management system personnel.

Programme performance in 2024

Strengthened security coordination and decision-making through digital transformation

34.45 The subprogramme has been working to modernize outdated platforms and deliver innovative digital tools and real-time insights, with a view to enhancing operational efficiency, enabling proactive security management and improving situational awareness and responsiveness for operational teams and field personnel. Key achievements included: (a) the conceptualization of a personal security profile system, including staff lists, to enhance the accuracy of information on staff presence; (b) the development of a conference management application and surge deployment dashboard to streamline the coordination of safety and security services; and (c) the phased deployment of an integrated country programme planning system to improve strategic decision-making across country operations. These scalable, secure and user-centric solutions have contributed to improving safety, crisis management and collaboration across the United Nations security management system.

34.46 Progress towards the objective is presented in the performance measure below (see table 34.10).

Table 34.10
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*
Improved data accessibility and enhanced information-sharing across the United Nations security management system through an updated information-sharing system and security communication tool	Security professionals across the United Nations security management system have access to accurate staff presence information, enhanced situational awareness data and country resource details embedded in one integrated platform	Security professionals across the United Nations security management system have access to new information management tools, enabling informed decision-making

Planned results for 2026

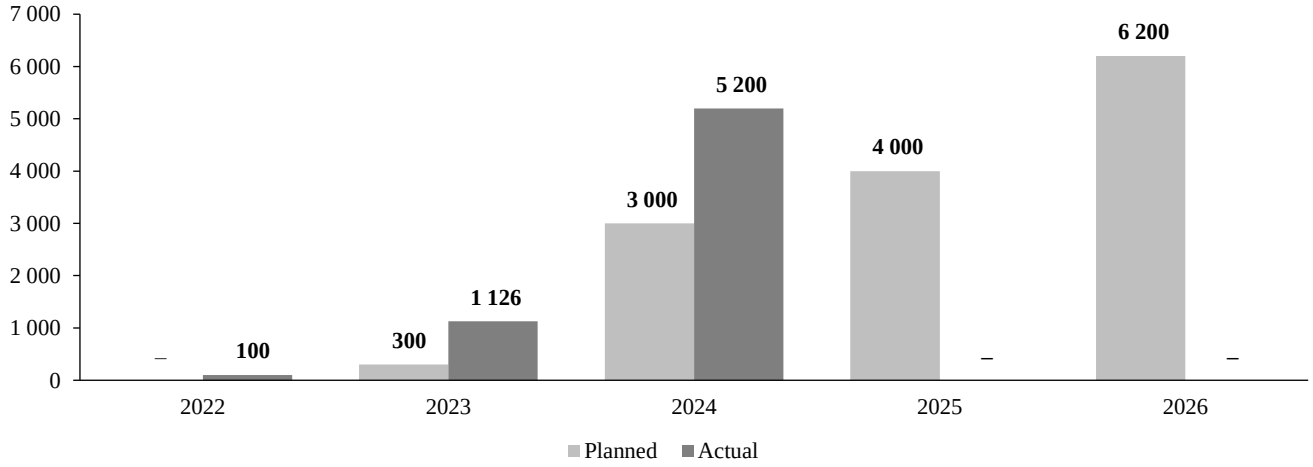
Result 1: security personnel certified to enable programme delivery with an acceptable level of risk

Programme performance in 2024 and target for 2026

34.47 The subprogramme's work contributed to an additional 4,074 security personnel having been certified to provide precise and effective security management advice, enabling programme delivery with an acceptable level of risk, for a total of 5,200 certified security personnel, which exceeded the planned target of 3,000.

34.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 34.III).

Figure 34.III
Performance measure: number of security personnel certified to provide precise and effective security management advice, enabling programme delivery with an acceptable level of risk (cumulative)



Result 2: consistent and coherent operations across the United Nations security management system

Programme performance in 2024 and target for 2026

34.49 The subprogramme's work contributed to security focal points' and decision makers' increased awareness of existing policies and guidelines, and gaps in existing guidance in the areas of fire

safety, security clearance and the travel request information process being identified and addressed, which met the planned target.

34.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 34.11).

Table 34.11
Performance measure

2022 (actual)	*2023 (actual)*	*2024 (actual)*	*2025 (planned)*	*2026 (planned)*
United Nations security management system security focal points and security decision makers received regular briefings on emerging safety and security trends and timely assistance	United Nations security management system security focal points and security decision makers had expanded access to and were informed of changes to system policies and guidelines	United Nations security management system security focal points and security decision makers identified and addressed emerging gaps in existing guidance	All United Nations security management system security focal points and security decision makers are aware of and apply updated system policies and guidelines that take into account their operational realities	All United Nations security management system security focal points and security decision makers are aware of and share operationally informed good practices and lessons on the application of policies and guidelines

Result 3: strengthened personal protection services for senior United Nations officials

Proposed programme plan for 2026

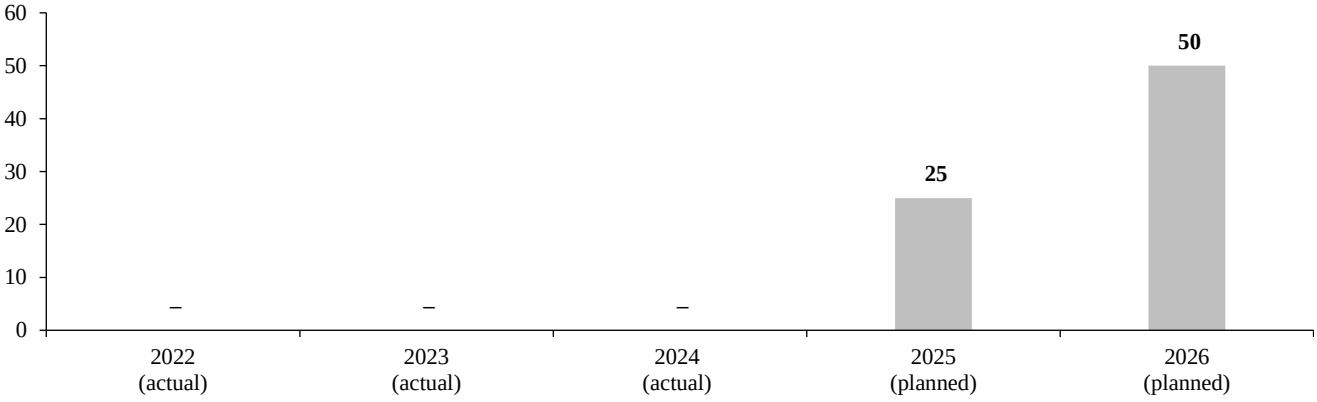
34.51 Senior United Nations officials frequently encounter increasingly complex security environments, including direct threats, both at their duty stations and during travel. To ensure that these officials can effectively fulfil their mandates, personal protection officers provide dedicated security to over 150 senior officials, including approximately 40 officials operating in medium- to high-risk environments. The Department has established the Strategy for United Nations Personal Protection Services, 2024–2028, which encompasses training programmes, operational planning enhancements and technological tools designed to align United Nations protection services with global best practices while ensuring measurable results.

Lessons learned and planned change

34.52 The lesson for the subprogramme was that protecting senior United Nations officials requires effective global coordination and operational readiness based on the highest standards. To ensure that United Nations personal protection officers excel in their field, targeted capacity-building and data-driven decision-making are essential for enhancing situational awareness and operational efficiency. In applying this lesson, the subprogramme will implement the Strategy globally, taking concrete actions to support over 400 personal protection officers. The focus will be on specialized training programmes, operational planning improvements and the alignment of United Nations protection services with global best practices to ensure optimal preparedness, effectiveness, resilience and results in increasingly challenging environments.

34.53 Expected progress towards the objective is presented in the performance measure below (see figure 34.IV).

Figure 34.IV
Performance measure: percentage of senior United Nations officials expressing increased confidence in their personal protection (annual)



Deliverables

34.54 Table 34.12 lists all deliverables of the subprogramme.

Table 34.12
Subprogramme 3: deliverables for 2026, by category and subcategory

Category and subcategory
E. Enabling deliverables
Safety and security: emotional first aid and critical incident psychosocial support for United Nations security management system personnel; stress management training for personnel in field duty stations; technical supervision sessions for United Nations field counsellors; dedicated assessments of the physical security of United Nations premises globally; topical guidance, physical security training and analysis of data provided by the physical security assessment application; security training throughout the United Nations security management system; travel tracking and coordination of protective operations related to the movement of senior United Nations officials; planning and coordination of personal protection services with respective missions; mandatory certification training for close protection officers; training on digital tools, dashboard and site development and deployment services; technical secretariat services for the Inter-Agency Security Management Network and its steering group.

B. Proposed post and non-post resource requirements for 2026

Overview

34.55 Given the dual responsibility of the Department of Safety and Security to provide for both the safety and security of staff, delegates and visitors at the main locations of the United Nations, as well as at their premises, and the safety and security of the United Nations system field operations, the activities of the Department are financed both from the regular budget and on a cost-sharing basis with other organizations covered by the security management system in the field.

34.56 The functions and activities of the Department that are jointly financed with other organizations of the security management system are those under:

(a) Security and safety services (subprogramme 1);

(b) Field operations (subprogramme 2);

(c) Partnerships and specialized support (subprogramme 3);

(d) Programme support.

34.57 With regard to the jointly financed activities of the United Nations security management system, the financial responsibility of each participating organization is based on its proportional share of the personnel operating in the field. The principles of the cost-sharing arrangement were adopted by the General Assembly in its resolution 56/255. Following the recommendation of the Assembly, in its resolution 61/263, on achieving a workable cost-sharing arrangement, the High-level Committee on Management of CEB agreed that field-related security costs would be apportioned on the basis of actual percentages of staff according to data provided by CEB. Subsequently, the Secretary-General outlined revised cost-sharing arrangements for the cost of the United Nations security management system (see A/62/641). In October 2021, the High-level Committee on Management endorsed a revision of the cost-sharing arrangement (see CEB/2021/HLCM/FB/5), effective from 2023, which, while preserving the principles adopted by the Assembly in its resolution 56/255, updated the membership fee, which had not been changed since its establishment; addressed the principle of equitability by having all organizations pay a membership fee and reinforced the notion of shared ownership for the system; and ensured that organizations in countries of the Organisation for Economic Co-operation and Development pay their fair share of the security costs. To inform future decisions on the United Nations security management system in the light of recent operational and funding shifts, the High-level Committee on Management has initiated an in-depth review of the system, led by an independent expert. The review started in March 2025 and is expected to be completed by the end of the year, with preliminary findings and recommendations to be delivered by June 2025. The review will examine a range of dimensions, including the system's governance, functions, division of responsibilities and operating modalities.

34.58 Based on the existing cost-sharing arrangement, the Secretariat share for security and safety services is 14.1 per cent for 2026, which is based on the CEB field staff census as at 31 December 2024, compared with 15.6 per cent for 2025, which was based on the census as at 31 December 2023. The level of resources proposed for 2026 for the jointly financed activities of the United Nations security management system presented in this budget fascicle was reviewed by the Finance and Budget Network of the High-level Committee on Management in March 2025. Taking into account the funding context within which United Nations system entities operate, including the ongoing significant financial constraints faced by participating entities, the Network endorsed a 2026 budget level for the United Nations security management system that reflects a 20 per cent reduction compared with the 2025 budget level for the system approved by the General Assembly in its resolution 79/258.

34.59 In addition to the jointly financed field activities described above, separate local cost-sharing arrangements govern the provision of security and safety services at the United Nations Office at Vienna, as well as other duty stations. The cost-sharing arrangements in Vienna are based on a

formula agreed upon by the four organizations located at the Vienna International Centre; similarly, the cost-sharing arrangements at the other duty stations are agreed upon locally by the participating organizations. The Secretariat share for security and safety services at the United Nations Office at Vienna is 23.7 per cent for 2026, and reflects no change compared with 2025. Those security and safety services relate to subprogramme 1.

34.60 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 34.13 to 34.15. Similarly, the proposed gross budget for jointly financed activities is reflected in tables 34.16 to 34.20. The gross jointly financed budget of the Department is also presented to the General Assembly for its consideration and approval, in accordance with established practice.

Table 34.13
Overall: evolution of financial resources by object of expenditure (regular budget)
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Post	91 495.8	108 757.1	–	–	451.7	451.7	0.4	109 208.8
Other staff costs	8 850.0	5 142.9	(23.1)	–	1 048.3	1 025.2	19.9	6 168.1
Consultants	38.9	62.7	–	–	–	–	–	62.7
Travel of staff	2 308.1	1 272.5	–	–	500.0	500.0	39.3	1 772.5
Contractual services	1 140.7	2 022.4	–	–	(25.9)	(25.9)	(1.3)	1 996.5
General operating expenses	2 220.5	2 054.9	–	–	25.9	25.9	1.3	2 080.8
Supplies and materials	791.8	1 073.3	–	–	–	–	–	1 073.3
Furniture and equipment	722.2	594.5	–	–	–	–	–	594.5
Improvement of premises	5.7	–	–	–	–	–	–	–
Grants and contributions	30 049.4	29 789.4	(2 274.0)	–	(5 226.8)	(7 500.8)	(25.2)	22 288.6
Other	1.0	–	–	–	–	–	–	–
Total	**137 624.2**	**150 769.7**	**(2 297.1)**	**–**	**(3 226.8)**	**(5 523.9)**	**(3.7)**	**145 245.8**

Table 34.14
Overall: proposed posts and post changes for 2026 (regular budget)
(Number of posts)

	Number	*Details*
Approved for 2025	1 075	1 USG, 1 ASG, 2 D-2, 4 D-1, 9 P-5, 25 P-4, 21 P-3, 9 P-2/1, 8 GS (PL), 170 GS (OL), 306 SS, 519 LL
Establishment	4	1 P-5, 1 P-4, 1 P-3 and 1 GS (PL) under subprogramme 1
Proposed for 2026	1 079	1 USG, 1 ASG, 2 D-2, 4 D-1, 10 P-5, 26 P-4, 22 P-3, 9 P-2/1, 9 GS (PL), 170 GS (OL), 306 SS, 519 LL

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

Table 34.15
Overall: proposed posts by category and grade (regular budget)
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	4	–	–	–	–	4
P-5	9	–	–	1	1	10
P-4	25	–	–	1	1	26
P-3	21	–	–	1	1	22
P-2/1	9	–	–	–	–	9
Subtotal	**72**	**–**	**–**	**3**	**3**	**75**
General Service and related						
GS (PL)	8	–	–	1	1	9
GS (OL)	170	–	–	–	–	170
SS	306	–	–	–	–	306
LL	519	–	–	–	–	519
Subtotal	**1 003**	**–**	**–**	**1**	**1**	**1 004**
Total	**1 075**	**–**	**–**	**4**	**4**	**1 079**

Table 34.16
Overall: evolution of financial resources by object of expenditure (jointly financed activities)
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Post	126 339.8	136 958.6	–	–	(29 898.5)	(29 898.5)	(21.8)	107 060.1
Other staff costs	8 367.9	9 086.1	–	–	–	–	–	9 086.1
Consultants	91.6	74.4	–	–	–	–	–	74.4
Travel of staff	7 021.8	5 644.6	–	–	–	–	–	5 644.6
Contractual services	4 675.8	4 006.5	–	–	–	–	–	4 006.5
General operating expenses	14 791.8	9 720.8	–	–	–	–	–	9 720.8
Supplies and materials	1 575.8	2 430.3	–	–	–	–	–	2 430.3
Furniture and equipment	1 809.1	1 266.3	–	–	–	–	–	1 266.3
Improvement of premises	3.6	–	–	–	–	–	–	–
Grants and contributions	4 418.9	4 048.8	–	–	–	–	–	4 048.8
Other	(78.2)	–	–	–	–	–	–	–
Total	**169 017.8**	**173 236.4**	**–**	**–**	**(29 898.5)**	**(29 898.5)**	**(17.3)**	**143 337.9**

Table 34.17
Overall: evolution of financial resources by component and subprogramme (jointly financed activities)
(Thousands of United States dollars)

			Changes					
Component/subprogramme	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
A. Programme of work								
1. Security and safety services	18 456.3	18 786.8	–	–	–	–	–	18 786.8
2. Field operations	140 106.7	143 930.6	–	–	(28 414.2)	(28 414.2)	(19.7)	115 516.4
3. Partnerships and specialized support	9 126.8	9 073.3	–	–	(1 484.3)	(1 484.3)	(16.4)	7 589.0
Subtotal, A	**167 689.8**	**171 790.7**	**–**	**–**	**(29 898.5)**	**(29 898.5)**	**(17.4)**	**141 892.2**
B. Programme support	1 328.1	1 445.7	–	–	–	–	–	1 445.7
Total	**169 017.8**	**173 236.4**	**–**	**–**	**(29 898.5)**	**(29 898.5)**	**(17.3)**	**143 337.9**

Table 34.18
Overall: proposed posts and post changes for 2026 (jointly financed activities)
(Number of posts)

	Number	*Details*
Approved for 2025	958	1 D-2, 9 D-1, 28 P-5, 197 P-4, 116 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 405 LL, 5 NPO
Proposed for 2026	958	1 D-2, 9 D-1, 28 P-5, 197 P-4, 116 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 405 LL, 5 NPO

Table 34.19
Overall: proposed posts by category and grade (jointly financed activities)
(Number of posts)

		Changes				
Category and grade	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
Professional and higher						
D-2	1	–	–	–	–	1
D-1	9	–	–	–	–	9
P-5	28	–	–	–	–	28
P-4	197	–	–	–	–	197
P-3	116	–	–	–	–	116
P-2/1	14	–	–	–	–	14
Subtotal	**365**	**–**	**–**	**–**	**–**	**365**

Category and grade	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
General Service and related						
GS (PL)	4	–	–	–	–	4
GS (OL)	26	–	–	–	–	26
SS	153	–	–	–	–	153
LL	405	–	–	–	–	405
NPO	5	–	–	–	–	5
Subtotal	**593**	**–**	**–**	**–**	**–**	**593**
Total	**958**	**–**	**–**	**–**	**–**	**958**

Table 34.20
Overall: proposed posts for 2026 by component and subprogramme (jointly financed activities)
(Number of posts)

Component/subprogramme	2025 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2026 proposed
A. Programme of work						
1. Security and safety services	160	–	–	–	–	160
2. Field operations	764	–	–	–	–	764
3. Partnerships and specialized support	34	–	–	–	–	34
Total	**958**	**–**	**–**	**–**	**–**	**958**

Resource requirements for regular budget activities

34.61 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 34.21 through 34.23 and figure 34.V.

34.62 As reflected in tables 34.22 (1) and 34.23 (1), the overall resources proposed for 2026 amount to $145,245,800 before recosting, reflecting a net decrease of $5,523,900 (or 3.7 per cent) compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 34.21
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	*2024 expenditure*	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
A. Executive direction and management	4 447.7	7 137.0	–	–	–	–	–	7 137.0
B. Programme of work								
1. Security and safety services	101 977.6	112 702.8	(88.6)	–	2 000.0	1 911.4	1.7	114 614.2
2. Field operations	23 610.0	23 254.6	(2 052.9)	–	(5 016.9)	(7 069.8)	(30.4)	16 184.8
3. Partnerships and specialized support	4 624.6	4 057.4	(134.2)	–	(209.9)	(344.1)	(8.5)	3 713.3
Subtotal, B	**130 212.2**	**140 014.8**	**(2 275.7)**	**–**	**(3 226.8)**	**(5 502.5)**	**(3.9)**	**134 512.3**
C. Programme support	2 964.2	3 617.9	(21.4)	–	–	(21.4)	(0.6)	3 596.5
Subtotal, 1	**137 624.2**	**150 769.7**	**(2 297.1)**	**–**	**(3 226.8)**	**(5 523.9)**	**(3.7)**	**145 245.8**

(2) *Other assessed*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
B. Programme of work					
2. Field operations	3 957.1	3 811.1	739.4	19.4	4 550.5
Subtotal, 2	**3 957.1**	**3 811.1**	**739.4**	**19.4**	**4 550.5**

(3) *Extrabudgetary*

Component/subprogramme	*2024 expenditure*	*2025 estimate*	*Change*	*Percentage*	*2026 estimate*
B. Programme of work					
1. Security and safety services	15 884.2	17 883.5	4 641.6	26.0	22 525.1
2. Field operations	5 106.1	–	–	–	–
3. Partnerships and specialized support	1 150.2	1 249.6	(977.4)	(78.2)	272.2
Subtotal, 3	**22 140.5**	**19 133.1**	**3 664.2**	**19.2**	**22 797.3**
Total	**163 721.8**	**173 713.9**	**(1 120.3)**	**0.6**	**172 593.6**

Table 34.22
Overall: proposed posts for 2026 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

		Changes				
Component/subprogramme	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*2026 proposed*
A. Executive direction and management	34	–	–	–	–	34
B. Programme of work						
1. Security and safety services	1 012	–	–	4	4	1 016
2. Field operations	–	–	–	–	–	–
3. Partnerships and specialized support	14	–	–	–	–	14
Subtotal, B	**1 026**	**–**	**–**	**4**	**4**	**1 030**
C. Programme support	15	–	–	–	–	15
Subtotal, 1	**1 075**	**–**	**–**	**4**	**4**	**1 079**

(2) *Other assessed*

Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
B. Programme of work			
2. Field operations	16	–	16
Subtotal, 2	**16**	**–**	**16**

(3) *Extrabudgetary*

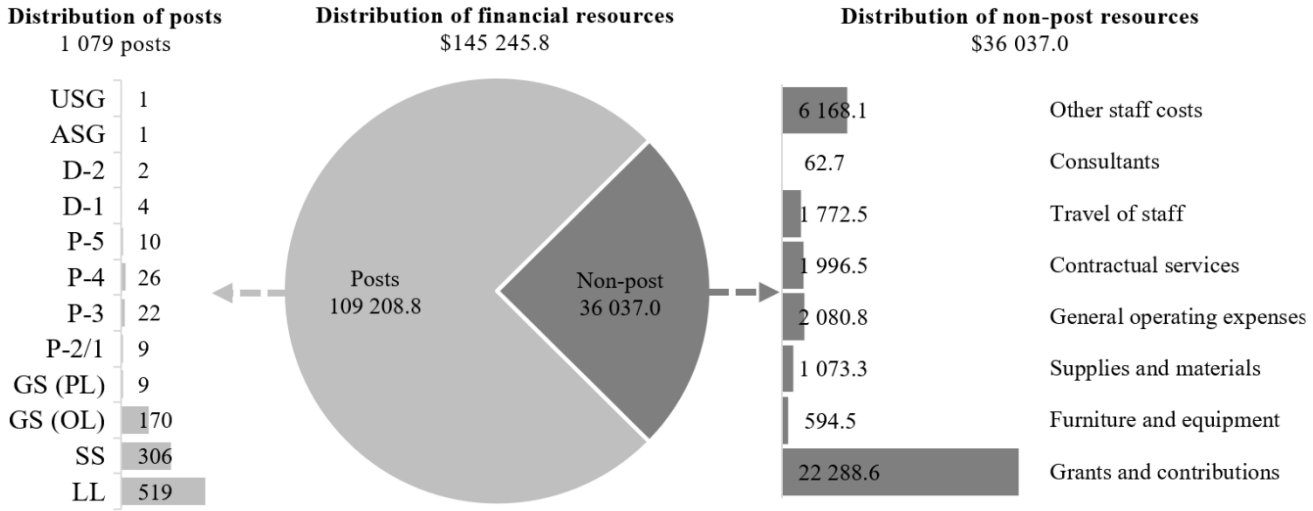
Component/subprogramme	*2025 estimate*	*Change*	*2026 estimate*
B. Programme of work			
1. Security and safety services	60	(2)	58
Subtotal, 3	**60**	**(2)**	**58**
Total	**1 151**	**2**	**1 153**

Table 34.23
Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					*2026 estimate (before recosting)*
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Posts	91 495.8	108 757.1	–	–	451.7	451.7	0.4	109 208.8
Non-post	46 128.3	42 012.6	(2 297.1)	–	(3 678.5)	(5 975.6)	(14.2)	36 037.0
Total	**137 624.2**	**150 769.7**	**(2 297.1)**	**–**	**(3 226.8)**	**(5 523.9)**	**(3.7)**	**145 245.8**

	2024 expenditure	2025 approved	Changes					2026 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher	72	–	–	3	3	–	75	
General Service and related	1 003	–	–	1	1	–	1 004	
Total	**1 075**	**–**	**–**	**4**	**4**	**–**	**1 079**	

Figure 34.V
Distribution of proposed resources for 2026 (before recosting)
(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes (regular budget)

Technical adjustments

34.63 As reflected in table 34.21 (1), resource changes reflect a decrease of $2,297,100, as follows:

(a) **Subprogramme 1, Security and safety services**. A decrease of $88,600 consisting of:

(i) A decrease of $23,100 under other staff costs relating to the removal of non-recurrent security personnel overtime requirements for the Preparatory Commission for the Entry into Force of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction and the Convening of the First Meeting of the Conference of the Parties to the Agreement, pursuant to Assembly resolution 78/272;

(ii) A decrease of $65,500 under grants and contributions relating to the removal of the non-recurrent provision for three security officers deployed during the construction phase of the Gigiri master plan pursuant to General Assembly resolution 79/258 ($62,700); and a reduction in the Secretariat percentage share (14.1 per cent for 2026, compared with 15.6 per cent for 2025) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2024 ($2,800);

(b) **Subprogramme 2, Field operations, subprogramme 3, Partnerships and specialized support and programme support**. A decrease of $2,208,500 under grants and contributions consisting of reductions under subprogramme 2 ($2,052,900), subprogramme 3 ($134,200) and programme support ($21,400), reflecting a lower Secretariat percentage share (14.1 per cent for 2026, compared with 15.6 per cent for 2025) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2024.

Other changes

34.64 As reflected in table 34.21 (1), resource changes reflect a net decrease of $3,226,800 as follows:

(a) **Subprogramme 1, Security and safety services**. An increase of $2,000,000, which includes:

(i) The cost-neutral redeployment of $451,700 from other staff costs to posts, related to the proposed establishment of four posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (Principal level)) under the global security systems, standards and projects team in the Division of Headquarters Security and Safety Services in New York, as explained in annex II;

(ii) A proposed increase of $500,000 under travel of staff for the travel of security officers who accompany senior United Nations officials during their travel, taking into account expenditure experience. One of the main functions of the Department of Safety and Security in New York is to ensure the protection of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly, especially in relation to close protection during their travel. Similar to the approach in the context of the proposed programme budget for 2025, the increase of $500,000 is a step towards gradually bridging the gap between budgeted and actual expenditure for the above-mentioned travel;

(iii) A proposed increase of $1,500,000 under other staff costs for overtime requirements to provide uninterrupted security operations and services. The Department's regular budget has a historical structural funding insufficiency with regard to covering overtime of the safety and security services. Overtime is an integral part of safety and security requirements because security personnel are required to provide uninterrupted security operations and services at the United Nations Headquarters compound, including annex locations. The Security and Safety Service in New York operates on a three-shift basis, 24 hours a day, seven days a week, all year long. For safety and security services at headquarters locations and the regional commissions, overtime and night differential are required for extended security coverage after normal working hours in order to undertake the activities required for security operations;

(b) **Subprogramme 2, Field operations**. The decrease of $5,016,900 under grants and contributions reflects the Secretariat share of the proposed decrease in resources for jointly financed field operations, as explained in paragraph 34.65 below, and an alignment of the provision for the United Nations share on the basis of the agreed cost apportionment;

(c) **Subprogramme 3, Partnerships and specialized support**. The decrease of $209,900 under grants and contributions reflects the Secretariat share of the proposed decrease in resources for jointly financed field operations, as explained in paragraph 34.65 below.

Overall resource changes (jointly financed activities)

Other changes

34.65 As reflected in table 34.17, resource changes reflect a decrease of $29,898,500 under subprogramme 2, Field operations ($28,414,200) and subprogramme 3, Partnerships and specialized support ($1,484,300). The decrease reflects adjustments in line with the level of resources endorsed by the Finance and Budget Network, taking into account the funding context within which United Nations entities operate, including the ongoing financial constraints faced by participating entities. The Network also agreed that no recosting or inflationary adjustments should be applied to the 2026 budget

proposals for the United Nations security management system. Thus, the Department is planning significant adjustments to its footprint to comply with the recommendations and conclusions of the Network. In the field, these adjustments will translate into greater regionalization of functions, with more multi-country offices covering an expanded number of locations, increased nationalization of posts and the withdrawal of presence in the lowest-risk locations. At Headquarters, reductions may be achieved by consolidating both analytical and field support desk functions and pooling capacities where relevant and appropriate. Details of the footprint adjustments that will be required are not yet known, as the Department will be reviewing its presence in the coming months, location by location.

Other assessed

34.66 As reflected in tables 34.21 (2) and 34.22 (2), other assessed resources under the support account for peacekeeping operations amount to $4,550,500. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the 2025/26 budget for the support account for peacekeeping operations (A/79/783).

Extrabudgetary resources

34.67 As reflected in tables 34.21 (3) and 34.22 (3), extrabudgetary resources amount to $22,797,300. The resources would complement regular budget resources and be used mainly to provide security services to other agencies and organizations in various locations, special events within and surrounding the premises, and humanitarian operations amid unstable conditions in various locations, including in field offices, and for reimbursable services provided for the close protection officer certification programme, Safe and Secure Approaches in Field Environments training and other related activities.

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

Executive direction and management

34.69 The Under-Secretary-General for Safety and Security is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. The Under-Secretary-General is the Chair of the United Nations security management system and is assisted in the internal functioning and day-to-day management of the Department by the Assistant Secretary-General.

34.70 In managing the Department, the Under-Secretary-General is supported by the Strategic Planning Service, which is responsible for strategic planning and risk management, operational resilience and emergency response, strategic communications, gender and inclusivity, corporate governance, evaluation, compliance monitoring, lessons learned, best practices and innovation. Together, these areas enable the dissemination and implementation of a results-based focus across the Department, in line with United Nations mandates, objectives and values at the global and country levels.

34.71 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations, including in the requisition of goods and services that contribute to and support environmental stability, resilience and sustainability.

34.72 Information on the timely submission of documentation and advance booking for air travel is reflected in table 34.24.

34.73 The Department will continue to make efforts to implement advance travel planning and the early nomination of travellers. In the event of rapid security surge redeployment and close protection-related travel, the Department will work more closely with the travel unit and the agent to reserve

tickets in advance on the basis of a preliminary itinerary. Despite an improvement in compliance in 2024 compared with 2022 and 2023, the low compliance rate in 2024 was attributable primarily to rapid security surges in volatile security environments, which made advance planning challenging. Compliance with documentation deadlines remained at 100 per cent.

Table 34.24
Compliance rate
(Percentage)

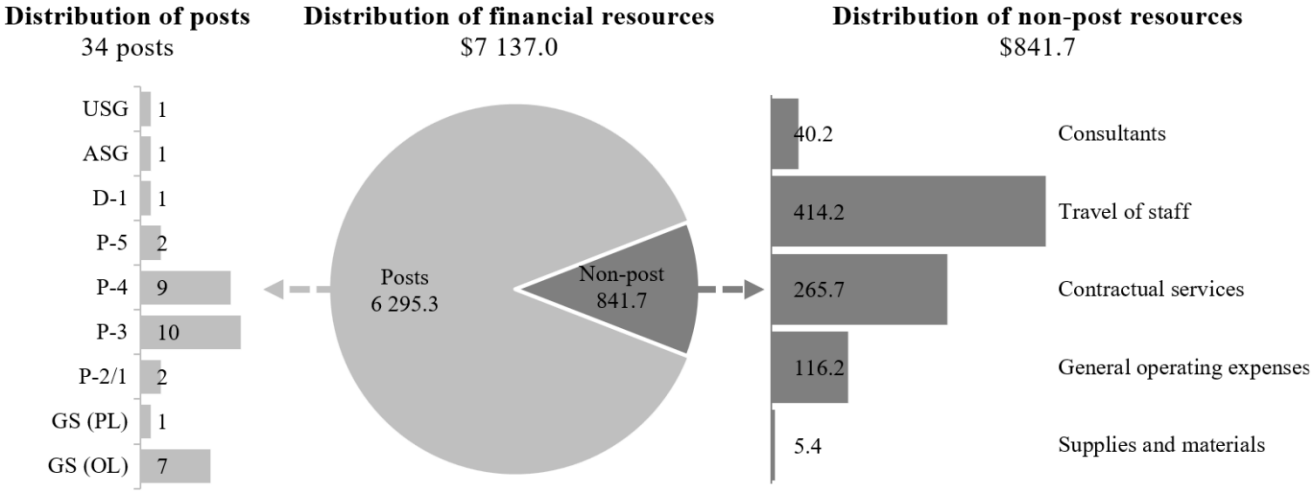
	2022 actual	*2023 actual*	*2024 actual*	*2025 planned*	*2026 planned*
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	44	50	56	100	100

34.74 The proposed regular budget resources for 2026 amount to $7,137,000 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.25 and figure 34.VI.

Table 34.25
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 904.8	6 295.3	–	–	–	–	–	6 295.3
Non-post	543.0	841.7	–	–	–	–	–	841.7
Total	**4 447.7**	**7 137.0**	**–**	**–**	**–**	**–**	**–**	**7 137.0**
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		8	–	–	–	–	–	8
Total		**34**	**–**	**–**	**–**	**–**	**–**	**34**

Figure 34.VI
Executive direction and management: distribution of proposed resources for 2026 (before recosting)
(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Security and safety services

Regular budget resource requirements

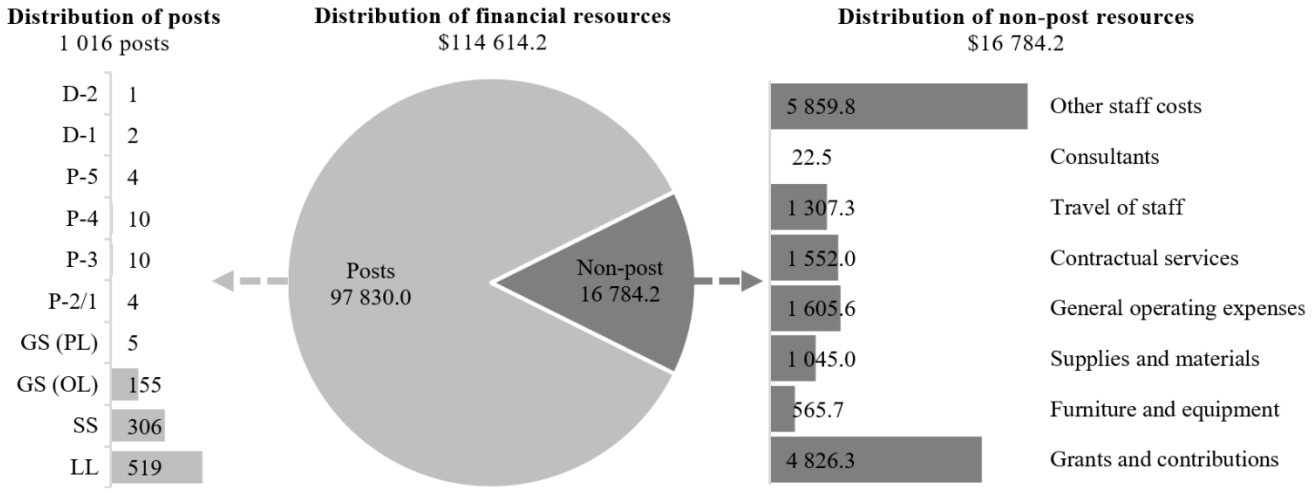
34.75 The proposed regular budget resources for 2026 amount to $114,614,200 and reflect an increase of $1,911,400 compared with the approved budget for 2025. The proposed change is explained in paragraphs 34.63 (a) and 34.64 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.26 and figure 34.VII.

Table 34.26
Subprogramme 1: evolution of financial and post resources (regular budget)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	82 089.2	97 378.3	–	–	451.7	451.7	0.5	97 830.0
Non-post	19 888.4	15 324.5	(88.6)	–	1 548.3	1 459.7	9.5	16 784.2
Total	**101 977.6**	**112 702.8**	**(88.6)**	**–**	**2 000.0**	**1 911.4**	**1.7**	**114 614.2**
Post resources by category								
Professional and higher		28	–	–	3	3	10.7	31
General Service and related		984	–	–	1	1	0.1	985
Total		**1 012**	**–**	**–**	**4**	**4**	**0.4**	**1 016**

Note: Resources include the Secretariat share for 2026 of the jointly financed Security and Safety Service in Vienna, amounting to $4,403,100, and the jointly financed activities relating to regional field security operations, amounting to $26,600.

Figure 34.VII
Subprogramme 1: distribution of proposed resources for 2026 (before recosting)
(Number of posts/thousands of United States dollars)



Resource requirements for jointly financed activities

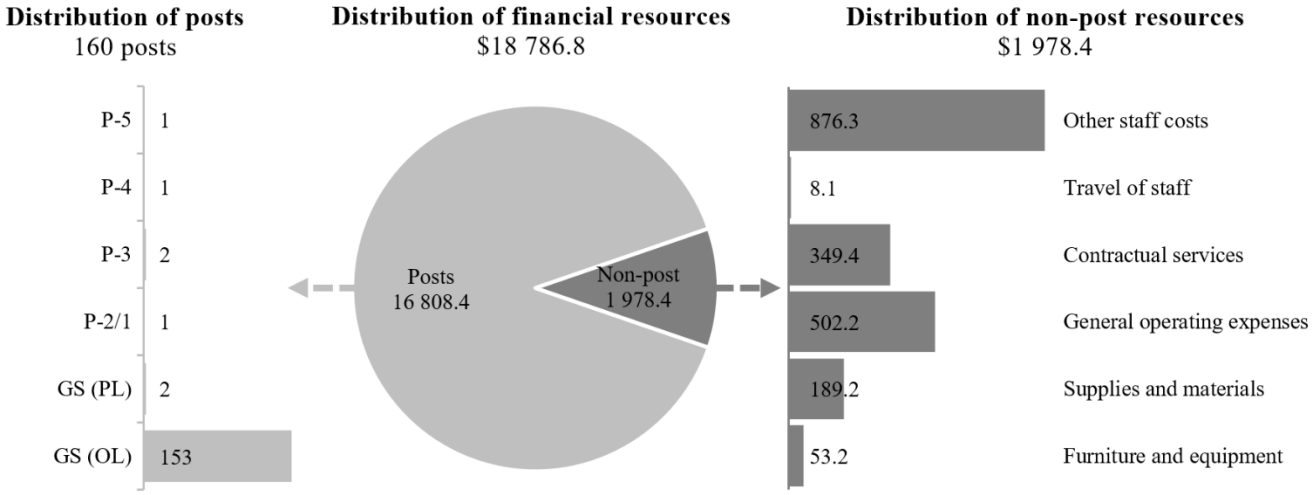
34.76 The proposed jointly financed resources for 2026 amount to $18,786,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.27 and figure 34.VIII.

Table 34.27
Subprogramme 1: evolution of financial and post resources (jointly financed activities)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	16 590.7	16 808.4	–	–	–	–	–	16 808.4
Non-post	1 865.6	1 978.4	–	–	–	–	–	1 978.4
Total	**18 456.3**	**18 786.8**	**–**	**–**	**–**	**–**	**–**	**18 786.8**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		155	–	–	–	–	–	155
Total		**160**	**–**	**–**	**–**	**–**	**–**	**160**

Note: Resources include the Secretariat share for 2026 of the jointly financed Security and Safety Service in Vienna, amounting to $4,403,100, and the jointly financed activities relating to regional field security operations, amounting to $26,600.

Figure 34.VIII
Subprogramme 1: distribution of proposed resources for 2026 (jointly financed activities)
(Number of posts/thousands of United States dollars)



Subprogramme 2
Field operations

Regular budget resource requirements

34.77 The proposed regular budget resources for 2026 amount to $16,184,800 and reflect a decrease of $7,069,800 compared with the approved budget for 2025. The proposed change is explained in paragraphs 34.63 (b) and 34.64 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.28.

Table 34.28
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Non-post	23 610.0	23 254.6	(2 052.9)	–	(5 016.9)	(7 069.8)	(30.4)	16 184.8
Total	**23 610.0**	**23 254.6**	**(2 052.9)**	**–**	**(5 016.9)**	**(7 069.8)**	**(30.4)**	**16 184.8**

Note: Resources include the Secretariat share for 2026 of jointly financed activities relating to regional field security operations, amounting to $15,606,700, and the United Nations share of the malicious acts insurance policy, amounting to $578,100.

Resource requirements for jointly financed activities

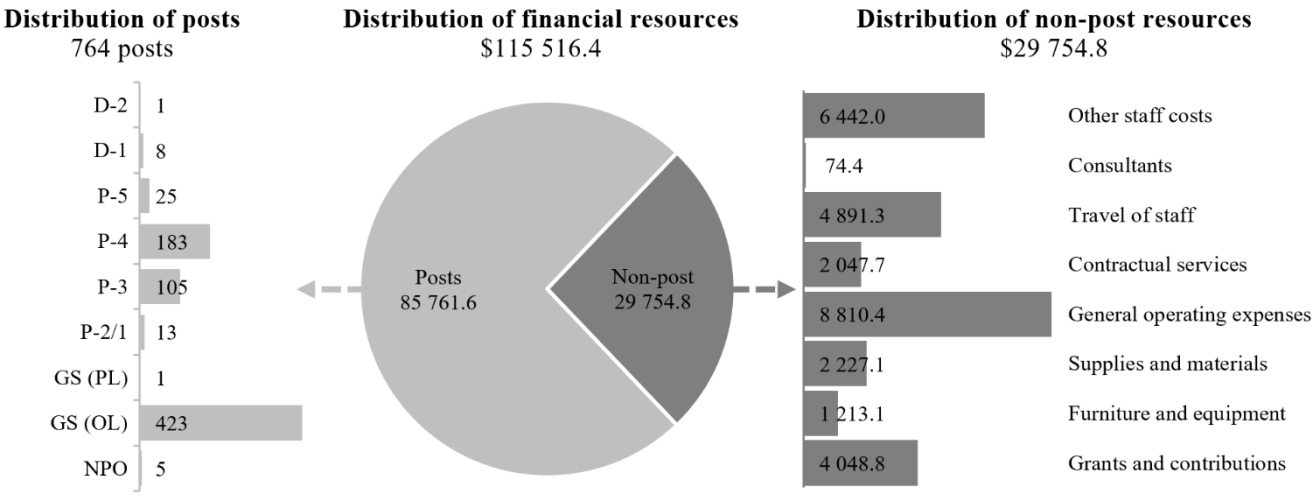
34.78 The proposed jointly financed resources for 2026 amount to $115,516,400 and reflect a decrease of $28,414,200 compared with the approved budget for 2025. The proposed change is explained in paragraph 34.65. Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.29 and figure 34.IX.

Table 34.29
Subprogramme 2: evolution of financial and post resources (jointly financed activities)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	103 360.8	114 175.8	–	–	(28 414.2)	(28 414.2)	(24.9)	85 761.6
Non-post	36 745.7	29 754.8	–	–	–	–	–	29 754.8
Total	**140 106.7**	**143 930.6**	**–**	**–**	**(28 414.2)**	**(28 414.2)**	**(19.7)**	**115 516.4**
Post resources by category								
Professional and higher		335	–	–	–	–	–	335
General Service and related		429	–	–	–	–	–	429
Total		**764**	**–**	**–**	**–**	**–**	**–**	**764**

Note: Non-post resources include a provision for the malicious acts insurance policy in the amount of $5,145,000 for 2026. The Secretariat share of jointly financed activities and the malicious acts insurance policy amounts to $15,606,700 and $578,100, respectively for 2026.

Figure 34.IX
Subprogramme 2: distribution of proposed resources for 2026 (jointly financed activities)
(Number of posts/thousands of United States dollars)



Subprogramme 3
Partnerships and specialized support

Regular budget resource requirements

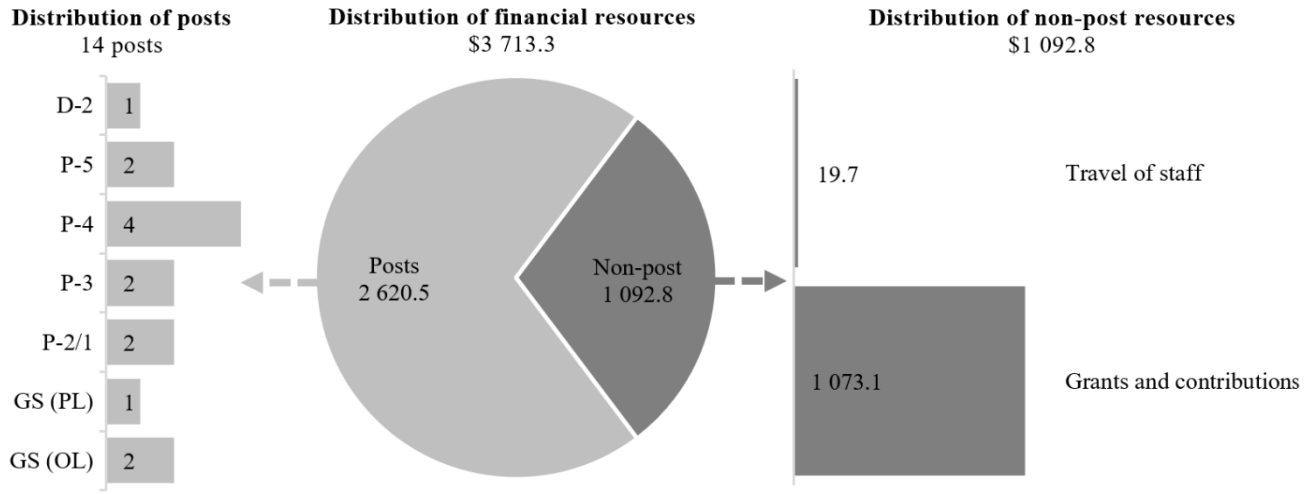
34.79 The proposed regular budget resources for 2026 amount to $3,713,300 and reflect a decrease of $344,100 compared with the approved budget for 2025. The proposed change is explained in paragraphs 34.63 (b) and 34.63 (c). Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.30 and figure 34.X.

Table 34.30
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	3 050.2	2 620.5	–	–	–	–	–	2 620.5
Non-post	1 574.5	1 436.9	(134.2)	–	(209.9)	(344.1)	(23.9)	1 092.8
Total	**4 624.6**	**4 057.4**	**(134.2)**	**–**	**(209.9)**	**(344.1)**	**(8.5)**	**3 713.3**
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		3	–	–	–	–	–	3
Total		**14**	**–**	**–**	**–**	**–**	**–**	**14**

Note: Resources include the Secretariat share for 2026 of jointly financed activities under the established cost-sharing arrangements in the estimated amount of $1,073,100.

Figure 34.X
Subprogramme 3: distribution of proposed resources for 2026 (before recosting)
(Number of posts/thousands of United States dollars)



Resource requirements for jointly financed activities

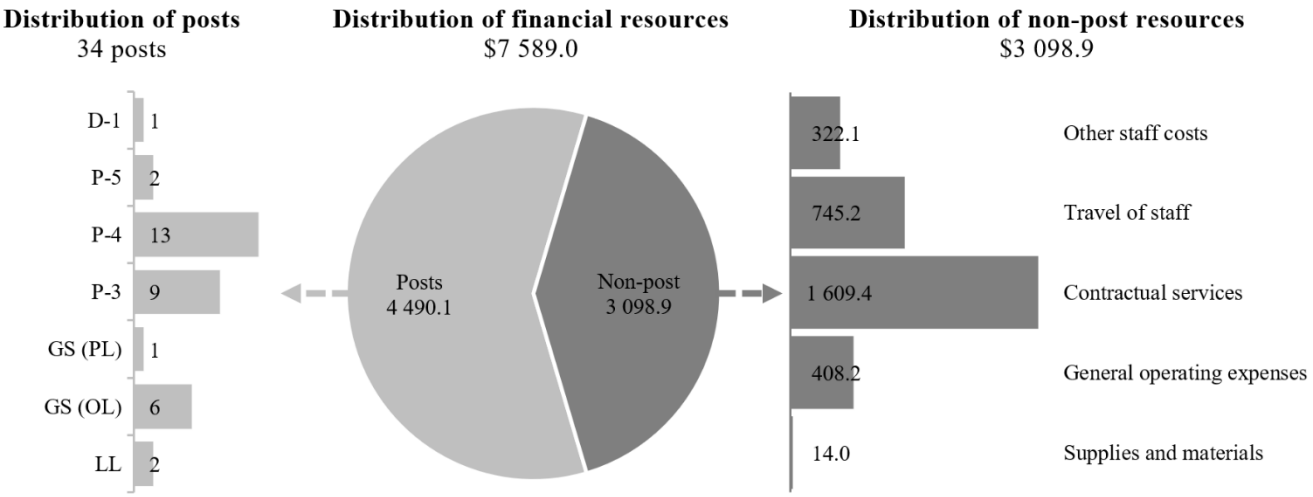
34.80 The proposed jointly financed resources for 2026 amount to $7,589,000 and reflect a decrease of $1,484,300 compared with the approved budget for 2025. The proposed change is explained in paragraph 34.65. Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.31 and figure 34.XI.

Table 34.31
Subprogramme 3: evolution of financial and post resources (jointly financed activities)
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	6 274.9	5 974.4	–	–	(1 484.3)	(1 484.3)	(24.8)	4 490.1
Non-post	2 851.8	3 098.9	–	–	–	–	–	3 098.9
Total	**9 126.8**	**9 073.3**	**–**	**–**	**(1 484.3)**	**(1 484.3)**	**(16.4)**	**7 589.0**
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		9	–	–	–	–	–	9
Total		**34**	**–**	**–**	**–**	**–**	**–**	**34**

Note: The Secretariat share for 2026 of jointly financed activities amounts to $1,073,100.

Figure 34.XI
Subprogramme 3: distribution of proposed resources for 2026 (jointly financed activities)
(Number of posts/thousands of United States dollars)



Programme support

Regular budget resource requirements

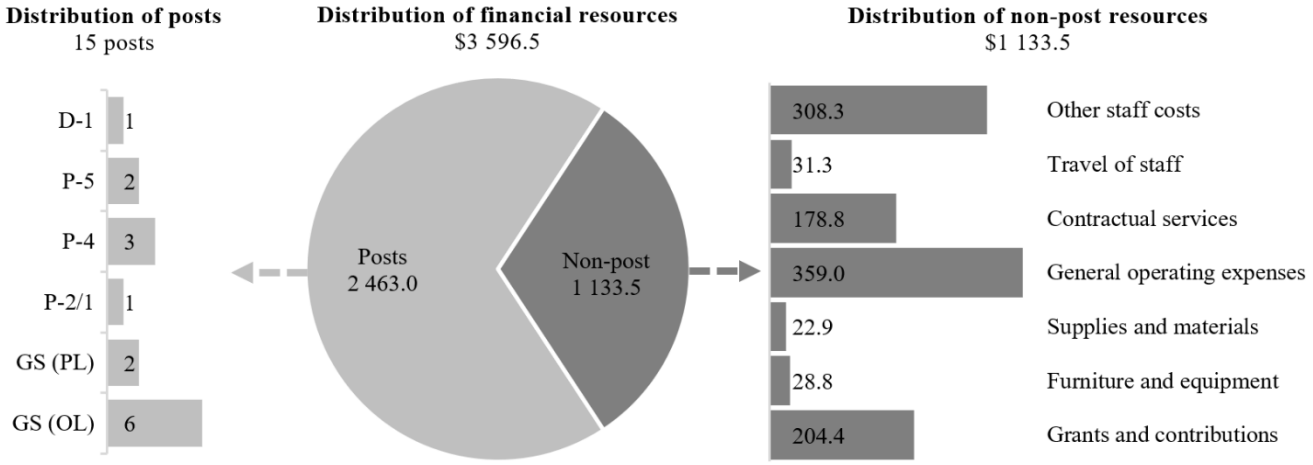
34.81 The proposed regular budget resources for 2026 amount to $3,596,500 and reflect a decrease of $21,400 compared with the approved budget for 2025. The proposed change is explained in paragraph 34.63 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.32 and figure 34.XII.

Table 34.32
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	2 451.7	2 463.0	–	–	–	–	–	2 463.0
Non-post	512.5	1 154.9	(21.4)	–	–	(21.4)	(1.8)	1 133.5
Total	**2 964.2**	**3 617.9**	**(21.4)**	**–**	**–**	**(21.4)**	**(0.6)**	**3 596.5**
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		8	–	–	–	–	–	8
Total		**15**	**–**	**–**	**–**	**–**	**–**	**15**

Note: Resources include the Secretariat share for 2026 of jointly financed activities amounting to $204,400.

Figure 34.XII
Programme support: distribution of proposed resources for 2026 (before recosting)
(Number of posts/thousands of United States dollars)



Resource requirements for jointly financed activities

34.82 The proposed jointly financed resources for 2026 amount to $1,445,700 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 34.33.

Table 34.33

Programme support: evolution of financial and post resources (jointly financed activities)

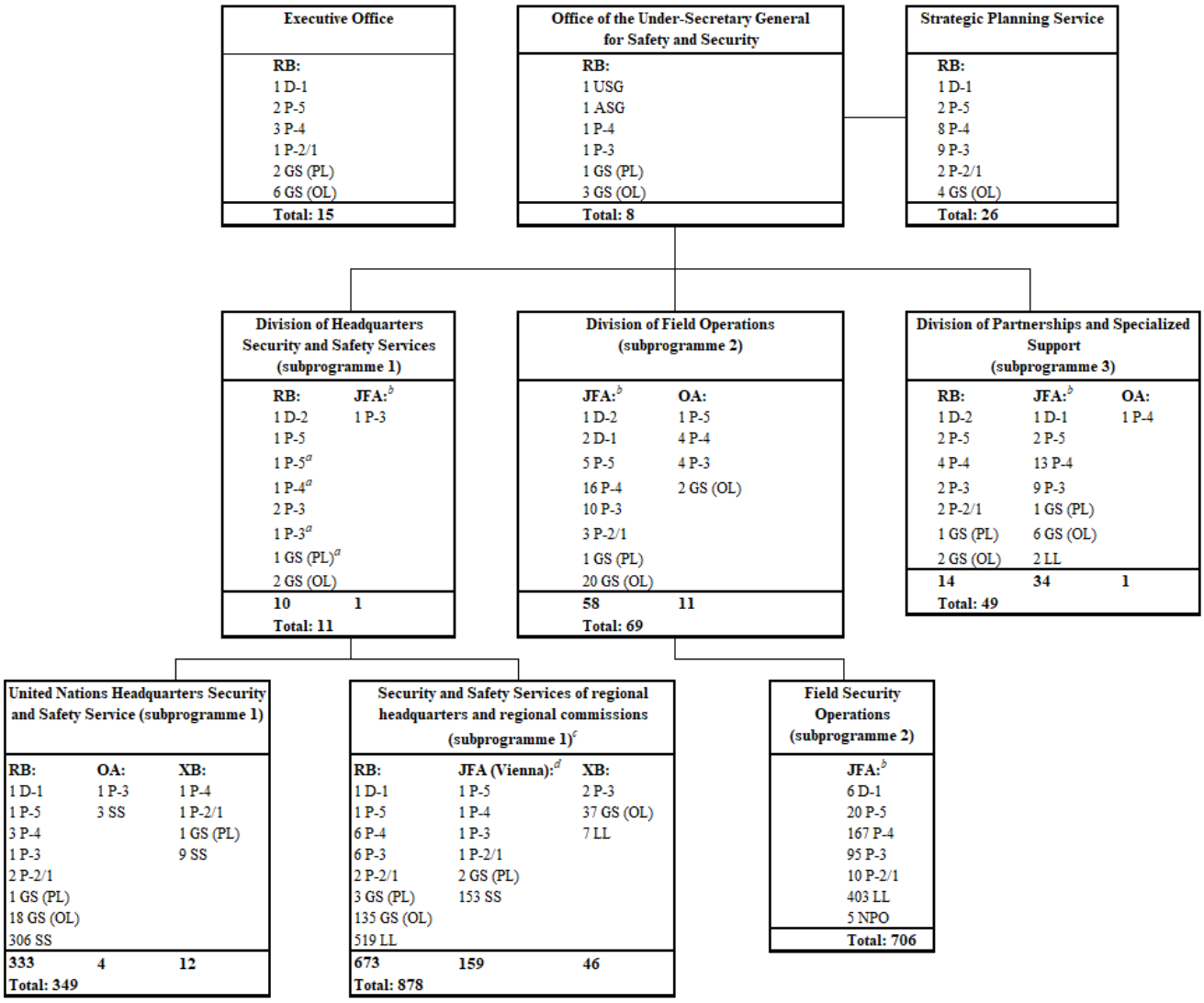
(Thousands of United States dollars/number of posts)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Financial resources by main category of expenditure								
Posts	113.3	–	–	–	–	–	–	–
Non-post								
Other staff costs	1 214.8	1 445.7	–	–	–	–	–	1 445.7
Total	**1 328.1**	**1 445.7**	**–**	**–**	**–**	**–**	**–**	**1 445.7**

Note: The Secretariat share for 2026 of jointly financed activities amounts to $204,400.

Annex I

Organizational structure and post distribution for 2026



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); JFA, jointly financed activities; LL, Local level; NPO, National Professional Officer; OA, other assessed; RB, regular budget; SS, Security Service; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Establishment.

[b] Jointly financed by all the organizations participating in the security management system in the field.

[c] Including the security and safety services at other Headquarters locations and the regional commissions.

[d] Jointly financed by all Vienna International Centre-based organizations relating to the Security and Safety Service.

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Regular budget				
Subprogramme 1 Security and safety services	1	P-5	**Establishment** of 1 Senior Security Officer	The proposed establishment of four posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (Principal level)) under the global security systems, standards and projects team in the Division of Headquarters Security and Safety Services in New York would support the implementation of the multi-year standardized physical security improvements project at United Nations Headquarters, offices away from Headquarters and regional commissions budgeted under section 33 of the proposed programme budget (A/80/6 (Sect. 33)). As indicated in the report of the Secretary-General on capital investment planning (A/79/510), a long-term dedicated team capacity is needed to centrally manage the project, provide technical oversight for security procurement processes, standardize security systems and components, and manage security assets at the global level. These requirements are crucial for safeguarding the Organization's long-term security posture in an increasingly challenging environment, and represent a continuing requirement for the Organization beyond completion of the project, currently scheduled for 2031. Details of the functions to be performed by the incumbents of the above-mentioned posts are provided below. The Senior Security Officer (P-5) would take the lead in the overall supervision and coordination of proposals for security projects, including functional and business requirements for safety and security, related system specifications and standardization, technical validation and project execution plans. The increasing scale, complexity and global scope of physical and electronic security investments necessitate dedicated, centralized leadership to ensure consistency, compliance with United Nations standards and the long-term sustainability of security infrastructure across all locations. The Security Coordination Officer (P-4) would manage and coordinate the capital improvement projects, including upgrades to and major maintenance for security systems, from the design phase through the installation, monitoring and reporting phases. The incumbent would also identify and seek solutions to address any organizational gaps in managing common security projects and logistics, ensuring dedicated expertise and continuity in the financial, administrative and operational management of security enhancement projects across the United Nations in a consistent manner. The Security Coordination Officer (P-3) would provide a focused capacity on systems architecture, the integration landscape and applications management (such as access control, video analytics, physical security, screening and detection and cybersecurity). The incumbent would also provide technical support on the review of local procurement authority, as well as on category and asset management and data security. The establishment of this
	1	P-4	**Establishment** of 1 Security Coordination Officer	
	1	P-3	**Establishment** of 1 Security Coordination Officer	
	1	GS (PL)	**Establishment** of 1 Senior Programme Management Assistant	

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
				post would ensure dedicated technical expertise and continuous oversight of physical and electronic security systems and technologies, and their integration across the Organization. The Senior Programme Management Assistant (General Service (Principal level)) would provide the full range of administrative and operational support for the security projects team and its global activities in the delivery of outputs, including in the areas of data management, analytics, integrated reporting and communications.

Abbreviation: GS (PL), General Service (Principal level).

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part XIII
Development Account

Section 35
Development Account

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* A/80/50.

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

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A. Overall orientation

Mandates and background

35.1 The Development Account was established in 1997 by the General Assembly in its resolution 52/12 B as a mechanism to fund capacity development projects of the economic and social entities of the United Nations, namely, the Department of Economic and Social Affairs of the Secretariat, the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime. All projects funded through the Account build on the mandates and the comparative advantages of the implementing entities, including their normative and analytical capacities.

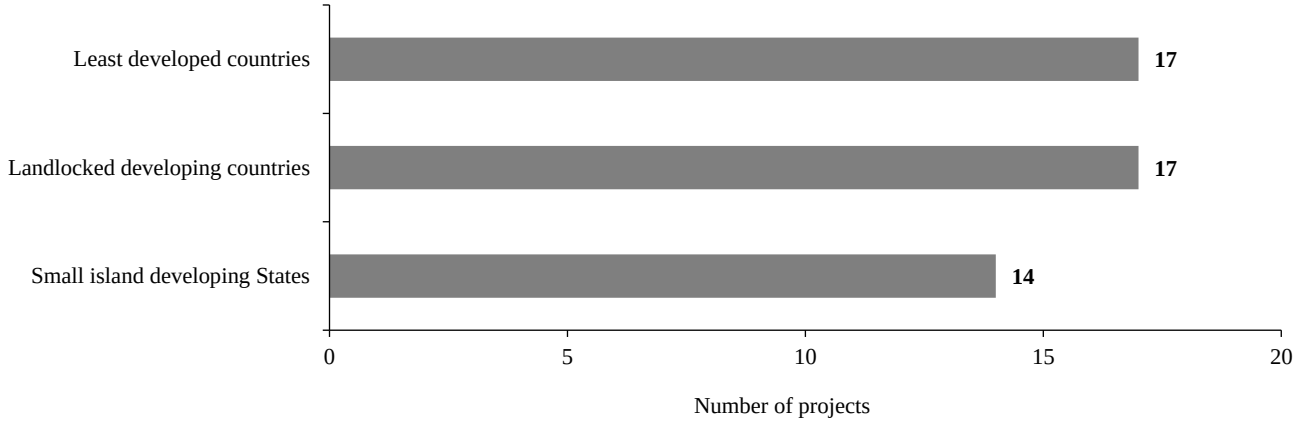
35.2 The Development Account supports developing countries in their implementation of priority areas of the United Nations development agenda, in response to expressed needs and demands from Member States, and supports the recommendations and decisions made during intergovernmental processes and by the relevant governing bodies of the implementing entities.

Strategy

35.3 The Development Account provides its 10 non-resident implementing entities with predictable funds to assist developing countries in the economic and social priority areas of the United Nations development agenda. Projects are carried out over a four-year period, with an average budget of around $675,000, and involve multiple target countries, encouraging South-South learning and experience-sharing and later feeding findings into intergovernmental processes and analytics. Projects are based on demand received from the target countries. Under the overarching theme of the eighteenth tranche, “Supporting Member States to catalyse digital transformation and an enabling policy environment for a sustainable, responsible and inclusive digital society that leaves no one behind, with a focus on gender equality and the empowerment of women and girls”, 27 proposed projects (see annex I) are spread across all regions (see figure 35.II), supporting all Sustainable Development Goals (see figure 35.III) and often supporting countries with special needs (see figure 35.I). Several of the projects are aimed at enhancing countries’ capacities to support entrepreneurship among women and to harness data and statistics (see para. 35.6 for additional details). In total, the eighteenth tranche includes eight projects that will be jointly executed by two or more Development Account entities. Furthermore, partnerships continue to be essential to all projects, including collaboration within and outside the United Nations system.

35.4 Over 95 per cent of the proposed projects of the eighteenth tranche support countries with special needs, namely, the least developed countries, landlocked developing countries and small island developing States. Figure 35.I shows the number of projects supporting countries with special needs. These numbers are likely to increase as implementing entities finalize the target countries of their projects. Some projects are focused exclusively on these groups of countries, such as the following projects: promoting a socially inclusive creative economy to support the digital transformation needs of small island developing States and the least developed countries (project D); digitalization of urban mobility in small island developing States and landlocked developing countries in Latin America and the Caribbean to address gender inequities and leave no one behind (project I); and power grid governance policies in support of inclusive digital transformation in countries with special needs (project R).

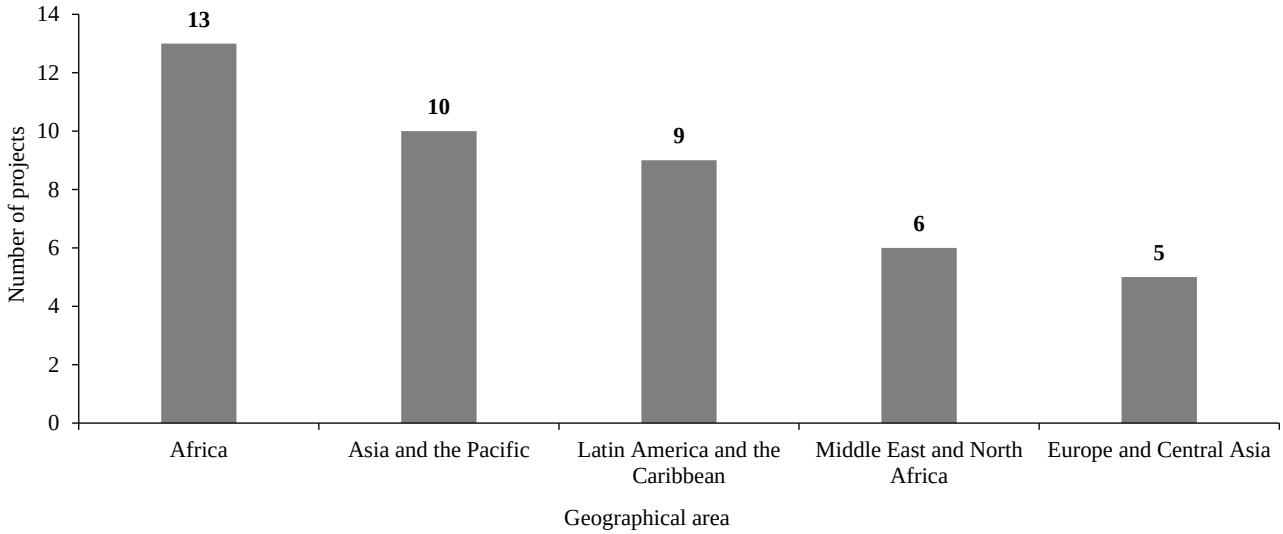
Figure 35.I
Projects supporting countries with special needs[a]



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

35.5 Figure 35.II illustrates how the proposed projects of the eighteenth tranche are spread across different regions. While projects are proposed for all regions of the world, Africa continues to have the highest number of proposed projects, as in previous tranches.

Figure 35.II
Number of projects by geographical area[a]



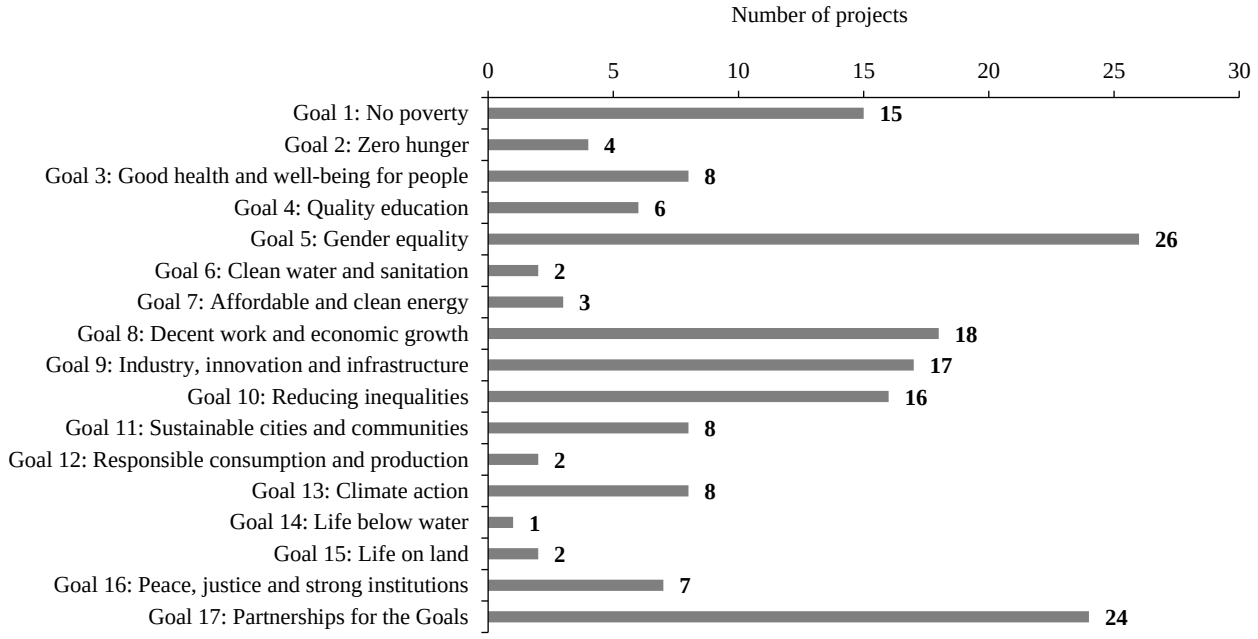
[a] One project can contribute to more than one region.

35.6 As the theme of the tranche includes elements of digital transformation – in line with Member States' goal of achieving an inclusive, open, sustainable, fair, safe and secure digital future for all, as outlined in the Global Digital Compact, adopted in 2024 – and gender equality, as a cross-cutting goal underpinning all the Sustainable Development Goals, projects are generally focused on one of these two areas or the intersections between them. As mentioned above, entrepreneurship among women has emerged as an area in which multiple projects will be providing support. Specifically, six of the proposed projects focus on this topic, including by building the capacity of selected countries to: foster digital entrepreneurship among women in Africa (project M); implement

inclusive trade strategies with a focus on vulnerable economic actors, especially for informal women-owned businesses (project N); design and implement digital policies that empower women-owned micro-, small and medium-sized enterprises (project O); implement policy measures and strategies that enable women entrepreneurs to harness digital technologies in Asia and the Pacific (project V); enable gender-responsive digital urban transformation, which includes work on e-commerce and economic opportunities for women-led small and medium-sized enterprises (project X); and drive digital transformation to improve the market access and growth of women-led small and medium-sized enterprises in the Arab region (project Y). Other common areas of work that have emerged among the proposed projects include data, statistics and the economy. Six projects are focused on enhancing selected countries' capacities in data and statistics, in the areas of: data governance and innovation for digital transformation (project A); monitoring and sharing forest-related data using innovative and digital technologies (project C); measuring digital services trade (project F); data-driven policies and services for women and marginalized groups experiencing homelessness (project K); digital transformation in the production of social and demographic statistics in Latin America and the Caribbean (project S); and the design, implementation and evaluation of data-driven digital transformation strategies for the digital economy (project AA). In addition to the aforementioned projects focused on entrepreneurship, six projects focus on other economy-related themes, including economic growth (projects M and Y), the digital economy (projects E, Y and AA), the care economy (project U) and economic opportunity in the creative economy (project D).

35.7 The proposed projects also contribute to all of the Sustainable Development Goals, as outlined in figure 35.III, with 26 projects contributing to Goal 5 on gender equality, in line with the theme of the tranche, and a notable number of projects contributing to Goal 17 on partnerships; Goal 8 on decent work and economic growth; Goal 9 on industry, innovation and infrastructure; and Goal 10 on reducing inequalities.

Figure 35.III
Contribution of projects of the eighteenth tranche to the Sustainable Development Goals[a]

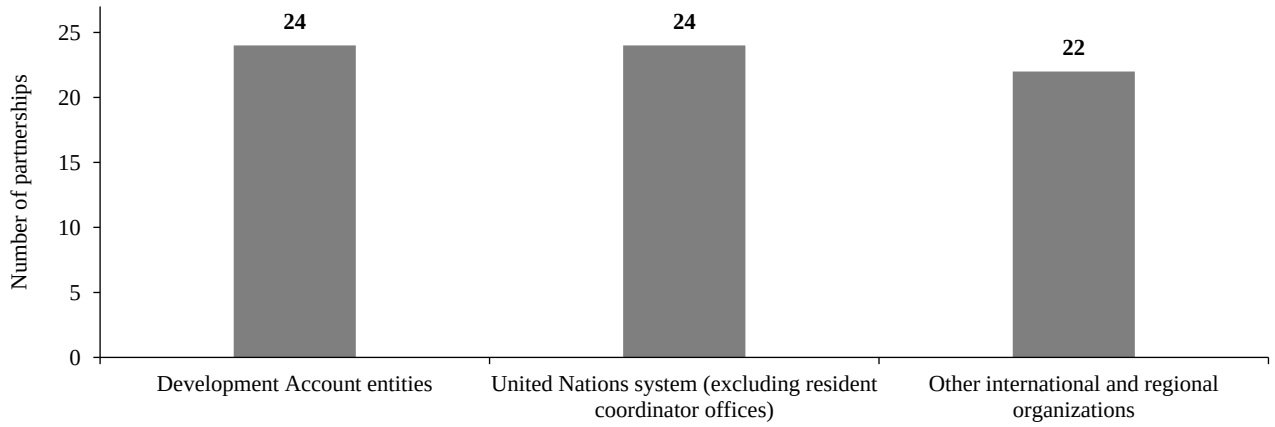


[a] One project can contribute to more than one goal.

35.8 Partnerships are essential to the implementation of Development Account projects. The proposed projects will be implemented with partners from the United Nations Secretariat and the wider United Nations system, including United Nations country teams as relevant, as well as governments and national, regional and international organizations. Resident coordinators will also be informed about the national project activities and engaged to support the projects at various levels. This helps to ensure that Development Account projects leverage the comparative strengths of both national and international partners to better achieve transformational change, respond to identified national needs while avoiding duplication of work, and work alongside national and local governments and organizations to strengthen their capacity throughout project implementation, which also strengthens the sustainability of project results.

35.9 All of the proposed projects will be implemented in partnership with other entities, including 24 of the projects working in partnership with other Development Account entities, 24 projects working in partnership with the broader United Nations system and 22 of the projects working in partnership with other regional or international organizations, as illustrated in figure 35.IV. The number of partnerships is likely to further increase as projects are finalized following the General Assembly's consideration and approval of the present budget fascicle and the projects proposed therein.

Figure 35.IV
Partnerships in Development Account projects[a]



[a] One project can partner with multiple partners.

35.10 The involvement of resident coordinator offices in Development Account projects takes different forms. Since resident coordinator offices coordinate United Nations operational activities for development within a country, they will be informed about the projects and their national activities. In addition, the implementing entities consult the resident coordinator offices in the target countries during the design phase of the projects. During project implementation, resident coordinator offices provide support for projects by, for example, identifying workshop participants, partners and government counterparts; identifying synergies with other projects; and mobilizing supplementary resources. Depending on the project, more in-depth engagement with the United Nations country team can exist through membership of the implementing entity in the country team, its participation in the common country analysis and the United Nations Sustainable Development Cooperation Framework, and partnerships with members of the country team.

35.11 In addition to the partnership arrangements described above, eight of the proposed projects of the eighteenth tranche will be led jointly by multiple Development Account entities. Joint projects build on natural areas of synergy and cooperation between Development Account entities and involve more extensive collaboration between entities, whereby each of the jointly implementing entities is responsible for the delivery of specific deliverables and receives a part of the total project budget. Entities work jointly throughout the project cycle, from the design of the project to its

implementation, as well as throughout the reporting, monitoring and evaluation phases. These projects also include the formation of a steering committee, comprising representatives from all entities, that meets throughout the project's life cycle to facilitate dialogue and cooperation, resolve any issues that arise, facilitate monitoring of the project's performance and ensure that the projects are efficient and effective in achieving results at the country level. Since joint projects require a more work-intensive governance structure and coordination, they are only undertaken in areas where there is a clear advantage to doing so. The table in annex I provides further details on which projects will be jointly implemented.

Evaluation activities

35.12 Lessons learned from programme- and project-level evaluations regularly feed into the planning, implementation, monitoring and evaluation of projects. At the programme level, a new guidance document, entitled "Working with the Development Account: a guide for implementing entities", was developed as a follow-up to the evaluation of the tenth tranche Programme on Statistics and Data. It provides implementing entities and other stakeholders with an overview of the Development Account, including its principles, key requirements and project management processes. Furthermore, a series of recommendations to guide the development of all joint projects was formulated based on the lessons learned and good practices identified through the evaluations of joint projects related to the coronavirus disease (COVID-19) pandemic. Evaluation findings have also contributed to the refinement of progress and final report templates in order to help to strengthen the ongoing monitoring of project results and enhance the availability of data to support evaluations.

35.13 In 2025, approximately half (11) of the 21 thirteenth tranche projects are being evaluated, guided by the Development Account project evaluation guidelines, a supplementary guidance note and an updated report template. Guidance notes have also been issued to support the planning of 12 fourteenth tranche project evaluations to be undertaken in 2026, as well as the selection of fifteenth tranche projects to be evaluated. In addition, the planning of a new programme-level evaluation is under way, in consultation with the evaluation units of all 10 implementing entities and other stakeholders, with the aim of launching it in late 2025.

B. Proposed resource requirements for 2026

35.14 As reflected in table 35.1, the overall resources proposed for 2026 amount to $19,011,900, reflecting no change compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Four Development Account-related management posts (1 P-5, 2 P-4 and 1 P-2) are funded under section 9, Economic and social affairs.

Table 35.1
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

Regular budget

			Changes					
Object of expenditure	*2024 expenditure*	*2025 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Grants and contributions	18 502.9	19 011.9	–	–	–	–	–	19 011.9

Multi-year account

35.15 The General Assembly, in its resolution 54/15, decided to establish a multi-year account for the Development Account. The resources proposed for the Account for 2026 are for the implementation of the projects over a four-year period (2026–2029). Within the multi-year account, the breakdown of resource requirements by object of expenditure for the eighteenth tranche of projects is presented in table 35.2.

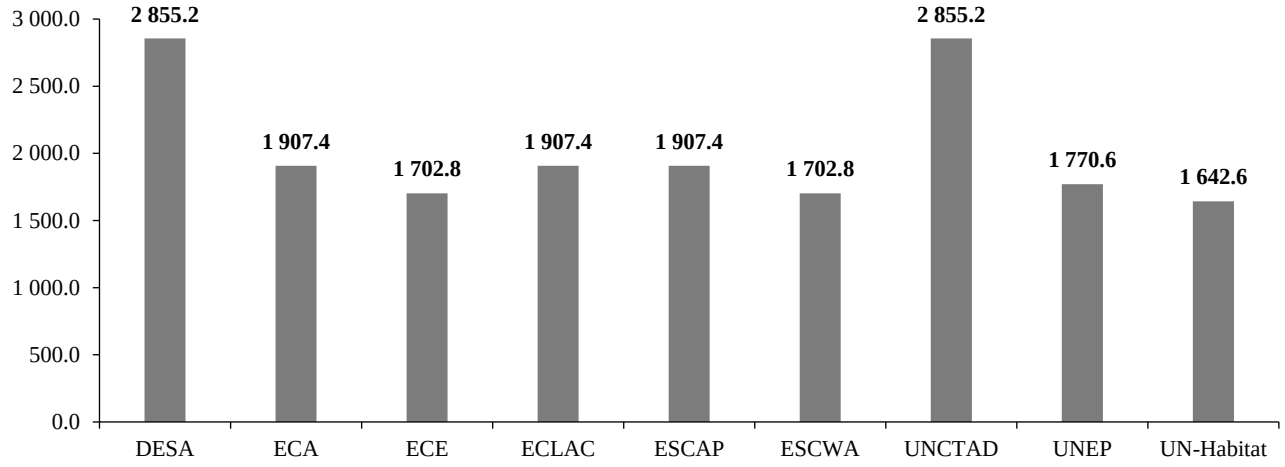
Table 35.2
Summary of resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*Amount*
Other staff costs	924.9
Consultants	6 358.4
Travel of staff	2 580.8
Contractual services	2 790.3
General operating expenses	1 841.2
Grants and contributions	4 516.3
Total	**19 011.9**

35.16 Development Account projects are designed to provide the efficient and effective use of resources. The resource requirements set forth in the present document are based on concept notes, which provide project descriptions and initial plans for project implementation. From April to December 2025, the implementing entities will work with their partners, including resident coordinators, in their region or thematic area to prepare project documents that include additional details on the theory of change, country demand, outputs, indicators, partner arrangements and a more detailed budget. They will continue to engage the potential target countries to ensure that the projects are designed to address their needs and achieve tangible results, taking into account the evolving contexts. Such engagement is often based on prior activities that have been done in this area. Following the General Assembly's decision on the proposed budget by the end of 2025, the implementing entities will launch the projects.

35.17 The distribution of resources by lead entity for the proposed projects is outlined in figure 35.V. In general, there is an equal distribution between global and regional entities. On average, entities have three projects, with the Department of Economic and Social Affairs and the United Nations Conference on Trade and Development having an additional one, and the funds and programmes with more limited regular budget funding have two projects each. It should be noted that proposed resources for jointly implemented projects, which represent eight of the proposed projects, are counted towards the lead entities' shares at the present stage. For jointly implemented projects, multiple entities receive a portion of the project budget. The final distribution is therefore only known at a later stage, after the project documents have been drafted.

Figure 35.V
Distribution of resource requirements by lead entity
(Thousands of United States dollars)



Abbreviations: DESA, Department of Economic and Social Affairs; ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; UNCTAD, United Nations Conference on Trade and Development; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme.

35.18 Other staff costs (general temporary assistance) represent 5 per cent of the total budget and are used for short-term needs to carry out the activities of the projects, such as organizing workshops and data collection and engaging with resident coordinator offices in all target countries throughout project planning and implementation, as well as enhancing monitoring and improving information-sharing, coordination and collaboration with other Development Account and non-Development Account entities.

35.19 Given that the implementing entities are mostly non-resident in project target countries and that all projects have country-level activities, travel of staff is essential. Required resources for staff travel represent an average of 14 per cent of the total resources, similar to the previous two tranches. While projects typically include e-learning components, and incorporating such elements is useful for maximizing efficiencies and broadening outreach, these tools cannot replace all face to-face delivery modalities in their effectiveness, as has been found in project evaluations.

35.20 The projects typically utilize national consultants to support project implementation at the country level, as well as for collating and exchanging national best practices. International consultants, including regional consultants, are often required for projects involved in new subject areas, which require expertise that may not be available within the country or the implementing entity. International and regional consultants are also used for external programme and project evaluations, knowledge management, project review, monitoring and related activities, representing 4 per cent of

the total tranche budget. International consultants comprise approximately 18 per cent of the total number of consultants and 17 per cent of the total work-months, while 82 per cent of the consultants for the eighteenth tranche projects are national or regional. In terms of cost, international consultants represent 26 per cent of the total.

Table 35.3
Summary of consultancy requirements[a]

Type of consultant	*Number of consultants*	*Number of work-months*	*Cost (thousands of United States dollars)*
International[b]	131	658	4 180.2
National	131	528	2 178.2
Total	**262**	**1 186**	**6 358.4**

[a] This table does not include the cost of consultant travel.
[b] The requirements under international consultants include 85 regional consultants (457 work-months) at a total cost of $2,518,300.

35.21 Contractual services are used to engage national, regional or international institutions, companies or non-governmental organizations to assist with the implementation of national components of the projects, including studies, local pilots, technical work, consultations and workshops. Use of local and regional institutions and non-governmental organizations is preferred and encouraged, as it contributes to the strengthening of national capacities. Venue rentals, conference service costs and communications costs associated with workshops, training events, seminars or expert group meetings typically fall under the general operating expenses category. In the proposed projects, contractual services are budgeted for services that include the development of an online platform, the piloting of a digital system at the country level, the preparation of communications and outreach materials, the printing of materials, event organization, web design and development services, editing and design services, interpretation and translation, artificial intelligence and machine learning development services, country-level data collection, e-learning course development, technology support services and the production of video tutorials. More specifically, projects may have the following costs in this category: interpretation and translation services; editing and printing of documents for workshops; web development; reserving venues for workshops; development of online courses; customization of an online platform that uses artificial intelligence; and other technical areas of work.

35.22 The costs of workshop participants (travel and allowances), under grants and contributions, represent on average 24 per cent of the project budgets. Projects typically use national workshops for training, coordination and consensus-building. Most projects also include a smaller number of regional workshops, which are typically used for South-South cooperation and the sharing of lessons learned between the target countries. Regional and interregional workshops are often used to share the findings with larger audiences and are often organized in connection with other intergovernmental meetings or events to reduce costs.

35.23 Project deliverables fall under four general categories, as detailed in table 35.4. These deliverables are expected to have a strong focus on the national level, to help to ensure national ownership and prioritization of national processes and institutions. They are also expected to focus on different capacity development aspects (e.g. skills, institutions and an enabling environment) for increased and sustainable impact.

Table 35.4
Summary of deliverables (2026–2029 plan)

Quantified deliverables: B. Generation and transfer of knowledge		*Non-quantified deliverables: C. Substantive deliverables*	
Seminars, workshops and training events (number of days for all projects)	*Technical materials (number of materials for all projects)*	*Consultation, advice and advocacy (number of projects including these deliverables)*	*Databases and substantive digital materials (number of projects including these deliverables)*
838	207	27	26

Annex I

Projects proposed for funding from the Development Account (for the period 2026–2029)

Proposed projects and objectives	*Implementing entities, partnerships and budgets*
A. Enhanced statistical capacity for data governance and innovation across national data ecosystems *Objective*: To enhance the capacity of national statistical offices in selected developing countries to implement effective data governance frameworks and harness innovation for digital transformation	The Department of Economic and Social Affairs, in collaboration with ECA, ECE, ESCAP, ECLAC, ESCWA and resident coordinator offices ($642,000)
B. Advancing gender empowerment and innovation in Latin America and the Caribbean *Objective*: To improve the capacity of selected Latin American and Caribbean countries to implement gender-responsive digital inclusion policies and frameworks aimed at enhancing equitable access to digital resources	The Department of Economic and Social Affairs, jointly with ECLAC and in collaboration with resident coordinator offices ($938,800)
C. Innovative and digital technologies for forest monitoring and data-sharing by Indigenous Peoples, local communities, women and young people *Objective*: To build the capacity of selected countries to strengthen the engagement of Indigenous Peoples, local communities, women and young people in forest monitoring and sharing of forest-related data using both traditional and digital approaches	The Department of Economic and Social Affairs, in collaboration with resident coordinator offices ($634,400)
D. Promoting a socially inclusive creative economy to support the digital transformation needs of small island developing States and the least developed countries *Objective*: To enhance the capacity of selected least developed countries and small island developing States in South-East Asia and sub-Saharan Africa to develop policies and frameworks aimed at promoting digital inclusion and economic opportunities in the creative economy, with a specific emphasis on women, young people, persons with disabilities, older persons and Indigenous Peoples	The Department of Economic and Social Affairs, in collaboration with resident coordinator offices ($640,000)
E. Improved investment policymaking to foster an inclusive, responsible and sustainable digital economy in Africa *Objective*: To strengthen the capacity of selected developing countries in Africa to scale up investment aimed at fostering an inclusive, responsible and sustainable digital economy	UNCTAD, in collaboration with ECA and resident coordinator offices ($645,600)
F. Better statistics on digital services trade for gender-responsive trade policies in Asia and the Pacific *Objective*: To strengthen the capacity of selected developing countries in Asia and the Pacific to measure digital services trade to enable evidence-based and gender-inclusive trade policy	UNCTAD, jointly with ESCAP and in collaboration with resident coordinator offices ($938,800)

Proposed projects and objectives	*Implementing entities, partnerships and budgets*
G. Advancing gender-responsive science, technology and innovation policies for inclusive digital transformation in countries of the Association of Southeast Asian Nations	UNCTAD, in collaboration with ESCAP and resident coordinator offices ($625,000)
Objective: To strengthen the capacity of selected developing countries of the Association of Southeast Asian Nations to design and implement gender-responsive science, technology and innovation policies that serve to close gender digital divides, foster inclusive digital transformation and advance the Sustainable Development Goals	
H. Digitalization and artificial intelligence-powered transparency on trade-related regulations for gender-sensitive policymaking in Africa	UNCTAD, in collaboration with ECA, ESCAP and resident coordinator offices ($645,800)
Objective: To strengthen the capacity of selected African countries to improve transparency on trade-related regulations through digitalization and artificial intelligence in order to better develop gender-sensitive trade policies	
I. Digitalization of urban mobility in small island developing States and landlocked developing countries in Latin America and the Caribbean to address gender inequities and leave no one behind	UNEP, jointly with UN-Habitat and in collaboration with ECLAC and resident coordinator offices ($821,300)
Objective: To strengthen the capacity of selected countries in Latin America and the Caribbean to design and implement a transformative framework for transport digitalization aimed at prioritizing the complex mobility needs and intersectionality of women, girls and other vulnerable groups	
J. Better water quality monitoring using the traditional and local knowledge of Indigenous Peoples, women and other vulnerable populations	UNEP, in collaboration with ECA, ECLAC and resident coordinator offices ($949,300)
Objective: To strengthen the capacity of selected low- and lower-middle-income countries to monitor water quality in inland waters and oceans using traditional and local knowledge of Indigenous Peoples, women and other vulnerable populations in order to improve reporting and inform policymaking	
K. Inclusive solutions to homelessness and severe housing deprivations in Latin America and the Caribbean	UN-Habitat, jointly with ECLAC and in collaboration with resident coordinator offices ($819,300)
Objective: To strengthen the capacity of selected countries to develop and implement gender-responsive, human rights-based and data-driven policies and services for women and marginalized groups experiencing homelessness, extreme housing deprivation and housing-induced poverty	

Proposed projects and objectives	*Implementing entities, partnerships and budgets*
L. Innovative and inclusive transport planning and street design in Africa and the Middle East *Objective*: To build the capacity of selected countries and cities to use innovative methods and digital tools to improve their urban street design standards, implementation approaches and stakeholder engagement strategies for active mobility that is safe, efficient and universally accessible	UN-Habitat, jointly with UNEP and in collaboration with resident coordinator offices ($823,300)
M. Fostering digital entrepreneurship among women in Africa *Objective*: To strengthen the capacity of selected African countries for digitalization, with a view to advancing regional integration under the African Continental Free Trade Area and empowering women entrepreneurs for enhanced sustainable economic growth	ECA, in collaboration with the Department of Economic and Social Affairs, UNCTAD, UN-Habitat and resident coordinator offices ($634,300)
N. Improved cross-border trade involving informal women-owned businesses in Africa *Objective*: To enhance the capacity of selected African countries to implement inclusive national trade strategies with a focus on vulnerable economic actors, especially for informal women-owned businesses	ECA, in collaboration with resident coordinator offices ($637,800)
O. Enhancing the digital capacity of women-owned micro-, small and medium-sized enterprises in Africa *Objective*: To strengthen the capacity of selected countries to design and implement digital policies that empower women-owned micro-, small and medium-sized enterprises	ECA, in collaboration with ESCWA, UNCTAD and resident coordinator offices ($635,300)
P. Empowering women in urban and food-forest management at the local and national levels *Objective*: To enhance the capacity of policymakers to empower women and mainstream gender in urban and food-forest planning and management in the Western Balkans and Central Asia	ECE, jointly with UNEP and ESCAP and in collaboration with resident coordinator offices ($500,000)
Q. A digital and gender-inclusive approach to climate-resilient transport *Objective*: To strengthen the capacity of selected countries in the Western Balkans and Asia to enhance the climate resilience of their transport infrastructure	ECE, in collaboration with ESCAP and resident coordinator offices ($502,800)
R. Power grid governance policies in support of inclusive digital transformation in countries with special needs *Objective*: To strengthen the capacity of selected countries to develop comprehensive digital governance policies to better plan and manage integrated power systems for the inclusive and gender-responsive sustainable digital transformation of the energy sector	ECE, in collaboration with ESCAP, ESCWA and resident coordinator offices ($700,000)

Proposed projects and objectives	*Implementing entities, partnerships and budgets*
S. Digital transformation in the production of social and demographic statistics to improve inclusive, gender-sensitive policies in Latin America and the Caribbean *Objective*: To strengthen the capacity of national statistics offices and relevant local institutions in Latin America and the Caribbean to produce official demographic and social statistics with a gender perspective	ECLAC, in collaboration with resident coordinator offices ($635,300)
T. Improved social and economic policies and strategies for digital inclusion and transformation, with a gender perspective, in Latin America and the Caribbean *Objective*: To enhance the capacity of selected countries to design, adapt and implement social and economic policies and strategies that promote digital inclusion and transformation with a gender perspective	ECLAC, in collaboration with resident coordinator offices ($634,600)
U. Building digitally enabled care economies aimed at addressing structural gender inequalities in Latin America and the Caribbean *Objective*: To enhance the capacity of selected countries in Latin America and the Caribbean to advance the digital and economic inclusion and empowerment of women in the care economy	ECLAC, in collaboration with resident coordinator offices ($637,500)
V. Harnessing digital solutions to catalyse inclusive businesses that leave no one behind *Objective*: To strengthen the capacity of selected developing countries in Asia and the Pacific to implement policy measures and strategies that serve to enable inclusive businesses and women entrepreneurs to harness digital technologies that leave no one behind	ESCAP, in collaboration with UNCTAD and resident coordinator offices ($640,800)
W. Innovative and digital technologies for inclusive policies that leave no one behind in Africa and Asia and the Pacific *Objective*: To strengthen the capacity of selected countries in Africa and Asia and the Pacific to leverage innovative tools and digital technologies to enable inclusive policymaking that leaves no one behind	ESCAP, jointly with ECA and in collaboration with resident coordinator offices ($632,900)
X. Inclusive smart cities empowering gender-responsive digital urban transformation *Objective*: To enhance the capacity of policymakers in South and South-East Asia to improve services, gender equality and safety in smart city development	ESCAP, jointly with UN-Habitat and in collaboration with resident coordinator offices ($633,700)

Proposed projects and objectives	*Implementing entities, partnerships and budgets*
Y. Advancing e-commerce for women-led small and medium-sized enterprises in the Arab region	ESCWA, in collaboration with UNCTAD and resident coordinator offices ($600,000)
Objective: To enhance the capacity of selected countries in the Arab region to drive digital transformation in order to improve the market access and growth of women-led small and medium-sized enterprises	
Z. Catalysing digital transformation in gender-responsive and inclusive public administration in Arab countries	ESCWA, in collaboration with resident coordinator offices ($551,400)
Objective: To enhance the capacity of selected countries in the Arab region to implement gender-responsive digitalization policies in public administration to enable more transparent, accountable and inclusive governance	
AA. Empowering policymakers for an inclusive, gender-responsive digital economy	ESCWA, in collaboration with resident coordinator offices ($551,400)
Objective: To strengthen the capacity of policymakers in selected countries in the Arab region to design, implement and evaluate data-driven digital transformation strategies aimed at promoting equitable access, gender inclusivity and resilience in the digital economy	

Abbreviations: ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; UNCTAD, United Nations Conference on Trade and Development; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme.

Annex II

Mandates of the Development Account

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

List of mandates

General Assembly resolutions

52/12 B	Renewing the United Nations: a programme for reform	52/235; 53/220 A and B; 54/15; 56/237	Development Account

United Nations A/80/6 (Sect. 36)

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Item 137 of the preliminary list*
Proposed programme budget for 2026

Proposed programme budget for 2026

Part XIV
Staff assessment

Section 36
Staff assessment

* A/80/50.

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Proposed post and non-post resource requirements for 2026

Overview

36.1 The proposed regular budget resources for staff assessment for 2026, including the breakdown of resource changes, as applicable, are reflected in the table below.

Table
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

			Changes					
Object of expenditure	*2024 expenditure*	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate (before recosting)*
Other	302 705.6	328 136.1	1 358.0	(7 484.0)	3 342.8	(2 783.2)	(0.8)	325 352.9

36.2 In accordance with the established budgetary practice, provisions for staff assessment are made by applying the rates contained in regulation 3.3 of the Staff Regulations and Rules of the United Nations to the assessable emoluments of United Nations staff. The staff assessment amounts resulting from the application of such rates are consolidated under the present section, while the provisions for salaries are presented under other budget sections. The provisions for salaries represent the net amounts, while the gross amounts include staff assessment in addition to the net salary provisions. The gross and net amounts related to each budget section are presented in the annex to the present document.

36.3 Amounts from staff assessment are credited upfront to Member States to offset assessments for the budget period, with the exception of staff assessment credits withheld and credited to the Tax Equalization Fund for the reimbursement of taxes on emoluments of United Nations staff members, as envisaged in General Assembly resolution 973 (X) A. The amount proposed under the present section is also reflected under income section 1, Income from staff assessment (A/80/6 (Income sect.1)).

36.4 The overall resources proposed for 2026 amount to $325,352,900 before recosting, reflecting a net decrease of $2,783,200 (or 0.8 per cent) compared with the approved budget for 2025. Resource changes result from three factors: (a) technical adjustments; (b) new and expanded mandates; and (c) other changes.

Explanation of variances by factor

Technical adjustments

36.5 As presented in the table above, resource changes reflect a net increase of $1,358,000, resulting from an increase of $1,437,100 related to the additional posts proposed in support of the various mandates approved by the General Assembly, which were subject to a 50 per cent vacancy rate in 2025 and are now budgeted at continuing rates in accordance with the established practice, and an increase of $388,700 in the provisions for special political missions; offset in part by a decrease of $467,800 due to the discontinuation of non-recurrent provisions under other staff costs under various other sections of the proposed programme budget for 2026.

New and expanded mandates

36.6 Resource changes resulting from new or expanded mandates approved by the General Assembly reflect a net decrease of $7,484,000, attributable to a decrease of $8,702,300 in the special political missions, due mainly to the expiration of mandates for the United Nations Assistance Mission for

Iraq pursuant to Security Council resolution 2732 (2024) and the United Nations Transitional Assistance Mission in Somalia pursuant to Security Council resolution 2753 (2024). The decrease is offset in part by an increase of $1,218,300, attributable mainly to the proposed net increase in posts and positions under various sections of the proposed programme budget for 2026.

Other changes

36.7 As reflected in the table above, resource changes reflect a net increase of $3,342,800, resulting from a proposed increase of $3,734,000 due to the increase in the number of posts and positions, offset in part by a decrease of $391,200 in the provisions for general temporary assistance replacement under various other sections of the proposed programme budget for 2026.

Annex

Overall: evolution of resources by budget section, showing net and gross amounts (before recosting)

(Thousands of United States dollars)

Budget section		2025 approved			2026 estimates (before recosting)		
		Net of staff assessment	*Staff assessment*	*Gross amount*	*Net of staff assessment*	*Staff assessment*	*Gross amount*
1	Overall policymaking, direction and coordination	98 946.4	8 543.0	107 489.4	101 171.8	8 830.8	110 002.6
2.	General Assembly and Economic and Social Council affairs and conference management	401 021.5	47 940.2	448 961.7	397 216.2	47 050.0	444 266.2
3.	Political affairs						
	Special political missions	693 041.2	52 498.3	745 539.5	639 831.5	46 114.4	685 945.9
	Other	136 329.8	11 039.0	147 368.8	138 240.1	11 344.5	149 584.6
4.	Disarmament	19 127.7	1 777.2	20 904.9	20 389.1	1 851.7	22 240.8
5.	Peacekeeping operations	61 027.0	5 860.0	66 887.0	60 665.5	5 944.2	66 609.7
6.	Peaceful uses of outer space	5 543.0	652.6	6 195.6	5 544.1	652.7	6 196.8
7.	International Court of Justice	34 661.6	3 141.5	37 803.1	36 837.0	3 390.2	40 227.2
8.	Legal affairs	70 082.5	7 048.4	77 130.9	69 627.2	7 037.3	76 664.5
9.	Economic and social affairs	106 596.5	12 737.1	119 333.6	104 780.5	13 103.5	117 884.0
10.	Least developed countries, landlocked developing countries and small island developing States	11 184.8	1 181.5	12 366.3	10 894.6	1 174.2	12 068.8
11.	United Nations system support for the African Union’s Agenda 2063: The Africa We Want	10 735.8	1 145.8	11 881.6	11 126.1	1 156.7	12 282.8
12.	Trade and development	89 995.0	12 409.1	102 404.1	88 288.4	12 336.0	100 624.4
13.	International Trade Centre	23 376.8	–	23 376.8	23 376.8	–	23 376.8
14.	Environment	24 501.1	2 910.5	27 411.6	24 273.4	2 899.2	27 172.6
15.	Human settlements	15 055.0	1 678.1	16 733.1	14 989.9	1 681.7	16 671.6
16.	International drug control, crime and terrorism prevention and criminal justice	27 765.0	3 467.1	31 232.1	29 475.5	3 678.6	33 154.1
17.	UN-Women	11 443.4	1 398.3	12 841.7	11 413.0	1 399.0	12 812.0
18.	Economic and social development in Africa	94 922.9	9 142.3	104 065.2	94 517.7	9 210.3	103 728.0
19.	Economic and social development in Asia and the Pacific	58 498.4	8 187.7	66 686.1	58 624.3	8 230.3	66 854.6
20.	Economic development in Europe	40 951.8	5 824.4	46 776.2	40 959.5	5 826.0	46 785.5
21.	Economic and social development in Latin America and the Caribbean	62 821.7	8 800.7	71 622.4	62 841.4	8 812.6	71 654.0

Budget section	2025 approved			2026 estimates (before recosting)		
	Net of staff assessment	*Staff assessment*	*Gross amount*	*Net of staff assessment*	*Staff assessment*	*Gross amount*
22. Economic and social development in Western Asia	51 152.2	6 129.0	57 281.2	51 162.8	6 170.8	57 333.6
23. Regular programme of technical cooperation	49 706.0	2 726.9	52 432.9	51 706.0	2 910.1	54 616.1
24. Human rights	258 224.0	24 669.7	282 893.7	262 955.4	26 044.5	288 999.9
25. International protection, durable solutions, and assistance to refugees	50 466.9	119.2	50 586.1	50 466.9	119.2	50 586.1
26. Palestine refugees	84 315.4	6 256.0	90 571.4	86 518.0	6 512.6	93 030.6
27. Humanitarian assistance	20 278.5	2 214.0	22 492.5	20 248.8	2 218.7	22 467.5
28. Global communications	123 479.5	16 278.5	139 758.0	123 560.2	16 434.2	139 994.4
29A. Department of Management Strategy, Policy and Compliance	68 358.9	7 195.8	75 554.7	69 820.5	7 237.0	77 057.5
29B. Department of Operational Support	101 043.9	8 845.0	109 888.9	101 017.6	8 852.2	109 869.8
29C. Office of Information and Communications Technology	55 389.6	4 208.2	59 597.8	55 382.3	4 212.2	59 594.5
29D. Administration, Nairobi	23 512.3	1 717.6	25 229.9	19 015.2	1 719.5	20 734.7
29E. Administration, Geneva	90 283.8	12 043.7	102 327.5	90 982.2	12 583.8	103 566.0
29F. Administration, Vienna	22 321.6	2 406.6	24 728.2	22 408.1	2 443.6	24 851.7
30. Internal oversight	26 342.8	3 246.7	29 589.5	26 284.3	3 249.5	29 533.8
31. Jointly financed administrative activities	9 137.3	–	9 137.3	9 116.7	–	9 116.7
32. Special expenses	97 258.7	–	97 258.7	99 735.4	–	99 735.4
33. Construction, alteration, improvement and major maintenance	88 020.5	–	88 020.5	39 856.3	–	39 856.3
34. Safety and security	150 769.7	22 696.4	173 466.1	145 245.8	22 921.0	168 166.8
35. Development account	19 011.9	–	19 011.9	19 011.9	–	19 011.9
Total	**3 486 702.4**	**328 136.1**	**3 814 838.5**	**3 389 578.0**	**325 352.9**	**3 714 930.9**

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Income section 1
Income from staff assessment

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Income from staff assessment

(Thousands of United States dollars)

	2024 actual	*2025 approved*	*2026 estimate (before recosting)*	*Increase/ (decrease)*
Staff assessment requirements provisioned under:				
Section 36, Staff assessment	302 705.6	328 136.1	325 352.9	(2 783.2)
Income section 3, Services to the public	2 075.7	2 141.6	2 263.1	121.5
Total, income from staff assessment	**304 781.3**	**330 277.7**	**327 616.0**	**(2 661.7)**

IS1.1 The estimates under income section 1 amount to $327,616,000, comprising the total provision proposed under section 36, Staff assessment ($325,352,900) and the staff assessment portion of the proposed post expenditure under income section 3, Services to the public ($2,263,100).

IS1.2 The revenue from staff assessment is credited to the Tax Equalization Fund established by the General Assembly in its resolution 973 (X) A. The estimated staff assessment revenue approved by the Assembly is used to offset assessments on Member States in line with the established practice.

United Nations A/80/6 (Income sect. 2)

General Assembly

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Proposed programme budget for 2026

Proposed programme budget for 2026

Income section 2
General income

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* A/80/50.

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Table IS2.1
Summary by source of income
(Thousands of United States dollars)

Source	*2025 approved estimates*	*2026 proposed estimates*	*Increase (decrease)*
A. Income from rental of premises	12 737.4	10 383.9	(2 353.5)
B. Reimbursement for services provided to specialized agencies and others	209.7	281.9	72.2
C. Interest income	11 500.0	8 000.0	(3 500.0)
D. Sale of used equipment	138.0	148.5	10.5
E. Refund of previous years' expenditures	1 304.4	3 870.1	2 565.8
F. Contributions of non-member States	172.3	205.4	33.1
G. Television and similar services	92.9	92.9	–
H. Miscellaneous income	7 935.7	6 832.4	(1 103.3)
Total	**34 090.3**	**29 815.1**	**(4 275.2)**

A. Income from rental of premises

IS2.1 The expected income under this heading, in the amount of $10,383,900, the details of which are shown in table IS2.2, relate to the payment of rent by a number of specialized agencies and other entities connected with the activities of the Organization for the occupancy of United Nations premises in New York, Geneva, Nairobi, Addis Ababa, Bangkok and Santiago. Under the terms of the agreement with the Government of Austria, the United Nations does not charge rent for the space provided for other tenants on its premises in Vienna, and rental income generated in Vienna would devolve to the Government of Austria.

IS2.2 The estimated decrease of $2,353,500 in rental income is the net effect of the following:

(a) A decrease of $1,304,900 relating to an adjustment to reflect the anticipated spendable portion of rental income, taking into account the requirements for repairs and maintenance of rented premises at the Economic Commission for Africa, including the change in office of one of the tenants from a larger to a smaller office space;

(b) A decrease of $562,600 attributable to an adjustment to align the estimated spendable portion of rental income, taking into account the requirements for repairs and maintenance of premises at United Nations Headquarters, and the reduced occupancy at Headquarters, owing to the United Nations Educational, Scientific and Cultural Organization moving out of the DC2 Building;

(c) A decrease of $525,900 reflecting an adjustment of the market rate of rental charges in the United Nations Office at Geneva following a recent survey conducted by an external real estate consultant;

(d) An increase of $42,700 relating to additional space efficiencies and a new space arrangement for a new tenant in the Economic and Social Commission for Asia and the Pacific;

(e) A net decrease of $2,800 relating to the termination of the lease-out internal contract with the secretariat of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, in the Economic Commission for Latin America and the Caribbean ($4,800), partially offset by an increase reflecting the alignment of the spendable portion of rental income ($2,000).

Table IS2.2
Income from rental of premises
(Thousands of United States dollars)

Source	*2025 approved estimates*	*2026 proposed estimates*	*Increase (decrease)*
Headquarters, New York	1 080.8	518.2	(562.6)
United Nations Office at Geneva	3 827.7	3 301.8	(525.9)
United Nations Office at Nairobi	3 539.8	3 539.8	–
Economic Commission for Africa, Addis Ababa	3 227.3	1 922.4	(1 304.9)
Economic Commission for Latin America and the Caribbean, Santiago	83.5	80.7	(2.8)
Economic and Social Commission for Asia and the Pacific, Bangkok	978.3	1 021.0	42.7
Total	**12 737.4**	**10 383.9**	**(2 353.5)**

B. Reimbursement for services provided to specialized agencies and others

IS2.3 The expected income under this heading is set out in table IS2.3. The total estimated income of $281,900 reflects an increase of $72,200, which is attributable to an increase in mail and pouch services requested by a client at the United Nations Office at Vienna, and an increase in the demand for digital printing and print-on-demand services provided to clients at the Economic Commission for Africa.

Table IS2.3
Reimbursement for services provided to specialized agencies and others
(Thousands of United States dollars)

Source	*2025 approved estimates*	*2026 proposed estimates*	*Increase (decrease)*
United Nations Office at Vienna	118.6	172.4	53.8
Economic Commission for Africa	91.1	109.5	18.4
Total	**209.7**	**281.9**	**72.2**

C. Interest income

IS2.4 It is projected that interest income in the amount of $8 million, reflecting a decrease of $3.5 million compared with the approved estimates for 2025, would be earned on general fund balances held in the cash pool during 2026 on the basis of an estimated average positive cash balance of $400 million and expectations of a 2 per cent average interest rate environment in 2026. The decrease compared with the approved estimates for 2025 is mainly attributable to a decrease in the expected interest rate environment to 2 per cent in 2026, taking into account the uncertainty in the outlook for interest rates in the United States of America.

D. Sale of used equipment

IS2.5 The expected income under this heading is set out in table IS2.4. Sale of used equipment is estimated at $148,500 for 2026, reflecting a net increase of $10,500 compared with the estimates approved for 2025. The estimates under this heading vary from year to year on the basis of the equipment that has been identified for sale at the time of preparation of the report. The net increase of $10,500 in 2026 reflects mainly higher estimated proceeds from the planned sale of equipment and furniture, including vehicles at the Economic Commission for Africa, Addis Ababa ($33,800), the Economic Commission for Latin America and the Caribbean, Santiago ($4,700), and the Economic and Social Commission for Asia and the Pacific, Bangkok ($2,100), partially offset by lower estimated proceeds at Headquarters due to the reduced number of used vehicles planned for sale in 2026 ($30,100).

Table IS2.4
Sale of used equipment
(Thousands of United States dollars)

Source	*2025 approved estimates*	*2026 proposed estimates*	*Increase (decrease)*
Headquarters, New York	37.6	7.5	(30.1)
Economic Commission for Africa, Addis Ababa	88.0	121.8	33.8
Economic and Social Commission for Asia and the Pacific, Bangkok	12.4	14.5	2.1
Economic Commission for Latin America and the Caribbean, Santiago	–	4.7	4.7
Total	**138.0**	**148.5**	**10.5**

E. Refund of previous years' expenditures

IS2.6 An estimated amount of $3,870,100 in 2026, reflecting an increase of $2,565,800 compared with the estimate for 2025, is anticipated to be refunded from prior years' expenditures. The level of refunds is influenced by external factors and is therefore difficult to predict with accuracy. The increase reflects the average actual revenue experience for the past two years.

F. Contributions of non-member States

IS2.7 Under the terms of rule 160 of the rules of procedure of the General Assembly and regulation 3.9 of the Financial Regulations and Rules of the United Nations, States that are not members of the United Nations but participate in certain activities of the Organization contribute towards the expenses of such activities at rates to be determined by the Assembly. By its resolution 44/197 B, the Assembly endorsed the revised assessment procedures for non-member States contained in paragraphs 50 to 52 of the report of the Committee on Contributions (A/44/11, A/44/11/Add.1 and A/44/11/Add.1/Corr.1). These procedures provide for assessment of contributions on the basis of a flat annual fee at the beginning of each year. That fee was calculated for each non-member State on the basis of a varying proportion of the applicable rate of assessment, which was applied to the applicable assessment base. The assessment base equals the total net assessment for the United Nations regular budget for the year, adjusted for tax refunds. By its resolution 58/1 B, the Assembly endorsed the recommendation of the Committee that the flat annual fee percentage of the Holy See should be fixed at 50 per cent of the notional rate of assessment and that further periodic review of the percentage should be suspended. By its decision 68/548, the Assembly decided that the State of Palestine was to be called upon to contribute towards the expenses of the Organization on the basis of the same procedure. The total contribution from these two non-member States is projected to be $205,400 for 2026, reflecting an increase of $33,100 compared with the estimates for 2025. The increase reflects the 2025 assessment base amounts and notional rates of assessment for non-member States.

G. Television and similar services

IS2.8 Income from television and similar services, such as publication fees charged when the images within the United Nations Photo Library are used in commercially published print monographs and service fees and royalty fees charged for the research, screening and duplication of the United Nations video and film collection, is estimated at $92,900 for 2026, reflecting no change compared with the estimate for 2025.

H. Miscellaneous income

IS2.9 Various receipts that cannot properly be classified under any of the preceding subheadings, such as contributions from agencies, funds and programmes for their prorated share of the costs of the administration of justice, are included under this heading. The expected income under this heading is set out in table IS2.5. Given its nature, miscellaneous income is, for the most part, difficult to predict with accuracy. The estimate of $6,832,400 for 2026 reflects a decrease of $1,103,300 compared with the estimate approved for 2025. The decrease is a result of: (a) a reduction in the share of agencies, funds and programmes, taking into account changes in headcount and the cost of the administration of justice ($953,600); and (b) no estimated revenue for the share of peacekeeping operations funded from the support account for 2026, since the provision for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services included in the proposed budget for the support account for peacekeeping operations for the period from 1 July 2025 to 30 June 2026 (A/79/783) exceeds the overall share of the support account for the administration of justice ($149,700).

Table IS2.5
Miscellaneous income
(Thousands of United States dollars)

Source	*2025 approved estimates*	*2026 estimates*	*Increase (decrease)*
Headquarters, New York (contributions for the costs of the administration of justice)			
Billing for agencies/funds/programmes	7 786.0	6 832.4	(953.6)
Net share of peacekeeping operations to be funded from the support account	149.7	–	(149.7)
Total	**7 935.7**	**6 832.4**	**(1 103.3)**

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Income section 3
Services to the public

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* A/80/50.

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Overview

Table IS3.1
Estimates of income and expenditure
(Thousands of United States dollars)

2026 proposal submitted by the Secretary-General	
Gross revenue	21 985.2
Gross expenditure	21 857.0
Net revenue	128.2
2025 approved estimates	
Gross revenue	21 881.2
Gross expenditure	21 170.4
Net revenue	710.8

Table IS3.2
Overall: proposed posts and post changes for 2026

	Number	*Details*
Approved for 2025	64	2 P-5, 4 P-4, 4 P-3, 3 P-2/1, 7 GS (PL), 42 GS (OL), 2 SS
Establishment	3	1 P-2/1, 2 LL
Proposed for 2026	67	2 P-5, 4 P-4, 4 P-3, 4 P-2/1, 7 GS (PL), 42 GS (OL), 2 LL, 2 SS

IS3.1 The activities and operations under this section, which are carried out at Headquarters, Geneva, Vienna, Nairobi, Addis Ababa and Bangkok, are coordinated and managed by the following organizational units: (a) the Department of Global Communications; (b) the Department of Economic and Social Affairs; (c) the Department of Management Strategy, Policy and Compliance; (d) the Department of Operational Support; (e) the United Nations Office at Geneva; (f) the United Nations Office at Vienna; (g) the United Nations Office at Nairobi; (h) the Economic Commission for Africa (ECA); and (i) the Economic and Social Commission for Asia and the Pacific (ESCAP).

IS3.2 The revenue projection for 2025 included in the report of the Secretary-General (A/79/6 (Income sect. 3)) reflected a net deficit of $2.7 million. In its resolution 79/257, the General Assembly decided to increase the income expected under income section 3 by $2.7 million, resulting in an estimated net revenue of $0.7 million (covering the recosting adjustment) for 2025, as approved by the Assembly in its resolution 79/259 B.

IS3.3 The projected aggregate net revenue of $128,200 in respect of all services to the public for 2026 reflects a decrease of $582,600 compared with the estimated net revenue of $710,800 approved by the Assembly for 2025, as shown in table IS3.4. The decrease in the net revenue for 2026 is based on best estimates of realistic income to be achieved in 2026 and is affected mainly by the catering operations at United Nations Headquarters in New York and United Nations Postal Administration operations.

IS3.4 Pursuant to section XV, paragraph 13, of General Assembly resolution 79/258 A, the budget proposals also include projected revenues and expenditure for the Africa Hall Visitors' Centre in Addis Ababa for 2026. The relevant details and justifications are provided under services to visitors.

IS3.5 The percentage distribution of the total gross revenue and expenditure for services to the public for 2026 is shown in table IS3.3.

Note: The following abbreviations are used in the tables: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; and SS, Security Service.

Table IS3.3
Distribution of resources by component
(Percentage)

	Gross revenue	*Expenditure*
A. Programme of work		
1. United Nations Postal Administration operations	13.6	18.0
2. Sale of United Nations publications	27.0	27.5
3. Services to visitors	37.8	31.7
4. Revenue services of the Department of Economic and Social Affairs	7.5	3.9
5. Sale of gift items	2.8	–
6. Garage operations	5.4	5.9
7. Catering operations	2.8	9.4
8. Other commercial operations	2.9	1.3
B. Programme support		
Revenue Accounts Unit	–	2.3
Total	**100.0**	**100.0**

Table IS3.4
Summary by individual activity: estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
A. Programme of work			
1. United Nations Postal Administration operations			
Gross revenue	3 870.2	3 000.0	(870.2)
Less expenses against revenue	4 207.2	3 927.2	(280.0)
Net revenue	**(337.0)**	**(927.2)**	**(590.2)**
2. Sale of United Nations publications			
Gross revenue	5 866.5	5 938.0	71.5
Less expenses against revenue	6 018.1	6 018.1	–
Net revenue	**(151.6)**	**(80.1)**	**71.5**
3. Services to visitors			
Gross revenue	7 084.4	8 319.7	1 235.3
Less expenses against revenue	6 005.2	6 934.8	929.6
Net revenue	**1 079.2**	**1 384.9**	**305.7**
4. Revenue services of the Department of Economic and Social Affairs			
Gross revenue	1 648.3	1 648.3	–
Less expenses against revenue	862.0	862.0	–
Net revenue	**786.3**	**786.3**	**–**

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
5. Sale of gift items			
Gross revenue	619.2	619.2	–
Less expenses against revenue	–	–	–
Net revenue	**619.2**	**619.2**	**–**
6. Garage operations			
Gross revenue	1 207.0	1 196.8	(10.2)
Less expenses against revenue	1 264.7	1 284.1	19.4
Net revenue	**(57.7)**	**(87.3)**	**(29.6)**
7. Catering operations			
Gross revenue	1 185.6	622.9	(562.7)
Less expenses against revenue	2 037.7	2 055.3	17.6
Net revenue	**(852.1)**	**(1 432.4)**	**(580.3)**
8. Other commercial operations			
Gross revenue	400.0	640.3	240.3
Less expenses against revenue	274.6	274.6	–
Net revenue	**125.4**	**365.7**	**240.3**
B. Programme support			
Revenue Accounts Unit (expenses against revenue)	500.9	500.9	–
Total gross revenue	21 881.2	21 985.2	104.0
Less total expenses against revenue	21 170.4	21 857.0	686.6
Total net revenue	**710.8**	**128.2**	**(582.6)**

Table IS3.5
Resource requirements by component
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
1. United Nations Postal Administration operations	4 047.2	4 207.2	–	–	(280.0)	(280.0)	(6.7)	3 927.2
2. Sale of United Nations publications	5 768.3	6 018.1	–	–	–	–	–	6 018.1
3. Services to visitors	5 412.4	6 005.2	–	929.6	–	929.6	15.5	6 934.8
4. Revenue services of the Department of Economic and Social Affairs	686.4	862.0	–	–	–	–	–	862.0
5. Garage operations	1 139.2	1 264.7	–	–	19.4	19.4	1.5	1 284.1
6. Catering operations	3 560.9	2 037.7	–	–	17.6	17.6	0.9	2 055.3
7. Other commercial operations	203.5	274.6	–	–	–	–	–	274.6
8. Revenue Accounts Unit	452.8	500.9	–	–	–	–	–	500.9
Total	**21 270.7**	**21 170.4**	**–**	**929.6**	**(243.0)**	**686.6**	**3.2**	**21 857.0**

Table IS3.6
Summary of requirements by category of expenditure

(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	9 363.0	9 851.5	–	153.0	–	153.0	1.6	10 004.5
Non-post	11 907.7	11 318.9	–	776.6	(243.0)	533.6	4.7	11 852.5
Total	**21 270.7**	**21 170.4**	**–**	**929.6**	**(243.0)**	**686.6**	**3.2**	**21 857.0**

Table IS3.7
Overall: proposed posts by category and grade

	Established, income section 3		*Temporary*				*Total*	
			Income section 3		*Extrabudgetary*			
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
Professional and higher								
P-5	2	2	–	–	–	–	2	2
P-4	4	4	–	–	–	–	4	4
P-3	4	4	–	–	–	–	4	4
P-2/1	3	4	–	–	–	–	3	4
Subtotal	**13**	**14**	**–**	**–**	**–**	**–**	**13**	**14**
General Service and related								
GS (PL)	7	7	–	–	–	–	7	7
GS (OL)	42	42	–	–	–	–	42	42
LL	–	2	–	–	–	–	–	2
SS	2	2	–	–	–	–	2	2
Subtotal	**51**	**53**	**–**	**–**	**–**	**–**	**51**	**53**
Total	**64**	**67**	**–**	**–**	**–**	**–**	**64**	**67**

A. Programme of work

1. United Nations Postal Administration operations

Table IS3.8
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Gross sales	4 165.1	3 334.2	(830.9)
Less			
(a) Payments for mail carrying and cancellation charges	109.0	148.4	39.4
(b) Refunds, adjustments and commissions	185.9	185.8	(0.1)
Gross revenue	3 870.2	3 000.0	(870.2)
Less expenses against revenue	4 207.2	3 927.2	(280.0)
Net revenue	**(337.0)**	**(927.2)**	**(590.2)**

Table IS3.9
Summary of requirements by category of expenditure
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 758.0	2 597.4	–	–	–	–	–	2 597.4
Non-post	1 289.2	1 609.8	–	–	–	(280.0)	(17.4)	1 329.8
Total	**4 047.2**	**4 207.2**	**–**	**–**	**–**	**(280.0)**	**(6.7)**	**3 927.2**

Table IS3.10
Post requirements

	Established, income section 3		*Temporary*					
			Income section 3		*Extrabudgetary*		*Total*	
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
Professional and higher								
P-5	1	1	–	–	–	–	1	1
Subtotal	**1**	**1**	**–**	**–**	**–**	**–**	**1**	**1**
General Service and related								
GS (PL)	4	4	–	–	–	–	4	4
GS (OL)	13	13	–	–	–	–	13	13
Subtotal	**17**	**17**	**–**	**–**	**–**	**–**	**17**	**17**
Total	**18**	**18**	**–**	**–**	**–**	**–**	**18**	**18**

IS3.6 The Facilities and Commercial Activities Service of the Division of Administration in the Department of Operational Support provides the management and coordination of the activities of the United Nations Postal Administration, which will continue to publicize the work and achievements of the United Nations and its specialized agencies through philatelic sales.

IS3.7 Operations are consolidated into two entities: (a) the United Nations Postal Administration, New York office; and (b) the United Nations Postal Administration, European office, in Vienna. Each entity reports to the Chief of the United Nations Postal Administration and the Chief of the Facilities and Commercial Activities Service in New York. In addition, the United Nations Postal Administration maintains a retail counter at the Palais des Nations in Geneva and a sales office in Beijing.

IS3.8 The United Nations Postal Administration continues to face challenges as a result of declining philatelic markets and the ageing of its core customer group. Liquidity constraints at the United Nations have delayed the development of new products and the implementation of an e-commerce website.

IS3.9 In an effort to respond to changing market conditions, the United Nations Postal Administration engaged a consulting company with specialized expertise to assess its revenue-generating potential. One recommendation from the consultant was to position the United Nations Postal Administration as a unique and valuable communications asset for the Organization. The United Nations stamps have been chronicling the Organization's commitment to addressing critical world issues and building a better world for the past 74 years. They can help to tie the past initiatives of the United Nations to its current activities and continue to tell the Organization's story in a unique way.

IS3.10 The recommendations also included: (a) modernizing the marketing and e-commerce operations of the United Nations Postal Administration, with deeper integration with other United Nations communications and public information initiatives, where appropriate; (b) expansion of United Nations Postal Administration products and their sale to include United Nations stamp-themed merchandise, with the aim of introducing United Nations stamps to a younger customer base; and (c) leveraging external service providers for on-demand order fulfilment and avoiding the risk of holding merchandising inventory. The implementation of most of these recommendations has been delayed, however, due to liquidity constraints.

IS3.11 For 2026, the United Nations Postal Administration plans to reduce its requirements for contractual services by $280,000 as it shifts its focus from the development of new philatelic products to print-on-demand United Nations stamp-themed merchandise.

IS3.12 The United Nations Postal Administration will continue to offer a multilingual website to attract customers from around the world and increase its social media presence by linking the new United Nations stamps and stamp-themed products to the current activities, initiatives and communication goals at the United Nations.

IS3.13 The United Nations Postal Administration works closely with other postal administrations, dealers and philatelic agents to promote and distribute United Nations stamps around the world. It regularly works with governmental organizations and permanent missions to the United Nations to issue stamps to commemorate world events, prominent people and international days and anniversaries. It also proposes and jointly issues stamps with other postal administrations yearly and will continue to do so in 2026.

IS3.14 The United Nations Postal Administration has represented and will continue to represent the Organization at international stamp shows throughout the world to increase public awareness of United Nations philatelic products and contribute to the outreach objectives of the Organization. It is an active member of the Universal Postal Union and participates in its conferences and meetings.

IS3.15 The overall revenue for 2026 is projected to be $3,000,000. The downward projection compared with 2025 is attributable mainly to the declining sales of postage stamps in all major philatelic markets. The United Nations Postal Administration plans to build income from the sale of United Nations stamp-themed merchandise to supplement its traditional income from postage stamps, with the objective of bringing its operations back to profitability.

IS3.16 Table IS3.11 lists all deliverables, by category and subcategory, for 2026.

Table IS3.11
Deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Outreach programmes, special events and information materials: philatelic bulletins and materials in English, French, German and Italian; United Nations postage stamps and postal stationery, including the subject, design and quantity, for an average of 7 stamp issues per year, and United Nations stamp-themed merchandise.

Resource requirements

IS3.17 The amount of $3,927,200 would provide for the financing of 18 posts, as shown in table IS3.10, of which 11 posts (1 P-5, 3 General Service (Principal level) and 7 General Service (Other level)) would be located in New York and 7 posts (1 General Service (Principal level) and 6 General Service (Other level)) would be located in Vienna, as well as non-post requirements. United Nations Postal Administration operations retain a core of General Service staff to fulfil key operational functions, such as graphic design, marketing, sales, order processing, invoicing, customer service, inventory control and accounting, and rely on a team of contracted personnel to meet the Postal Administration's production and order fulfilment workloads.

IS3.18 Non-post resources in the amount of $1,329,800, reflecting a decrease of $280,000, would provide for other staff costs, hospitality, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The decrease under contractual services reflects the shift in focus from the development of new philatelic products to print-on-demand United Nations stamp-themed merchandise.

2. Sale of United Nations publications

Table IS3.12
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Headquarters			
Gross revenue	3 544.5	3 616.0	71.5
Less expenses against revenue	4 328.8	4 328.8	–
Net revenue	**(784.3)**	**(712.8)**	**71.5**
Bookshop, Headquarters			
Gross revenue	2 322.0	2 322.0	–
Less expenses against revenue	1 689.3	1 689.3	–
Net revenue	**632.7**	**632.7**	**–**
Total gross revenue	5 866.5	5 938.0	71.5
Less total expenses against revenue	6 018.1	6 018.1	–
Total net revenue	**(151.6)**	**(80.1)**	**71.5**

Table IS3.13
Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2024 expenditure	*2025 approved*	*Changes*					*2026 estimate*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Posts	3 046.6	3 188.9	–	–	–	–	–	3 188.9
Non-post	2 721.7	2 829.2	–	–	–	–	–	2 829.2
Total	**5 768.3**	**6 018.1**	**–**	**–**	**–**	**–**	**–**	**6 018.1**

Table IS3.14
Post requirements

	Established, income section 3		*Temporary*				*Total*	
			Income section 3		*Extrabudgetary*			
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
Professional and higher								
P-5	1	1	–	–	–	–	1	1
P-4	2	2	–	–	–	–	2	2
P-3	1	1	–	–	–	–	1	1
P-2/1	1	1	–	–	–	–	1	1
Subtotal	**5**	**5**	**–**	**–**	**–**	**–**	**5**	**5**
General Service and related								
GS (PL)	2	2	–	–	–	–	2	2
GS (OL)	14	14	–	–	–	–	14	14
Subtotal	**16**	**16**	**–**	**–**	**–**	**–**	**16**	**16**
Total	**21**	**21**	**–**	**–**	**–**	**–**	**21**	**21**

IS3.19 The activities programmed for 2026 are aimed at enhancing understanding of the role, work and concerns of the United Nations and encouraging the exchange of ideas, information and knowledge in support of the goals of the Organization. The objective is to improve the visibility of United Nations publications and increase their readership in all formats through the targeted acquisition, marketing, sale, distribution, licensing and publishing of reports, books, periodicals, selected documents, databases, e-books, mobile applications and other electronic products. These activities, notably the operation of the United Nations Bookshop at Headquarters, are carried out by the Sales and Marketing Section in the Outreach Division of the Department of Global Communications at Headquarters. A related aim is to generate revenues for the Organization while supporting the widest possible dissemination of United Nations information to the public. The Publications Board, under the chairmanship of the Director of the Outreach Division, has overall oversight of the publications programme, including branding guidelines for publications.

IS3.20 The proposed plan for 2026 continues to emphasize the consolidation of the electronic publishing programme, accompanied by the creation and sale of a wider selection of publications for the general public, as follows:

(a) The electronic publishing programme is based on adding value to publications through aggregation and services. Two main platforms constitute the foundation of the programme:

(i) The United Nations iLibrary continues to increase in scope. This subscription-based platform provides access to over 10,000 United Nations publications and other substantial digital content such as data and working papers, allowing the publication of more multilingual content and searches by Sustainable Development Goal;

(ii) The e-commerce website (https://shop.un.org) promotes the work of the Organization and provides direct access to United Nations publications in print and digital formats for purchase by the general public around the world. The launch of additional functionalities and an update to the interface to enhance the ability to sell merchandise online, is expected to increase usage and sales;

(b) A wider distribution of electronic products, such as e-books and data products through new channels, will continue to be a priority;

(c) A larger, geographically diverse network of print-on-demand capability around the world will support the print programme and e-commerce sales, reducing the time needed for production in an environmentally sustainable manner and also reducing shipping costs;

(d) The development of attractive print publications for the general public, focusing on the youth and younger children markets, is a key component of the programme;

(e) In addition, the plan includes the strengthening of the rights and licensing activities relating to the commercial use of the Sustainable Development Goals logo and icons as well as digital content for institutional customers worldwide, including data aggregators, for further redistribution.

IS3.21 The publishing industry continues to change significantly, with electronic publications and aggregated platforms progressively becoming mainstream reading and research choices. At the same time, global book sales across all publishers are stagnating. United Nations publications are no exception to this global trend. In the light of the scaling back of physical book acquisitions by academic libraries and other principal institutional customers, electronic publishing continues to play an increasing role, not only as a way to deliver multilingual content to the customer but also, most importantly, to reach audiences and stimulate thought-provoking discussions and debate on the most critical issues of world affairs. The faster, mobile-responsive United Nations iLibrary platform improves usability and discoverability, which are necessary for the future success of United Nations publications in the current market environment.

IS3.22 In this context, electronic publishing becomes essential, not only as a way to deliver content, but also to enhance the visibility of United Nations knowledge. The Sales and Marketing Section will continue to leverage existing and new opportunities. These include: (a) business and revenue opportunities primarily related to new distribution channels in print and digital content, including licensing digital and other content to third parties and aggregators for further redistribution, which the Section will diligently pursue; and (b) visibility opportunities that require continued development of back-office systems, specifically with regard to the way in which the Section assigns metadata, bibliographic information, keywords and other tags to the content published by the Organization so that it can be found on the web more easily by researchers, scholars and students.

IS3.23 The Sales and Marketing Section will continue to focus on important supporting and auxiliary activities such as title management for cataloguing of bibliographic and marketing metadata and on the continuing management of the e-commerce website for the execution of orders for publications and merchandise. Other activities include the optimization and expanded use of third-party digital asset management and distribution systems and management of file processing for print, web and accessible e-book products and its integration into print-on-demand facilities at various geographic locations. In the promotional sphere, the Section will continue to effectively deploy new technologies, including social media tools, to execute cutting-edge marketing campaigns to expand the reach of United Nations publications.

IS3.24 Table IS3.15 lists all deliverables, by category and subcategory, for 2026.

Table IS3.15
Deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Outreach programmes, special events and information materials: United Nations publications, periodicals, data and subscription products, and other print and digital published materials in all official languages, for sale and dissemination; United Nations Bookshops in New York and Geneva; and organization of "meet the author" events.
External and media relations: advertising, publicity, social media campaigns, newsletters and participation in the principal international publishing industry events, directly or through authorized representatives; and collaboration with the publishing industry on the promotion of the Sustainable Development Goals and other United Nations priorities.
Digital platforms and multimedia content: management of the United Nations iLibrary and the e-commerce platform (https://shop.un.org) to efficiently aggregate and disseminate United Nations publications in all six official languages.

Resource requirements

IS3.25 The amount of $6,018,100 would provide for the financing of 21 posts, as shown in table IS3.14, as well as non-post requirements.

IS3.26 Non-post resources in the amount of $2,829,200 would provide for other staff costs, hospitality, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

3. Services to visitors

Table IS3.16
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Headquarters			
Gross revenue	4 714.7	5 209.7	495.0
Less expenses against revenue	3 788.9	3 788.9	–
Net revenue	**925.8**	**1 420.8**	**495.0**
Geneva			
Gross revenue	1 532.2	1 377.9	(154.3)
Less expenses against revenue	1 329.4	1 329.4	–
Net revenue	**202.8**	**48.5**	**(154.3)**
Vienna			
Gross revenue	670.9	670.9	–
Less expenses against revenue	623.2	623.2	–
Net revenue	**47.7**	**47.7**	**–**

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Nairobi			
Gross revenue	166.6	166.6	–
Less expenses against revenue	263.7	263.7	–
Net revenue	**(97.1)**	**(97.1)**	**–**
Addis Ababa			
Gross revenue	–	894.6	894.6
Less expenses against revenue	–	929.6	929.6
Net revenue	**–**	**(35.0)**	**(35.0)**
Total gross revenue	7 084.4	8 319.7	1 235.3
Less total expenses against revenue	6 005.2	6 934.8	929.6
Total net revenue	**1 079.2**	**1 384.9**	**305.7**

Table IS3.17
Summary of requirements by category of expenditure

(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	2 052.3	2 399.5	–	153.0	–	153.0	6.4	2 552.5
Non-post	3 360.0	3 605.7	–	776.6	–	776.6	21.5	4 382.3
Total	**5 412.4**	**6 005.2**	**–**	**929.6**	**–**	**929.6**	**15.5**	**6 934.8**

Table IS3.18
Post requirements

	Established, income section 3		*Temporary*					
			Income section 3		*Extrabudgetary*		*Total*	
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
Professional and higher								
P-3	3	3	–	–	–	–	3	3
P-2/1	2	3	–	–	–	–	2	3
Subtotal	**5**	**6**	**–**	**–**	**–**	**–**	**5**	**6**
General Service and related								
GS (PL)	1	1	–	–	–	–	1	1
GS (OL)	9	9	–	–	–	–	9	9
LL	–	2	–	–	–	–	–	2
Subtotal	**10**	**12**	**–**	**–**	**–**	**–**	**10**	**12**
Total	**15**	**18**	**–**	**–**	**–**	**–**	**15**	**18**

IS3.27 The activities related to services for visitors, including guided tour operations and briefing programmes, are the responsibility of the Department of Global Communications (which oversees the Visitors' Services Section at Headquarters and the Visitors Services at the United Nations Offices at Geneva, Vienna and Nairobi) and ECA (which oversees the Africa Hall Visitors' Centre). The objective is to promote an informed understanding of the purpose, role and work of the United Nations to the widest possible audience and to promote United Nations premises as an attraction for the general public and for specialized groups, including school groups and university students from all Member States. In line with the Department's global communications strategy, there is a strong emphasis on inspiring visitors' actions and engagement in pursuing and promoting the Organization's aims, in particular the achievement of the Sustainable Development Goals.

IS3.28 In all four duty stations, in-person and online visitor activities continue to generate revenue while fulfilling their outreach mandates. The duty stations are prioritizing proactive marketing campaigns, updates and improvements to the tour route and further expansion of partnerships with civil society, academia, municipalities and the tourism industry. The Department plans to continue offering both in-person and online tours and briefings to the general public and other groups in all four duty stations and in several languages, upon request.

IS3.29 In section XV, paragraph 13, of its resolution 79/258 A, the General Assembly requested the Secretary-General to provide a budget proposal for the visitors' centre in Addis Ababa in line with corresponding staffing structures at other United Nations headquarters and offices away from Headquarters, in the context of the proposed programme budget for 2026. Accordingly, the present report includes estimates related to the operations of the Africa Hall Visitors' Centre, which are reflected in tables IS3.16 through IS3.19 and explained in relevant paragraphs below.

IS3.30 The Africa Hall Visitors' Centre is housed in Africa Hall, which is a historic building that represents the history, unity and culture of Africa. It is the birthplace of the Organization of African Unity, now the African Union. The Africa Hall renovation project modernized the existing facilities and included a significant public information component to highlight the Hall's significance in African and United Nations history. The objectives of the Visitors' Centre are to reinvigorate the Hall as an iconic legacy, promote its role in the post-colonial history of Africa and showcase the role of the United Nations in the growth and development of Africa. The Centre will feature a permanent exhibition space with multimedia presentations, and a temporary exhibition space for art and cultural displays. It will also highlight preserved artworks, including the 150 m^2 stained-glass mural. The Centre is designed to attract a diverse audience, including students, tourists, conference delegates, the general public and the media, and will employ various marketing and outreach strategies to maximize visibility and engagement. It will begin operating in 2025 and be funded from voluntary contributions.

Table IS3.19
Actual and estimated number of tour participants

	Headquarters	*Geneva*	*Vienna*	*Nairobi*	*Addis Ababa*
1993	415 641	122 633	61 735	–	–
1994	389 610	114 594	59 334	–	–
1995	415 247	149 784	51 125	–	–
1996	420 370	111 979	50 371	–	–
1997	415 681	119 101	49 089	–	–
1998	431 241	120 394	47 816	–	–
1999	437 062	91 375	45 646	–	–
2000	388 421	82 217	40 231	–	–
2001	344 971	82 798	39 764	–	–
2002	284 508	80 943	45 311	–	–
2003	323 188	74 120	48 435	–	–

	Headquarters	*Geneva*	*Vienna*	*Nairobi*	*Addis Ababa*
2004	360 175	78 405	50 136	–	–
2005	412 042	80 703	47 303	–	–
2006	436 755	92 987	49 090	–	–
2007	444 566	93 676	48 052	–	–
2008	306 561	100 000	50 941	–	–
2009	236 479	95 000	51 000	–	–
2010	257 660	95 000	48 106	–	–
2011	255 178	97 069	51 000	–	–
2012	266 835	100 703	48 052	–	–
2013	160 501	103 868	50 640	2 602	–
2014	112 090	108 000	55 568	4 002	–
2015	198 450	114 753	58 304	4 962	–
2016	229 893	111 072	57 272	6 357	–
2017	242 899	115 895	56 569	6 551	–
2018	249 627	109 148	55 715	7 124	–
2019	257 004	118 141	54 186	7 604	–
2020	41 354	13 532	9 079	1 895	–
2021 (actual)[a]	16 675	8 215	5 586	–	–
2022 (actual)[a]	101 719	23 655	26 722	1 628	–
2023 (actual)[a]	188 377	37 683	44 050	4 996	–
2024 (actual)[a]	205 603	37 923	49 263	8 900	–
2025 (estimate)	215 883	45 000	54 400	6 300	64 069
2026 (estimate)	220 221	64 000	54 400	10 000	264 435

[a] In-person and online visitors.

Headquarters

IS3.31 The Visitors' Services Section at Headquarters organizes guided tours, as well as briefing programmes and outside speaking engagements, in which United Nations officials address groups of students, representatives of non-governmental organizations (NGOs) and other audiences on a range of issues related to the work of the United Nations. Since the reopening of operations at Headquarters in April 2022, all activities continue to be offered both online and in person, with the aim of reaching a wider global audience.

IS3.32 As an innovative and supplementary source of income for the guided tour operation, the Visitors' Services Section will continue offering its six-minute virtual reality experience, showcasing the work of the United Nations Mission in South Sudan. This experience, launched during the Action Days of the Summit of the Future in September 2024, had already been enjoyed by over 600 visitors and groups – primarily students – by mid-March 2025. These included the 15 members of the Security Council, representatives of troop- and police-contributing countries and participants in the twenty-eighth International Association of Peacekeeping Training Centres conference, which brought together 210 attendees from 50 countries to discuss the evolving challenges of modern peace operations.

IS3.33 To broaden its reach and engage new audiences, the Visitors' Services Section will maintain its partnerships with renowned New York City attractions, which include the Summit One Vanderbilt observatory and Madame Tussauds wax museum. Through the creation of bundled "combo" packages and cross-promotion via each partner's marketing platforms, the Visitors' Services Section has successfully fostered sales synergies, increasing visitor traffic.

IS3.34 The Visitors' Services Section has also teamed up with the New York Adventure Club, a tour operator specializing in exclusive behind-the-scenes experiences. Through this collaboration, the Club offers a unique combination of the United Nations art and architecture tours to its clients, who visit Headquarters after regular working hours. This partnership consistently attracts several dozen visitors to Headquarters each month.

IS3.35 For the eleventh consecutive year, the Visitors' Services Section will partner with the Mayor's Office for International Affairs to cohost the annual New York City Junior Ambassadors programme. This initiative provides an educational journey for over 500 New York City young people from more than 20 schools and afterschool programmes across the city's five boroughs. Since its inception, over 5,000 New York City public school students have participated in this unique experience, learning about the Organization's work through guided tours and specialized briefings on the Sustainable Development Goals.

IS3.36 The Visitors' Services Section has seen a rise in guided tour requests from United Nations offices and mission staff for their event participants. This trend is attributed to the organization of thematic tours aimed at promoting guided tours within the United Nations community. These include art tours of the gifts collection on the second floor for United Nations Day, garden tours during the summer, and architecture and history tours of the United Nations compound throughout the year. In addition, the Section annually hosts United Nations Kids Day, offering tours for children throughout the day and a full day of fun and educational activities at the Visitor Centre.

IS3.37 The Visitors' Services Section relies on a core staff of fixed-term, full-time tour guides who conduct tours in person and online in more than a dozen languages, as well as specialized tours on a range of subjects relevant to the work of the United Nations. To ensure operational flexibility, the Section will hire additional temporary staff as individual contractors during peak seasons and to support the logistics of the virtual reality experience and manage the headsets for visitors.

IS3.38 To offset rising costs, including increases in staffing expenses due to cost-of-living adjustments, a price increase for guided tour tickets is proposed, effective January 2026. This adjustment will help the Visitors' Services Section maintain its current staffing levels and continue offering both in-person and online guided tours and briefings. Based on a market survey of comparable New York City attractions, the following price increases are recommended: from $26 to $29 for adults, from $18 to $21 for seniors and students, and from $15 to $18 for children.

IS3.39 The most recent price increase took effect in early 2023. The proposed $3 increase in ticket prices aligns with inflation and remains below the market rates for similar tourist attractions in New York City.

Geneva

IS3.40 At the United Nations Office at Geneva, the Visitors Service continues to deliver tours in 12 languages for groups, individual visitors and dignitaries. Youth groups continue to represent about 80 per cent of planned groups. The guided tour operation in Geneva is currently experiencing quantitative limitations to its operation owing to the closing down of about half of the Geneva compound since mid-2022 because of the work to refurbish the Palais des Nations under the strategic heritage plan. Owing to safety considerations vis-à-vis the construction site and to spatial restrictions linked to the closure of some buildings, several measures were taken, such as: (a) a reduction in the size of the tours to smaller groups, which reduced the ratio of visitors per guide; (b) restrictions imposed by security considerations on the number of groups permitted on the compound at any given time; and (c) the closure of the tours on United Nations holidays and major conferences.

IS3.41 Despite these challenges, the Visitors Service continues to offer a high-quality alternative tour route, which has received positive feedback and continues to generate increasing demand. The alternative tour route is offered to groups and individual visitors and for private tours. Despite the severity of the challenges at stake, the number of visitors in Geneva has been growing at a fast rate, with an increase of about 60 per cent between 2022 and 2024. While the refurbishment work at the Palais des Nations will continue in 2026, it is hoped that the growth in the number of visitors will continue

throughout 2025, subject to sufficient and timely budget allocations, as well as close cooperation with security, with a view to achieving a more flexible approach to the existing restrictions on the maximum number of visitors.

IS3.42 In addition to on-site tours of the Palais des Nations, online tours developed in 2021 are also expected to be offered in 2026. The Visitors Service will continue to offer tours adapted to the renovation work linked to the strategic heritage plan, modifying routes with new elements and including information products in various formats. Adaptations of public information support material for visitors who are visually and audibly impaired are also proposed. The Service's online sales operation continues to improve customer service.

IS3.43 Owing to the combined effect of continuing upward cost pressures and restrictions on the number of visitors, such as a smaller volume of visitors on the premises, a lower number of visitors per guide and the additional administrative cost of accrediting visitors, which increase the operating costs, the Visitors Service proposes the following slight increases in ticket prices in 2026: SwF 25 for adults (instead of SwF 22) and SwF 20 for university students and senior citizens (instead of SwF 18). The ticket price for school children and youth would be increased from SwF 11 to SwF 13 per person for children aged 6 to 13, and from SwF 12 to SwF 14 per person for those aged 14 to 17. United Nations staff members and official delegations would continue to benefit from complimentary tours. Online tours would remain at a flat rate of SwF 170 per tour and private tours for up to five persons would remain at a flat rate of SwF 280 per tour.

IS3.44 It is anticipated that, in 2026, the Portail des Nations will have opened in a new building on the compound of the Palais des Nations. While the Visitors Service will not be housed in the same building, it is expected that the guided tour offer will need to be adapted to the offer in place in the future Portail des Nations. The adaptation may take the form of the provision of joint tickets and an increase in visitor numbers. In 2026, the Service will operate from Monday to Friday from January to March and October to December and will also operate on weekends from April to September to accommodate peak demand. The anticipated impact of the opening of the Portail des Nations is taken into account in the estimate of 64,000 visitors for the year.

Vienna

IS3.45 At the United Nations Office at Vienna, the Visitors Service continued to experience high demand for, and excellent visitor feedback on, the guided tours conducted in more than a dozen languages. The educational sector remains the bedrock of tour demand in Vienna, with young people representing two thirds of all visitors. Primary and secondary school groups alone accounted for 51 per cent of the 49,263 visitors in 2024. The Service therefore specializes in tours tailored to children and young people, such as lecture programmes for academic groups, an interactive tour on the Sustainable Development Goals for teenagers and thematic tours for primary school children that are aimed at inspiring the youngest audiences through play. This focus has helped establish the Service's reputation for excellence among partners in the host country and many other Member States, but has historically made income generation on a cost-covering basis more challenging due to the need to for a large proportion of discounted tickets for children. In 2026, standard ticket prices will again be €15 for adults, €13 for students and retirees and €7 for schoolchildren.

IS3.46 In Vienna, a flexible, hybrid operating model has succeeded in continuously increasing visitor numbers, income and net revenue since in-person tours were allowed to gradually resume in September 2021. Adequate staff support in recent years has been the key to allowing the Visitors Service to work with Vienna-based organizations to improve exhibits on the tour route and offer higher-quality service in the Visitors' Centre in order to justify very robust pricing by local standards, and to pursue promotional outreach and partnerships to attract high-revenue visitors, such as tourists and professional groups, in a highly competitive local tourist market. Guided tours for individual visitors in additional languages, launched in 2024 and gaining in popularity, have further diversified the tourist base on which the Service draws.

IS3.47 The Visitors Service has pursued a business strategy over the past decade aimed at justifying robust pricing and appealing to high-revenue audiences through a focus on high-quality tours and a satisfying visitor experience, which includes the availability of an increasingly refined selection of auxiliary souvenir items. Since the end of the coronavirus disease (COVID-19) pandemic, this strategy has resulted in strong visitor numbers and income gains. Visitor numbers in 2024 were 11 per cent higher than in the previous year while income in 2024 increased by 24 per cent against the previous year, and by 50 per cent against 2019.

Nairobi

IS3.48 In 2025, the Visitors Service in Nairobi sought to strengthen its global presence by expanding partnerships with schools, travel agencies and other stakeholders. Efforts to maintain and grow visibility will continue into 2026. A wide range of outreach activities and initiatives were implemented as planned, enhancing the overall impact and reach of the Service, including welcoming hundreds of students and tourists and the launch of the workshop on gender and the Sustainable Development Goals, which have met with tremendous demand and success. The number of languages in which tours are offered has increased to seven.

IS3.49 Looking ahead to 2026, the Visitors Service will continue offering in-person guided tours of the United Nations complex, while also introducing new tour formats and thematic programmes designed to engage a broader range of audiences. A more proactive approach will be taken to engage Member States, in particular to strengthen collaboration and visibility. The Service will also expand its outreach and revive efforts to build meaningful partnerships with both traditional and new target groups visiting Nairobi, with plans to offer tours in nine languages, including the six official United Nations languages, as well as additional advertisements around the city of Nairobi and at airports welcoming visitors and inviting them to book a tour at the United Nations Office at Nairobi.

Addis Ababa

IS3.50 The Africa Hall Visitors' Centre is projected to host up to more than 250,000 visitors annually and will target 10 types of visitors. It will be managed by the ECA Publications and Conference Management Section, with a dedicated team to handle operations, tours and collaborations with various relevant local and regional institutions. Although the renovated Africa Hall was inaugurated in October 2024, the handover process did not start until the end of February 2025 due to the streamlining of some installations in the Hall. The testing and commissioning phase has been concluded and identified defects are now being rectified by the contractor, with an anticipated completion date of 16 May 2025. The operationalization of the Visitors' Centre will occur in two phases: a small-scale opening scheduled for 1 June 2025, followed by full-scale operations by January 2026. This timeline assumes that the content necessary for the permanent exhibition will be uploaded. Current activities that are progressing include targeted promotion, the employment of various systems, the setting up of the mechanisms for the visitor experience, and staff recruitment.

IS3.51 In 2026, the Africa Hall Visitors' Centre will continue to offer its services to the public, including through a guided tour programme and the use of virtual reality, featuring permanent and temporary exhibitions on pan-African history, the building's history and architectural background, African natural and cultural heritage listed by the United Nations Educational, Scientific and Cultural Organization and the impact of the United Nations and ECA on African socioeconomic progress; preserved artworks; a speaker's corner; a research station; an art exhibition; and a modern, technologically advanced conference hall. The Visitors' Centre will also include a souvenir shop where books and various United Nations-branded items will be offered for sale. For 2026, a total of 264,435 visitors are projected for the Centre.

IS3.52 Table IS3.20 lists all deliverables, by category and subcategory, for 2026.

Table IS3.20
Deliverables for 2026, by category and subcategory

Category and subcategory
D. Communication deliverables
Outreach programmes, special events and information materials: guided tours, including the development of different tour concepts for general audiences, including young people and children, as well as VIP tours for high-level officials and goodwill ambassadors in approximately 20 languages, offered at Headquarters, the United Nations Offices at Geneva, Vienna and Nairobi, and ECA; design and production of exhibits, interactive tour materials, souvenir items and books for visitors to all five duty stations in multiple languages; briefing programmes at Headquarters and United Nations offices, as well as outside speaking engagements, on various United Nations issues presented by Secretariat officials in response to requests from academic institutions, NGOs and other groups; videoconferences linking groups away from Headquarters and United Nations offices with Secretariat and/or mission officials; and engagement with visitors for promotional purposes and as multipliers of United Nations communications priorities, including on social media and through partnerships with local actors in the educational and tourism sectors in New York, Geneva, Vienna, Nairobi and Addis Ababa.

Resource requirements

IS3.53 Post resources in the amount of $2,552,500, reflecting an increase of $153,000, would provide for the financing of 18 posts, as shown in table IS3.18, for the public services of the Department of Global Communications (2 P-3, 1 General Service (Principal level) and 7 General Service (Other level) at Headquarters, 1 P-3 and 2 General Service (Other level) in Geneva, 1 P-2 in Vienna and 1 P-2 in Nairobi) and of ECA (1 P-2 and 2 Local level in Addis Ababa). The increase reflects the proposed establishment of 3 posts (1 P-2 and 2 Local level) at the Africa Hall Visitors' Centre in Addis Ababa, as explained in the annex.

IS3.54 Non-post resources in the amount of $4,382,300, reflecting an increase of $776,600, would provide for other staff costs, hospitality, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The increase, pursuant to section XV, paragraph 13 of General Assembly resolution 79/258 A, consists of the following:

(a) An increase of $691,600 under other staff costs to cover the cost of 13 Local level general temporary assistance positions to support the smooth operation of the Africa Hall Visitors' Centre with a positive visitor experience. This team of specialized personnel would work collaboratively and would include: (i) eight Public Information Assistants (tour guides) to deliver various tours, educating diverse audiences, while maintaining up-to-date knowledge and providing excellent customer service; (ii) two Sales Assistants to manage the souvenir shop, handling orders, inventory and customer communication, thereby contributing to the visitor experience; (iii) two Cashiers to provide a crucial point of contact, by processing financial transactions efficiently and offering excellent customer service; and (iv) one Supply Assistant to support the logistical backbone of these operations, including by managing inventory and procurement, and ensuring compliance and efficient supply flow. Thus, each role would play a vital part in creating a well-organized and informative environment for visitors at Africa Hall;

(b) An increase of $75,000 under contractual services to provide for the development of an online edutainment experience at the Africa Hall Visitors' Centre. This would allow visitors to explore Africa Hall and its three artworks virtually when the Hall is occupied by meetings. In addition, this would provide for developing materials to present information in a way that is accessible and engaging for primary school audiences for child-centred storytelling;

(c) An increase of $10,000 under supplies and materials to provide for stationery, office supplies and materials, including the purchase and replacement of tour guide uniforms, cash register paper, promotional print materials and souvenir shop price tags in support of the operations of the Africa Hall Visitors' Centre.

4. Revenue services of the Department of Economic and Social Affairs

Table IS3.21
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Statistics			
Gross revenue	1 648.3	1 648.3	–
Less expenses against revenue	862.0	862.0	–
Total net revenue	**786.3**	**786.3**	**–**

Table IS3.22
Summary of requirements by category of expenditure
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Non-post	686.4	862.0	–	–	–	–	–	862.0
Total	**686.4**	**862.0**	**–**	**–**	**–**	**–**	**–**	**862.0**

IS3.55 In 2026, the sales activities of the Department of Economic and Social Affairs under the present section will complement the work of the Statistics Division. The general objective of the activities is to ensure a high level of quality in the databases of the Division, including their metadata. These databases cover the international trade in goods and services statistics (UN Comtrade database), the database on business statistics, the database on national accounts statistics, the classifications registry, the global enterprise group registers and other databases of the Division. The activities also include the facilitation of data exchange between international agencies and countries and training in the use of the Statistical Data and Metadata Exchange. Within this general objective, the activities are also intended to assist developing countries in improving the quality, availability and dissemination of their official statistics for inclusion in the databases of the Division, thereby ensuring the continued value of such data for the customer base.

IS3.56 Following the actual and estimated increases in 2023, 2024 and 2025, respectively, it is anticipated that gross revenue is expected to stabilize in 2026, based on long-term projections that reflect average revenues since October 2022. In the rapidly shifting international trade landscape, UN Comtrade will continue to attract a wide and growing audience of large data users, including government and policymakers, academia and research institutes, businesses and the public, as it provides access to reliable and comprehensive trade data. With the planned update of several trade statistics manuals in 2026, it is foreseen that UN Comtrade will also be upgraded to accommodate new data variables and indicators. As it is a public service, features are gradually being added to UN Comtrade to accommodate the growing need to analyse and download trade data.

Resource requirements

IS3.57 The amount of $862,000 for non-post resources, reflecting no change compared with the approved budget for 2025, would provide for other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment, and grants and contributions. The bulk of non-post resources are designated for contractual services in order to improve and maintain trade data tools for countries as part of capacity-building activities, to acquire ship tracking

data and other relevant data sets hosted on the United Nations Global Platform, to cover the cost of hosting and cloud services for UN Comtrade and other relevant databases and tools, and to update, maintain and run the platform hosting e-learning courses on international trade statistics. The grants and contributions are intended to support developing countries in improving the quality, availability and dissemination of their official statistics by organizing training workshops, study visits and on-the-job training for national statisticians.

5. Sale of gift items

Table IS3.23
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Headquarters gift shop			
Gross revenue	619.2	619.2	–
Less expenses against revenue	–	–	–
Total net revenue	**619.2**	**619.2**	**–**

IS3.58 The gift shop at Headquarters provides staff, members of delegations and visitors with United Nations mementos and souvenirs, as well as handicrafts and other souvenirs from around the world. The gift shop at Headquarters is operated by a contractor that is required to provide the United Nations with a percentage of gross sales and a utilities fee.

IS3.59 The projected revenues from the gift shop for 2026 amount to $619,200, reflecting no change compared with the approved estimate for 2025.

6. Garage operations

Table IS3.24
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Headquarters			
Gross revenue	780.0	760.6	(19.4)
Less expenses against revenue	788.4	799.8	11.4
Net revenue	**(8.4)**	**(39.2)**	**(30.8)**
Geneva			
Gross revenue	346.0	346.2	0.2
Less expenses against revenue	404.2	404.2	–
Net revenue	**(58.2)**	**(58.0)**	**0.2**
Bangkok			
Gross revenue	81.0	90.0	9.0
Less expenses against revenue	72.1	80.1	8.0
Net revenue	**8.9**	**9.9**	**1.0**

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Total gross revenue	1 207.0	1 196.8	(10.2)
Less total expenses against revenue	1 264.7	1 284.1	19.4
Total net revenue	**(57.7)**	**(87.3)**	**(29.6)**

Table IS3.25
Summary of requirements by category of expenditure
(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	804.0	909.3	–	–	–	–	–	909.3
Non-post	335.2	355.4	–	–	19.4	19.4	5.5	374.8
Total	**1 139.2**	**1 264.7**	**–**	**–**	**19.4**	**19.4**	**1.5**	**1 284.1**

Table IS3.26
Post requirements

	Established, income section 3		*Temporary*				*Total*	
			Income section 3		*Extrabudgetary*			
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
General Service and related								
GS (OL)	4	4	–	–	–	–	4	4
SS	2	2	–	–	–	–	2	2
Total	**6**	**6**	**–**	**–**	**–**	**–**	**6**	**6**

IS3.60 The garage operations at Headquarters, Geneva and Bangkok provide parking facilities for delegates and staff under conditions and at rates established by the United Nations.

IS3.61 Revenue projections for 2026 are informed by actual revenues in 2024. At Headquarters, these are expected to be affected by the local government's congestion pricing programme and the inability to adjust garage rates since 2022. In paragraph 76 of resolution 79/257, the General Assembly emphasized that services to the public should be financially self-supporting and urged the Secretary-General to develop innovative options, while maintaining garage rates at their current level and not introducing any changes in the garage operations policies, to increase income, avoid deficit and optimize resources. In response, the garage operation at Headquarters has initiated a project to automate the processing of daily ad hoc parking requests for staff, with the aim of enhancing garage utilization. However, given the constraints outlined above and the limitations imposed by the resolution, no adjustment in garage rates will be made and hence no significant increase in revenue is anticipated for 2026.

IS3.62 The Administration is required to issue guidance and make operational policy changes from time to time to ensure the safe and effective management of parking facilities for delegates and staff at United Nations garages at Headquarters and in Geneva and Bangkok.

IS3.63 It should be noted that the garage rates at Headquarters were last revised effective September 2022. As inflationary pressures are expected to further increase costs, and revenues are expected to be

affected by the various factors described in paragraph IS3.61, the General Assembly may wish to consider adjusting the garage fees applicable to staff to ensure the self-sufficiency of the garage administration office at Headquarters. It should also be noted that the fees applicable to delegates have not been adjusted since 1984. In order to realign the revenue potential of the garage operation and ensure that it remains self-supporting, the Assembly may also wish to consider adjusting the fees applicable to delegates in line with the cost-of-living index. The Assembly may also wish to reconsider allowing revisions to the operational policy to mitigate a continued downward trend in income in future budget periods.

Resource requirements

IS3.64 The amount of $1,284,100 would provide for the financing of six posts, as shown in table IS3.26 (2 General Service (Other level) and 2 Security Service at Headquarters; and 2 General Service (Other level) in Geneva), as well as non-post requirements.

IS3.65 Non-post resources in the amount of $374,800, reflecting an increase of $19,400 compared with the approved budget for 2025, would provide for other staff costs, contractual services, general operating expenses, and supplies and materials. The increase mainly reflects additional requirements for supplies and materials due to an increase in vendor printing costs for parking permits and stickers at Headquarters ($6,400) and increased requirements under furniture and equipment for the required upgrade and replacement of ageing equipment and furniture at the garage operations at Headquarters and in Bangkok ($13,000).

7. Catering operations

Table IS3.27
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Catering, Headquarters			
Gross revenue	1 110.1	547.4	(562.7)
Less expenses against revenue	1 982.2	1 982.2	–
Net revenue	**(872.1)**	**(1 434.8)**	**(562.7)**
ESCAP cafeteria			
Gross revenue	75.5	75.5	–
Less expenses against revenue	55.5	73.1	17.6
Net revenue	**20.0**	**2.4**	**(17.6)**
Total gross revenue	1 185.6	622.9	(562.7)
Less total expenses against revenue	2 037.7	2 055.3	17.6
Total net revenue	**(852.1)**	**(1 432.4)**	**(580.3)**

Table IS3.28
Summary of requirements by category of expenditure

(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	253.0	255.5	–	–	–	–	–	255.5
Non-post	3 307.9	1 782.2	–	–	17.6	17.6	1.0	1 799.8
Total	**3 560.9**	**2 037.7**	**–**	**–**	**17.6**	**17.6**	**0.9**	**2 055.3**

Table IS3.29
Post requirements

	Established, income section 3		*Temporary*				*Total*	
			Income section 3		*Extrabudgetary*			
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
Professional and higher								
P-4	1	1	–	–	–	–	1	1
Total	**1**	**1**	**–**	**–**	**–**	**–**	**1**	**1**

IS3.66 The United Nations catering contract at Headquarters, signed on 31 December 2014, was due to expire on 31 December 2024. The current contract, which was amended to a subsidy model during the pandemic to mitigate the vendor's losses, was extended to allow sufficient time to complete the new solicitation. Six of the seven dining locations were operating as at 15 January 2025 to meet current demand. Historically, food operations at Headquarters have relied on external catering events for profitability, because the cafeterias have typically generated losses owing to narrow margins. To mitigate losses, the availability of the various dining facilities will continue to be evaluated on an ongoing basis and adjusted as required.

IS3.67 In February 2024, the Secretariat decided to implement a multistage request for proposals for the new solicitation process to attract more vendors. The request was open to all vendors. As a result, more vendors participated in the process, but it took a much longer time to complete. The solicitation process is in full compliance with United Nations regulations, taking into account the recommendations resulting from the independent assessment conducted in 2021, as well as improvements in market conditions. It is offering bidders the option to propose a "profit and loss" model, whereby they would be responsible for the financial result of the operation at the onset of the contract, or start with a "subsidy" model first and transition to a "profit and loss" model once specific targets are met. The procurement exercise is expected to conclude by the end of the second quarter of 2025 and arrangements to extend the contract with the existing provider will be made as necessary to ensure continuity of services.

IS3.68 Pending the new contract terms, 2026 estimates are projected on the basis of the current situation whereby a subsidy would continue to be required. Based on the assumption that catering revenue would increase but be partly offset by higher costs for labour, food and other expenses, including those resulting from tariff and inflationary impacts, continued losses are expected. The projected revenue for 2026 for the catering operations at Headquarters amounts to $547,400, based on the average actual experience for the past three years.

IS3.69 The catering service at ESCAP is provided for the benefit of staff, delegates and participants in meetings of non-United Nations entities and conferences held on the premises. The catering operation in Bangkok generates incidental revenue, estimated at $75,500 for 2026, reflecting no change compared with 2025.

Resource requirements

IS3.70 The amount of $2,055,300 would provide for the financing of one post (P-4) in the Division of Administration at Headquarters, as well as non-post requirements for Headquarters and Bangkok.

IS3.71 Non-post resources in the amount of $1,799,800, reflecting an increase of $17,600, would provide for other staff costs, contractual services, general operating expenses, and furniture and equipment. The increase reflects additional requirements under other staff costs due mainly to the implementation of a new salary scale for General Service staff in Bangkok ($19,500), offset in part by a decrease under contractual services relating to the revised projected costs of conducting an annual independent hygiene audit covering all food service operations in Bangkok ($1,900).

8. Other commercial operations

Table IS3.30
Estimates of gross and net revenue
(Thousands of United States dollars)

	2025 approved estimate	*2026 estimate*	*2026 increase (decrease)*
Vienna commercial activities			
Gross revenue	–	–	–
Less expenses against revenue	–	–	–
Net revenue	**–**	**–**	**–**
ESCAP Conference Centre			
Gross revenue	360.9	350.0	(10.9)
Less expenses against revenue	274.6	274.6	–
Net revenue	**86.3**	**75.4**	**(10.9)**
ECA Conference Centre			
Gross revenue	39.1	290.3	251.2
Less expenses against revenue	–	–	–
Net revenue	**39.1**	**290.3**	**251.2**
Total gross revenue	400.0	640.3	240.3
Less total expenses against revenue	274.6	274.6	–
Total net revenue	**125.4**	**365.7**	**240.3**

Table IS3.31
Summary of requirements by category of expenditure

(Thousands of United States dollars)

			Changes					
	2024 expenditure	*2025 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	*2026 estimate*
Posts	1.0	–	–	–	–	–	–	–
Non-post	202.5	274.6	–	–	–	–	–	274.6
Total	**203.5**	**274.6**	**–**	**–**	**–**	**–**	**–**	**274.6**

IS3.72 The next phase of the refurbishment work, covering the main entrance to the Visitors' Centre of the Vienna International Centre will commence in 2026, subject to the availability of co-financing from other Vienna-based organizations, such as the International Atomic Energy Agency, the Comprehensive Nuclear-Test-Ban Treaty Organization and the United Nations Industrial Development Organization. During this period, commercial activities will remain suspended, until the refurbishment is completed, resulting in no anticipated income or expenditure for 2026.

IS3.73 The total gross revenue of the United Nations Conference Centre at ESCAP is estimated at $350,000 for 2026.

IS3.74 The United Nations Conference Centre at ECA provides conference halls and exhibition facilities to other United Nations agencies, NGOs, intergovernmental organizations, government offices and others, for a fee. The rental income from the Conference Centre is estimated at $290,300 for 2026, reflecting an increase of $251,200 compared with the approved estimate for 2025. The increase is due mainly to (a) additional income from conference rooms 1 and 2, which have undergone major renovation and (b) the addition of the Africa Hall plenary conference room and two adjacent committee meeting rooms, which will be fully operational by 2026. The ongoing maintenance costs of the Conference Centre are budgeted under section 18, Economic and social development in Africa.

Resource requirements

IS3.75 The amount of $274,600 for non-post resources, reflecting no change compared with the approved budget for 2025, would provide for other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

B. Programme support

Revenue Accounts Unit

Table IS3.32
Summary of requirements by category of expenditure

(Thousands of United States dollars)

			Changes		
	2024 expenditure	*2025 approved*	*Amount*	*Percentage*	*2026 estimate*
Posts	448.1	500.9	–	–	500.9
Non-post	4.7	–	–	–	–
Total	**452.8**	**500.9**	**–**	**–**	**500.9**

Table IS3.33
Post requirements

	Established, income section 3		*Temporary*					
			Income section 3		*Extrabudgetary*		*Total*	
Category and grade	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*	*2025*	*2026*
Professional and higher								
P-4	1	1	–	–	–	–	1	1
General Service and related								
GS (OL)	2	2	–	–	–	–	2	2
Total	**3**	**3**	**–**	**–**	**–**	**–**	**3**	**3**

Resource requirements

IS3.76 The amount of $500,900 would be required to provide for the continuation of three posts (1 P-4 and 2 General Service (Other level)) in the Finance Division of the Office of Programme Planning, Finance and Budget that are responsible for revenue accounting and reporting.

Annex

Summary of proposed post changes, by component

Component/subprogramme	*Posts*	*Grade*	*Description*	*Reason for change*
Services to visitors	1	P-2/1	**Establishment** of 1 Associate Event Coordinator	The Africa Hall Visitors' Centre encompasses and features a permanent exhibition space with multimedia presentations, a temporary exhibition space for art and cultural displays, preserved artworks, a research station, guided tour operations, speakers' sessions and a book and souvenir shop. It serves as a venue for a diverse range of events, including public lectures, art exhibitions and educational activities. These events are integral to disseminating information about the work of the United Nations and engaging with various stakeholders. In this regard, the three posts (1 P-2 and 2 Local level) proposed for establishment, pursuant to section XV, paragraph 13, of General Assembly resolution 79/258, would be crucial for the successful management and execution of events and visitors' services at Africa Hall. Details of the duties and responsibilities of the three posts are set out below. The Associate Event Coordinator (P-2) would be responsible for the overall management of the Africa Hall venue, including coordinating with service providers, managing event spaces and handling enquiries related to the venue's use. The Associate Event Coordinator would also play a pivotal role in event planning and coordination involving logistical planning for, and the scheduling and coordination of, all events at Africa Hall, including by supporting the following: the organization of briefing programmes and special events facilitated by the External Communications and Media Relations Section and/or the Knowledge Management Services Section at Africa Hall, including outreach to key stakeholders, such as schools, partners, the United Nations system and embassies, to ensure a broad understanding of the work of the United Nations; United Nations Communications Group outreach events, as well as press briefings and authorized filming; and events organized by the United Nations or its partners in connection with the arts, culture and heritage, such as art exhibitions or other related creative or artistic expressions and engagements that are aligned with the work of the Organization. The Tour Coordinators (2 Local level) would be essential for managing the visitor experience at Africa Hall. The Visitors' Centre will serve as a key point of contact for the public, including VIPs, diplomats, students and tourists. The Tour Coordinators would play a vital role in managing tours through scheduling and assigning tours, providing briefings to tour guides and coordinating special tours for diverse groups. This would ensure that visitors receive informative and engaging tours of Africa Hall. The Tour Coordinators would also be responsible for ensuring that visitors have a positive and enriching experience, including by addressing visitor enquiries, managing complaints and collecting feedback to improve tour services. The Tour Coordinators would also supervise tour guides, ensuring that they adhere to professional standards, follow operational guidelines and effectively communicate with visitors. Furthermore, the Tour Coordinators would act as a liaison between tour guides, visitors and management. They would provide feedback on visitor comments and contribute to the development of marketing strategies to enhance the services provided by the Visitors' Centre.
	2	LL	**Establishment** of 2 Tour Coordinators	